

The Corsham School Academy Group

SCHEME OF DELEGATION

Approved by Board September 2026

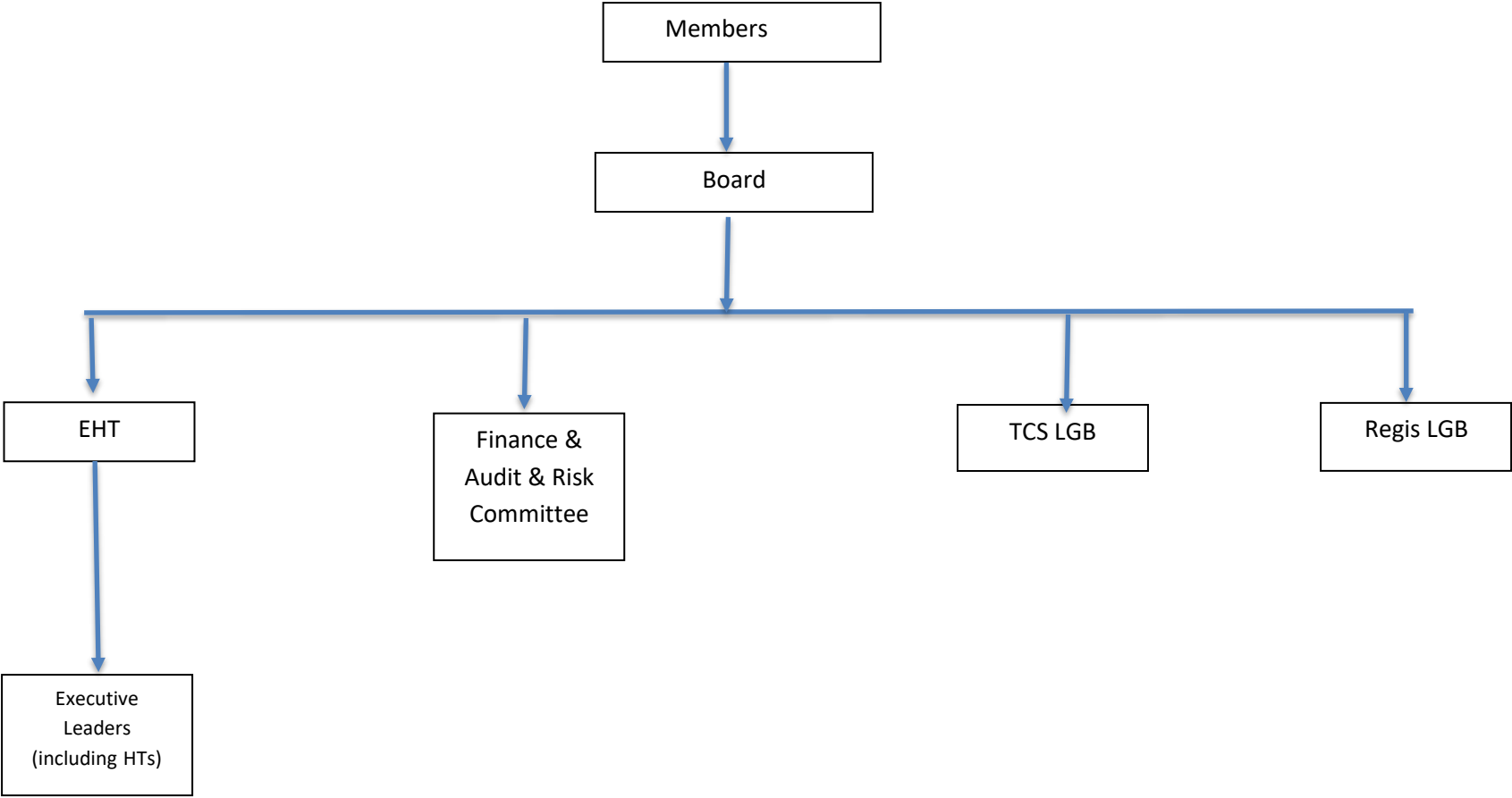
Management Log

Document name	Scheme of Delegation
Author	Michelle Hocking
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Reviewer	Board of Directors/Trustees

All acronyms used in this document are defined in Appendix 1 (p.18 – 20)

TCSAG has adapted this document to define lines of responsibility and accountability across trust.

Pictorial Representation:



Introduction (NB all definitions in Appendix 1)

The Board is accountable in law for all major decisions about their academies. It is vital that the decision to delegate a function is made by the full Board and is recorded. Without such delegation, the individual or committee has no power to act.

This SoD sets out how governance, educational, financial, operational and compliance responsibilities are allocated across TCSAG.

The SoD provides clarity regarding accountability, decision-making and assurance arrangements across the TCSAG and should be read alongside:

- The Articles of Association;
- Funding Agreements;
- The Academy Trust Handbook;
- TCSAG's Financial Regulations;
- Committee Terms of Reference; and
- Applicable company, charity and education legislation.

The Board remains ultimately accountable for all functions of TCSAG, regardless of whether responsibilities are delegated to committees, LGBs, executive leaders or members of staff. Delegation does not remove trustee accountability

This scheme of delegation is designed to:

- Promote a culture of honesty and accountability
- Ensure the EHT and Senior Leadership are clear about which decisions remain in the control of Board
- Identify responsibility for the appointment and performance management of the EHT and HTs
- Ensure that the role of the EHT and Senior Leadership is fully understood throughout the trust
- Identify responsibility for strategy, policy and practice in each Academy
- Identify responsibility for oversight of educational performance in each Academy
- Identify responsibility for oversight of each Academy's budget
- Identify responsibility for management of risk in each Academy

The Board appoints the EHT, to whom it delegates responsibility for delivery of its vision and strategy and will hold the EHT to account for the conduct and performance of TCSAG, including the performance of the Academies within TCSAG, and for its financial management.

In turn, the EHT line manages other Senior Leadership and the Academies' HTs setting their targets and performance managing them.

The Board delegates some of its school level monitoring and scrutinising functions to Academy LGBs and uses these committees to promote stakeholder engagement and as a point of consultation and representation. Lines of communication to the Board must be clearly established.

As the HT is being line managed by the EHT or delegated executive leaders, the LGB carries no operational function of managing the HT. However, they must be confident that the trust's performance management systems are working well, and if not, how they can make the trust aware of their concerns. To support this aim it is usual for the EHT to seek input from the Chair of the LGB when undertaking the HT's performance management.

The role of the Members

The Members of TCSAG are guardians of the governance of the trust and as such have a different status to Directors (Trustees). Originally, they will have been the signatories to the Memorandum of Association and will have agreed the trust's first articles of association (the legal document which outlines the governance structure and how the trust will operate): [TCSAG Articles of Association](#). The Articles describe how Members are recruited and replaced, and how many of the Directors (Trustees) the Members can appoint to the Board.

The Members appoint Directors (Trustees) to ensure that the trust's charitable object is carried out and so must be able to remove Directors (Trustees) if they fail to fulfil this responsibility. Accordingly, the Board submits an annual report on the performance of TCSAG to the Members.¹ Members are also responsible for approving any amendments made to the Articles.

There must be at least three members, although the DfE prefer at least five, and while members are permitted to be appointed as Directors (Trustees), in order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, not all members should be Directors (Trustees). Members are not permitted to be employees of TCSAG. The Chair of the Board is an ex officio Member. The Academy Trust Handbook specifically states that the "Department's strong preference is for a majority of members to be independent of the board of trustees."

The current Membership of TCSAG is set out in Appendix 2, Part A.

The role of the Directors (Trustees)

TCSAG is a charitable company and so Directors (Trustees) are both Charity Directors (Trustees) (within the terms of section 177(1) of the Charities Act 2011) and Company Directors (Trustees). Because Directors (Trustees) are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. From this point on in this document Trustees will be referred to only as Directors.

The Directors are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the Memorandum and Articles and its Funding Agreements: [TCSAG Articles of Association](#) and [TCSAG Funding Agreement](#). The Board is legally responsible and accountable for all statutory functions, for the performance

¹ Trustees' Report forming part of the audited accounts

of all schools within the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos, and strategic direction
2. Hold the executive to account for the educational performance of the trust's schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

Principles of Delegation

Trustee Accountability

The Board retains overall responsibility for:

- the vision, values and strategic direction of the Trust;
- educational standards and outcomes;
- safeguarding and pupil welfare;
- financial stewardship and value for money;
- risk management and internal control; and
- compliance with legal and regulatory obligations.

Reserved Matters

Any matter reserved to Members or Trustees by:

- the Articles of Association;
- Funding Agreements;
- the Academy Trust Handbook; or
- applicable legislation

cannot be exercised by any other body unless expressly delegated by the Board and permitted by law.

Delegated Authority

The Board may delegate functions to:

- Board committees;
- LGBs;
- the EHT (Accounting Officer);
- HTs; or
- other authorised officers.

The Board has the right to review and adapt its governance structure at any time which includes removing delegation.

Under the Articles, the Board is comprised as follows:

- a) Up to 12 Member Appointed Directors (Article 50)
- b) 2 Staff Directors (Article 50A)
- c) Up to 5 Academy Directors (who are the Chairs of Governors of LGBs)(Article 51)²
- d) The EHT (Article 46d)
- e) A minimum of 2 Parent Directors (Articles 53 -56)
- f) 3 Co-opted Directors (Article 58)

The current membership of the Board is set out in Appendix 2, Part B.

The role of the Board Committees

The Directors may establish committees to carry out some of the Board's governance functions which may include making decisions, although any decisions made will be deemed decisions of the Board.

Subject to the Articles the Directors:

- may appoint committees to be known as LGBs for each Academy; and
- may establish any other committee

The constitution, membership and proceedings of any committee shall be determined by the Directors. The establishment, terms of reference, constitution, and membership of any committee of the Directors shall be reviewed at least every twelve months. The membership of any committee for the Directors may include persons who are not Directors, provided that (with the exception of LGBs) a majority of members of any such committee shall be Directors. Except in the case of an LGB, no vote on any matter shall be taken at a meeting of a committee of the Directors unless the majority of members of the committee present are Directors.

The functions, duties, and proceedings of the LGBs or committees shall be subject to regulations made by the Directors from time to time. LGBs may be established solely for the purpose of fulfilling an advisory function to the Board.

Committee chairs and committee members are appointed in line with the matrix below according to their skills.

The Academy Trust Handbook makes it clear that the directors 'should have a finance committee to which the board delegates financial scrutiny and oversight'. In trusts with income above £50 million, there must also be a separate Audit & Risk committee. TCSAG is below that threshold and so has decided to combine Finance and Audit & Risk into one committee.

² Currently 2 – if number of schools/LGBs increases beyond 5, LGB chairs nominate up to 5 of their number to sit on the Board)

The Directors have established the following committees:-

- Finance/Audit & Risk Committee
- Local Governing Bodies

The Terms of Reference (ToRs) applicable to these committees are set out in Appendix 4.

The role of the Executive Head (EHT) ³

The EHT has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the EHT through their executive structures' performance manages each of the academy Head Teachers. As there is the delegation of some governance functions to LGBs, it is usual for the EHT/Executive Leaders to seek input from the Chair of the LGB when undertaking the Head Teacher's performance management.

The EHT is the Accounting Officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability avoiding waste and securing value for money.

The EHT leads the executive team of the academy trust – see page 8 below. The EHT will delegate executive management functions to the executive management team and is accountable to the Board for the performance of the executive management team.

The role of the Local Governing Body

As outlined above the Directors may establish LGBs to provide local challenge, assurance, stakeholder engagement and community representation on behalf of the Board. Chair appointments will be made annually in accordance with the matrix below.

Members of the LGB are known as governors.

Under the Articles of Association, the Directors have the right to appoint such persons to the LGBs as they shall determine from time to time. Subject to this the governorship of the LGB shall be normally comprised as follows (subject to such maximum number for each LGB as the Board shall from time to time determine):-

- a) The Head Teacher
- b) 2 staff governors (elected)
- c) 4 – 6 parent governors (elected)
- d) 4 co-opted by the LGB
- e) Any persons appointed by the Directors

The current membership of the LGBs is set out in Appendix 2, Part C.

Delegated functions may include:

- Building an understanding of how the school is led and managed

³ As at the adoption of this Scheme of Delegation, the position of EHT and HT of TCS is held by the same individual and, whilst this position continues, the Board delegates performance management of this individual in both roles to a panel of governors (wholly or majority made up of Trustees)

- Helping to secure school improvement through effective and accountable governance
- Playing a part in representing the views of the school's stakeholders
- Monitoring whether the school is:
 - Working within agreed policies
 - Is meeting the agreed targets and statutory responsibilities
 - Managing its finances well
 - Meeting teaching & learning key performance indicators
 - Engaging with stakeholders
 - Being a point of consultation and representation
 - Reporting to the Board

As a committee of the Board, delegation can be removed at any time.

During an Ofsted Inspection:

- Inspectors will always seek to meet those responsible for governance during the inspection
- The contribution of governors to the school's performance is evaluated as part of the judgement on the 'effectiveness of leadership and management'
- Inspectors will expect governors to know about the strengths and weaknesses of the school.
- Inspectors will expect school governors to be familiar with, and understand, performance data, including the information that the school data dashboard presents for their school
- In making the judgement on the 'effectiveness of leadership and management', inspectors will consider the leaders' and governors' vision and ambition for the academy and how these are communicated to staff, parents, and pupils

Academy Strategy Plan

The Academy strategy (School Improvement Plan) agreed by the LGB needs to set out the vision for the school and its broad ambitions. The strategy must link to TCSAG Strategic Plan and provide evidence that the local governors and academy are delivering against the trust's priorities. Each School Improvement Plan will be reviewed at least annually by the Board.

The strategy needs to be:

- Ambitious but achievable
- Account for how the academy's current position is allied to national and trust expectations
- Agreed and owned by the LGB

- Used to shape and drive the agreed School Improvement Plan
- Describe what learners will have left the Academy having achieved – in terms of attainment, progress and being prepared for the next stage of their education and life beyond the school
- Take account of stakeholders' views
- Provide a clear statement in terms of learner outcomes including attainment, learning progress for all year groups and disadvantaged groups, the quality of teaching and learning, pupil behaviours and the preparation of learners for their next stage of development

Executive Leadership

The EHT is responsible for implementing Board strategy and ensuring the effective operational leadership of TCSAG. The EHT provides counsel and advice to each HT in order to secure the appropriate direction and momentum for change. Equally they are able to add strategic capacity where need is identified. The EHT maintains a particular focus on attainment and progress to ensure this agenda is secure and assists with preparing for external monitoring.

HTs are responsible for the day-to-day leadership and management of their Academy within the framework established by the Board and Executive Leadership Team.

Assurance and Reporting

All committees, LGBs, executive leaders and Academy leaders exercising delegated authority shall provide regular reports and assurance to the Board through TCSAG's governance and reporting framework.

Significant concerns relating to safeguarding, educational performance, financial management, compliance, health and safety, cyber security or reputation must be escalated promptly through TCSAG's governance structure.

Annual Review

This SoD shall be reviewed:

- annually;
- following any significant governance change;
- following any significant change in Trust structure;
- following changes in regulatory requirements; and
- whenever directed by the Board

Key (RACI):

R: Responsible (delivers and implements)	
A: Accountable (primary owner of the function under delegated authority from the Board)	
C: Consulted (input required before decision)	
I: Informed (kept updated)	

The Board retains ultimate accountability for all functions of TCSAG, regardless of any delegation. Delegation of responsibility does not remove accountability. Where a role is identified as Responsible, that role is responsible for implementing and delivering the function. LGBs operate primarily in a scrutiny, monitoring, consultation and stakeholder engagement capacity unless specific decision-making authority has been expressly delegated.

Escalation Principle

Where responsibility for a matter is not explicitly identified within this SoD, or where uncertainty exists regarding decision-making authority, the matter shall be referred to the Board for determination.

Where a safeguarding, financial, compliance, operational or reputational issue is considered significant, the matter shall be escalated to the EHT and chair of the Board without delay.

Board Assurance Statement

The Board confirms that:

- responsibilities delegated through this SoD remain proportionate and appropriate;

- effective reporting and assurance arrangements are in place;
- delegated authority supports delivery of TCSAG's strategic objectives; and
- the Board retains sufficient oversight to discharge its statutory and regulatory responsibilities

SCHEME OF DELEGATION MATRIX TCSAG⁴		Members	Board	EHT	HT	F&A&R	LGB
Area of Responsibility							
Strategic Direction and Development							
1	Vision, ethos, and strategic direction for TCSAG						
2	Vision and mission (Academies) (must align with overall vision & ethos of TCSAG)						
		Members	Board	EHT	HT	F&A&R	LGB
3	Admission of new Academies						
4	Support and advice for HTs						
5	Trust-wide policies – see Appendix 3 (subject to Board ratification) ⁵						
6	Academy level policies and guidelines (cannot contradict TCSAG trust-wide policies) – see Appendix 3 (subject to Board ratification)						

⁴ The allocation of responsibilities within this SoD does not remove the Board's collective accountability for the conduct and performance of TCSAG. All delegated responsibilities remain subject to Board oversight and assurance

⁵ i.e. committee scrutinises, EHT drafts/implements and board approves

Governance, Reporting and Compliance							
		Members	Board	EHT	HT	F&A&R	LGB
1.	Review Scheme of Delegation annually – including establishment of any committees of the Board						
2.	Appointment and removal of Members	A/R					
3.	Appointment and removal of trustees (including Chair and Vice Chair)		Pursuant to Arts 51-58				
		Members	Board	EHT	HT	F&A&R	LGB
4.	Appointment and removal of EHT or any HT		+ R				
5.	Appointment and removal of Secretary						
6.	Change the constitution of the Board						
7.	Decide on a change of school category						
8.	Articles: agree and review						
9.	Agree the budget, Annual Report and Financial Statements of TCSAG						
10.	Governance structures and delegation						
11.	Terms of Reference for committees (including LGBs)						

12.	Appointment and removal of trust-wide committee chairs (Finance and Audit & Risk)						
13.	Appointment and removal of LGB chair						
14.	Appoint named Governors for Safeguarding (inc. LAC), SEND, Pupil Premium & H&S – Board to ratify LGB proposals						
		Members	Board	EHT	HT	F&A&R	LGB
15.	Appointment & removal of LGB members (exc Chair and Board co-opted governors)						
16.	Suspend governors						
17.	Agree LGB monitoring arrangements						
18.	Governance succession plan						
19.	Trust governance details on Academies' websites						
20.	Establish & maintain register of all interests for Members/Trustees/Governors						
21.	Annual report on performance of the Trust; submit to Members and publish						
22.	Statutory compliance - Company & Charity Law						
23.	Statutory compliance - Finance						
24.	Appoint TCSAG's auditors ⁶						

⁶ Under companies' law (CA2006 s.485) the shareholders (Members) appoint auditors

25.	Statutory compliance – Education law						
26.	Agree annual schedules of business for Trust Board and all committees						
		Members	Board	EHT	HT	F&A&R	LGB
27.	Establish review and monitor risk register						
28.	Undertake annual self review of Trust Board and local governing bodies						
29.	Data Protection						
30.	Information Security/Cyber Security						
31.	Freedom of Information Compliance						
32.	Equality Duty						
Academy Continuous Improvement							
1.	Set and monitor Trust Priorities and Targets						
2.	Set and monitor Academy Priorities and Targets						Challenge & Monitor
Pupils							
1.	Curriculum (T&L, inclusion, SEND)						
2.	Standards & Achievement						
3.	Admissions Policy - Trust is admissions authority						
4.	Exclusions						Ex appeals

5.	Behaviour Policy - pupils						
6.	Safeguarding Policy						
7.	Monitor the impact of Pupil Premium and Sports Premium spend on pupil outcomes						
8.	Early Years Foundation Stage Policy						
9.	SEND Policy						
10.	Appoint Academy Exclusions Panel						Where appointed
		Members	Board	EHT	HT	F&A&R	LGB
11.	Term patterns and dates						
12.	Online Safety						
13.	Medical Needs						
14.	Careers Guidance						
15.	Attendance						
Staffing							
1.	Staffing Structure						
2.	Recruitment and performance management of Lead Executive (EHT/Accounting Officer)						Board appointed PM Panel

3.	Recruitment and Performance Management of HTs/Senior Leadership Teams						
4.	Recruitment and Performance Management of Academy staff						
5.	Appoint Chief Financial Officer						
6.	Approval of Trust Performance Management Outcomes						
7.	Trust Pay Policy						
8.	Employee engagement						
9.	Appoint staffing panel						
10.	Appoint Pay & Performance Management Panel						
Relationships and Communication							
1.	Communication Strategy (incl. Branding, logos etc.)						
2.	DfE, national agencies etc.						
		Members	Board	EHT	HT	F&A&R	LGB
3.	Press, LA and other forums						
4.	Pupils						
5.	Parents						
		Members	Board	EHT	HT	F&A&R	LGB
6.	Community						

7.	Trade Unions and professional associations						
8.	Local forums (admissions, SEND, behaviour etc.)						
9.	Complaints						where appointed ⁷
Resources, Finance, premises, and assets (subject to Academy Trust Handbook)							
1.	Set and monitor Trust budgets (subject to internal financial regulations)						
2.	Accept and monitor Academy budget						
3.	Set Academy contribution rates to Trust						
4.	Prepare and approve annual financial reports to DfE etc (including establishing and maintaining a 3-year rolling, indicative oversight of the Academies' budgets)						
5.	Financial Statement (External) auditors - appointment						
		Members	Board	EHT	HT	F&A&R	LGB
6.	Internal auditors - appointment & communication						
7.	Insurances						
8.	Finance policies and internal regulations						

⁷ Complaint Review Panels act under delegated authority of the Board

9.	Benchmarking and ensure Trust-wide value for money						
		Members	Board	EHT	HT	F&A&R	LGB
10.	Health & Safety – procedures and statutory compliance						
11.	Business Continuity						
Financial Spend Authorisation as per Trust Financial Regulations (subject to Academy Trust Handbook)⁸							
1	Purchasing (approved at Exec HT/School Business Manager level)			£40k	£40k		
2	Budgeted capital			As per budget agreed from time to time			
3	Un-budgeted capital		≥£10K	≤£10K	≤£5K		

⁸ Any separate Internal Controls document will be appended

For and on behalf of the Board and the Trustees we hereby approve THE CORSHAM SCHOOL ACADEMY GROUP Scheme of Delegation

Chair of The Board of Directors of THE CORSHAM SCHOOL ACADEMY GROUP:

Sign: _____

Print name: _____

Date: _____

Executive Head of THE CORSHAM SCHOOL ACADEMY GROUP:

Sign: _____

Print name: _____

Date: _____

APPENDIX 1

Definitions

Academies	all the schools and educational institutions referred to in the Articles and operated by TCSAG (and “Academy” shall mean any one of those schools or educational institutions)
Academy Exclusions Panel	members of the Board and/or local governors from LGBs who are, from time to time, appointed by the Board to serve on such panel with responsibility for hearing appeals against exclusions
Academy Trust Handbook	Academy trusts must comply with this handbook as a condition of their funding agreement - it provides an overarching framework for implementation of effective financial management and other controls, consistent with trusts’ obligations as publicly funded bodies
Accounting Officer	the EHT, as the senior executive leader (the accounting officer role includes specific responsibilities for financial matters - It includes a personal responsibility to Parliament, and to the DfE's accounting officer, for the trust's financial resources
Appeals Panel	members of the Board who are, from time to time, appointed by the Board to serve on such panel with responsibility for hearing appeals from staff against pay decisions
Articles	the Articles of Association of TCSAG
Board	the Board of Directors of TCSAG company no. 07550425) / Board of Trustees of TCSAG
Clerk	clerk to an LGB or any other person(s) appointed to perform the duties of the clerk to an LGB, including a joint, assistant or deputy clerk
Companies Acts	company law provisions of the Companies Act 2006 (c. 46) and the provisions of the Companies Act 1985 (c. 6) and the Companies Consolidation (Consequential Provisions) Act 1985 (c. 9) that remain in force
Company Secretary	the person appointed as Secretary pursuant to Article 81 of the Articles

DfE	Department for Education
Directors	Directors of TCSAG (company no. 07550425) and Trustees of TCSAG
EHT	The person appointed by the Board as the Executive Head and Accounting Officer of TCSAG (who may further delegate her/his responsibilities and authority as s/he deems fit subject to approval by the Directors)
Executive Office	an executive or managerial post within the Company and Executive Officer shall mean a person holding an Executive Office
F&A&R	Finance and Audit & Risk Committee, a combined committee of the Board
Funding Agreements	the Master Funding Agreement made between the Secretary of State for Education and TCSAG and the Supplemental Agreement made between the Secretary of State for Education and Regis both dated 19 th December 2012
Governor	A person appointed to the LGB of any of the Academies
HT	the head teachers of the Academies (excluding the EHT)
LGB	the committees appointed pursuant to Articles 100- 104 (and “Local Governing Body” or “LGB” means any one of these committees)
Member	a member of TCSAG and someone who as such is bound by the undertaking contained in Article 8 of the Articles. The current Members are as listed at Appendix 2 Part A
Memorandum of Association	The Memorandum of Association of TCSAG
Object	TCSAG’s object and is specifically restricted to the following: to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing the Academies offering a broad and balanced curriculum
Parent Governor	Parent members of the LGBs (who shall themselves have been elected or appointed in

	accordance with the terms of reference determined by the Directors from time to time)
Performance Management and Pay Panel	such members of the Finance & Audit & Risk Committee (or other Governors in default) as are, from time to time, appointed by the Board to serve on such panel - reporting to the Finance & Audit & Risk Committee to oversee Performance Management in TCSAG, to agree and monitor targets with the EHT to agree targets for Senior Leadership and HTs and to oversee and make final decisions regarding performance related pay
Regis	The Corsham Regis Primary Academy
School Improvement Plan	the plan(s) agreed from time to time (at least annually) between the Senior Leadership and the Board for the development and improvement of the Academies in the furtherance of the Object
Secretary	The appointed company secretary of TCSAG
Senior Leadership	those members of the Academies' staff to whom the EHT or HT has delegated certain of his/her powers in accordance with this Scheme of Delegation
Staffing Panel	A panel of three governors comprising members of the Board and/or local governors from local governing committees who are, from time to time, appointed by the Board to serve on such panel with responsibility for hearing staffing matters
TCS	The Corsham School
TCSAG	The Corsham School Academy Group (Company Number: 7550425) (also referred to in this document as the trust)
Trustee and Director	shall have the same meaning and mean a director of TCSAG for the purposes of the Companies Acts and a trustee of the Trust, for the purposes of the Charities Act 2011

APPENDIX 2

PART A

Current Members of TCSAG

Bernie Morley	Chair of the Board ⁹
Sarah Truelove	Independent Member
Mike Large	Independent Member
Peter Robson	Independent Member
Paul Stone	Independent Member

PART B

Current Board of TCSAG

TWELVE MEMBER-APPOINTED (Article 50)	
Member Appt #1	VACANCY
Member Appt #2	VACANCY
Member Appt #3	VACANCY
Member Appt #4	VACANCY
Member Appt #5	VACANCY
Member Appt #6	VACANCY
Member Appt #7	VACANCY
Member Appt #8	VACANCY
Member Appt #9	VACANCY
Member Appt #10	VACANCY
Member Appt #11	VACANCY
Member Appt #12	VACANCY
TWO STAFF (Article 50A)	
Staff #1	VACANCY
Staff #2	Abby Symons
(UP TO) FIVE ACADEMY (CoGs of LGBs)(Article 51)	
Academy #1	Jane Clarke, CoG TCS
Academy #2	Kate Whittington, CoG Regis ¹⁰
Academy #3	VACANCY PENDING ADDITIONAL SCHOOLS IN MAT
Academy #4	VACANCY PENDING ADDITIONAL SCHOOLS IN MAT
Academy #5	VACANCY PENDING ADDITIONAL SCHOOLS IN MAT
ONE EXECUTIVE HEADTEACHER (Article 46d)	
#1 EHT	Rod Bell

⁹ Under Art 12c Chair of Board must be a Member

¹⁰ Interim - Subject to change ASAP 2026/27

MINIMUM OF TWO PARENTS (Articles 53 -56)	
Parent #1	Claire Snook-Lumb
Parent #2	Jess Bonser
THREE CO-OPTED (Article 58)	
Co-opted #1	Harry Morgan
Co-opted #2	[Kate Whittington] ¹¹
Co-opted #3	Bernie Morley

PART C

Current TCS LGB Governors: TOTAL = 20

FOUR CO-OPED BY LGB	
Co-opted #1	Claire Snook-Lumb
Co-opted #2	Emma Boore
Co-opted #3	Michael Silk
Co-opted #4	Polly McGuigan
SEVEN CO-OPTED BY THE BOARD	
Co-opted #1	VACANCY
Co-opted #2	Jane Clarke
Co-opted #3	Jan Forsyth
Co-opted #4	Kirsty Hall
Co-opted #5	Martyn Williams
Co-opted #6	Kate Whittington
Co-opted #7	Jo Crossman
SIX PARENTS	
Parent #1	Edwina Webb
Parent #2	VACANCY
Parent #3	VACANCY
Parent #4	Alan White
Parent #5	Martin Bull
Parent #6	Jane Rouke
THREE STAFF (INCLUDING HT)	
Staff HT	Rod Bell
Staff #1	VACANCY
Staff #2	VACANCY

¹¹ Position held for when substantive CofG for Regis recruited

PART D

Current REGIS LGB Governors: TOTAL = 15 [*Previous SoD sets maximum of 15*]

FOUR CO-OPED BY LGB	
Co-opted #1	Kate Whittington
Co-opted #2	VACANCY
Co-opted #3	VACANCY
Co-opted #4	VACANCY
CO-OPTED BY THE BOARD (remainder of 3)	
Co-opted #1	Harry Morgan
Co-opted #2	Susan Jackson
Co-opted #3	Claire Snook-Lumb
FIVE PARENTS	
Parent #1	VACANCY
Parent #2	Stuart Beeho
Parent #3	VACANCY
Parent #4	VACANCY
Parent #5	VACANCY
THREE STAFF (INCLUD HT)	
Staff #1 (HT)	Abby Symons
Staff #2	Ceri Stone
Staff #3	Abi Doe

APPENDIX 3

Policies¹²

The Board delegates authority to monitor, review and propose the following policies, procedures and plans of the Trust as specified below.

Finance & Audit & Risk committee:

- Whistleblowing policy
- Business continuity plan
- Premises Management documents
- Charging and remissions policy
- Data protection; e-safety; acceptable usage of IT systems policy
- Health and safety policy (including First Aid)
- Freedom of information publication scheme
- Reserves policy
- Investment policy
- Expenses policy (directors)
- Accessibility plans
- Expenses policy (staff and governors)
- HR policies (including Capability, NQT, Appraisal, Discipline, Conduct and Grievance, Procedures For Allegations Against Staff, Safer Recruitment and Pay)
- Protection of Biometric Information

LGBs:

- Admissions Policy – preliminary review only, subject to ratification by the board as admissions authority
- Attendance
- Exclusion

¹² Subject to further review/additions

- Emergency Closure policy
- Critical Incident policy
- Promoting Positive Mental Health
- Supporting pupils with medical conditions policy
- Equality duty – delegated authority to monitor compliance/publish documents
- Pupil Premium, Sports Premium, Covid Catch Up Premium
- SEND policy and information report
- SRE policy
- Behaviour/anti-bullying policy (including constituting panels of governors to attend disciplinary meetings)
- Child Protection policy
- Online Safety policy
- Educational Visits policy
- Early Years Foundation Stage policy (primary Academies)
- Careers Guidance (secondary Academies)

The Board delegates authority to the EHT (or HTs, where indicated) to adopt, monitor and review the following procedures/protocols/policies:

- Privacy notice
- Asbestos management plan and procedures
- Fire risk assessment
- Statutory equipment and premises compliance testing documentation
- Child protection documentation (all related documentation other than that specifically managed by Finance & Audit & Risk committee)
- Documents required by exam boards and other accredited examinations awarding organisations
- Teaching and learning – including subject specific policies (HTs; local document)
- Marking and assessment (HTs; local document)

- Academy improvement plan (HTs; local document)
- Summary self-evaluation document (HTs; local document)
- Risk assessments (HTs; local document)

APPENDIX 4

Terms of Reference for all committees of the Board

1. Reporting to the Board and will meet at least six times per year (save in the case of the Audit & Risk committee, which shall meet at least three times per year).
2. Membership:
 - 2.1 Finance & Audit & Risk Committee: Such Directors as are deemed by the Board to be best qualified to sit on this committee, governors who are not Directors and specialist non-governors ('associate' governors) with relevant skills and experience may sit on this committee provided that a three-quarters majority of the committee shall be Directors. The EHT (in their capacity as accounting officer), Business Manager, HTs and other members of TCSAG staff may be invited to attend, but will have no voting rights
 - 2.2 LGBs:
 - a) The membership of an LGB may include persons who are not Directors¹³. For the avoidance of doubt, sub-committees are also committees of the Board and their establishment, constitution, terms of reference and composition determined by the Board. No vote on any matter shall be taken at a meeting of an LGB or any committee of an LGB unless the majority of committee members present are Directors.
 - b) The total number of Governors on each LGB shall be not less than 12 and not more than 21
 - c) An LGB may continue to act notwithstanding a temporary vacancy in its composition.
3. Quorate if four members are present, the majority of whom are in the case of committees excluding LGBs, Directors.
4. The Clerk/Company Secretary (as relevant) will provide administrative support.
5. Agendas will be agreed in advance by the Chair of the committee and papers will be circulated to committee members and attendees at least 5 working days in advance of the meeting. The committee may choose to follow a framework annual/core agenda based on these ToRs, its responsibilities under the Scheme of Delegation Matrix (including policies' responsibilities) and submission deadlines for matters within its oversight remit – such framework may be agreed by the committee without specific ratification by the Board.
6. Minutes of meetings will be taken and once approved in draft by the Chair of the committee, be submitted to the next scheduled meeting of the Board.
7. Each committee will review these terms of reference and self-assess its performance against these terms of reference and its responsibilities under the Scheme of Delegation Matrix on an annual basis.

¹³ See bottom p.5 above

8. Each committee is authorised by the Board to seek any information it requires from any employee of TCSAG and all employees are directed to co-operate with any lawful request made by a committee of the Board.

A copy of this document, and of any rules and by-laws, shall be given to every Governor and shall be available for inspection upon request by members of staff of any Academy during normal office hours at the offices of TCS and the Company.

APPENDIX 5

Policy Review, Monitoring and Approval Schedule¹⁴

Purpose

This Schedule sets out arrangements for the review, monitoring, recommendation and approval of policies across TCSAG.

The Board retains ultimate accountability for all TCSAG functions and policies. Reviewing Bodies provide scrutiny, challenge and recommendations in accordance with the SoD. Approval remains with the Board unless expressly delegated to the EHT under Appendix 3. Policies may be reviewed outside the stated cycle where changes to legislation, statutory guidance, DfE requirements, Academy Trust Handbook requirements, TCSAG structure or operational circumstances require earlier review. Keeping Children Safe in Education (KCSiE) 2026 places specific emphasis on safeguarding, attendance, online safety, filtering and monitoring, safer recruitment and children missing education. The Academy Trust Handbook 2026 places additional emphasis upon inclusion, SEND oversight, governance assurance, risk management and financial controls.

The EHT may implement amendments required by legislation, statutory guidance, regulatory requirements or Dof E publications between scheduled review dates. Any such amendments shall be reported to the next meeting of the relevant Reviewing Body and, where appropriate, presented to the Board for ratification. This provision is intended to ensure continued compliance with statutory requirements, including KCSiE and the Academy Trust Handbook.

Key

Term	Definition
Policy Owner	Officer responsible for implementation, compliance and operational review
Reviewing Body	Body providing scrutiny, challenge and recommendation
Approval Body	Body with delegated authority to approve or ratify
Annual Review	Formal review every academic year
Biennial Review	Formal review every two years
Triennial Review	Formal review every three years

A. Governance and Compliance

¹⁴ Live working schedule – subject to change

Policy / Document	Policy Owner	Reviewing Body	Approval Body	Frequency
Scheme of Delegation	Clerk / EHT	Board	Board	Annual
Committee Terms of Reference	Clerk	Board	Board	Annual
Governance Framework	Clerk	Board	Board	Annual
Trustee Code of Conduct	Clerk	Board	Board	Annual
Governor Code of Conduct	Clerk	Board	Board	Annual
Conflicts of Interest Policy	Clerk / CFOO	Board	Board	Annual
Register of Interests Arrangements	Clerk	Board	Board	Annual
Complaints Policy	EHT	LGB Recommendation	Board	Annual
Statutory Website Compliance Review*	Clerk / HT	LGB and Board	Board	Annual
Whistleblowing Policy	CFOO	F&A&R	Board	Annual
Freedom of Information Policy and Publication Scheme	DPO	F&A&R	Board	Biennial
Records Management and Retention Policy	DPO	F&A&R	Board	Biennial
Data Protection Policy	DPO	F&A&R	Board	Annual
Privacy Notice	DPO	Executive Review	EHT	Annual
Protection of Biometric Information Policy	DPO	F&A&R	Board	Annual

B. Information Governance and Online Safety

Policy / Document	Policy Owner	Reviewing Body	Approval Body	Frequency
Acceptable Use of IT Systems Policy	IT Lead	F&A&R	Board	Annual
Cyber Security Policy	IT Lead	F&A&R	Board	Annual

Online Safety Policy	DSL / IT Lead	LGB Recommendation	Board	Annual
Filtering and Monitoring Annual Review	DSL / IT Lead	F&A&R and LGB	Board	Annual

C. Finance, Audit and Risk

Policy / Document	Policy Owner	Reviewing Body	Approval Body	Frequency
Financial Regulations / Finance Manual	CFOO	F&A&R	Board	Annual
Procurement and Tendering Policy	CFOO	F&A&R	Board	Annual
Charging and Remissions Policy	CFOO	F&A&R	Board	Annual
Trustee Expenses Policy	CFOO	F&A&R	Board	Annual
Staff and Governor Expenses Policy	CFOO	F&A&R	Board	Annual
Gifts and Hospitality Policy	CFOO	F&A&R	Board	Biennial
Reserves Policy	CFOO	F&A&R	Board	Annual
Investment Policy	CFOO	F&A&R	Board	Annual
Risk Management Policy	CFOO	F&A&R	Board	Annual
Risk Register	CFOO	F&A&R	Board	Termly Monitoring / Annual Review
Business Continuity Plan	CFOO	F&A&R	Board	Annual
Fraud Response Plan	CFOO	F&A&R	Board	Biennial

D. Human Resources and Staffing

Policy / Document	Policy Owner	Reviewing Body	Approval Body	Frequency
Pay Policy	HR Lead	F&A&R	Board	Annual
Appraisal Policy	HR Lead	F&A&R	Board	Annual

Capability Policy	HR Lead	F&A&R	Board	Biennial
Disciplinary Policy	HR Lead	F&A&R	Board	Biennial
Grievance Policy	HR Lead	F&A&R	Board	Biennial
Staff Code of Conduct	HR Lead	F&A&R	Board	Biennial
Safer Recruitment Policy	HR Lead	F&A&R	Board	Annual
Flexible Working Policy	HR Lead	F&A&R	Board	Biennial
Equality in Employment Policy	HR Lead	F&A&R	Board	Biennial
Managing Allegations Against Staff Policy	HR Lead / DSL	F&A&R	Board	Annual

E. Safeguarding, Welfare and Inclusion

Policy / Document	Policy Owner	Reviewing Body	Approval Body	Frequency
Child Protection and Safeguarding Policy	DSL	LGB Recommendation	Board	Annual
Annual Safeguarding Assurance Report	DSL	Board	Board	Annual
Visitor Management Policy	DSL / Site Lead	LGB Recommendation	Board	Annual
Attendance Policy	HT	LGB Recommendation	Board	Annual
Children Missing Education Procedure	HT / DSL	LGB Recommendation	Board	Annual
Behaviour and Anti-Bullying Policy	HT	LGB Recommendation	Board	Annual
Exclusions Policy	HT	LGB Recommendation	Board	Annual
Suspension and Permanent Exclusion Procedures	HT	LGB Recommendation	Board	Annual
Supporting Pupils with Medical Conditions Policy	HT	LGB Recommendation	Board	Biennial

Promoting Positive Mental Health Policy	HT	LGB Recommendation	Board	Biennial
SEND Policy	SENDCo	LGB Recommendation	Board	Annual
SEND Information Report	SENDCo	LGB Recommendation	Board	Annual
Trust Inclusion and SEND Strategy	EHT	Board	Board	Annual
Equality Policy	EHT	LGB and F&A&R	Board	Formal Review Every 4 Years; Annual Compliance Monitoring
Equality Information and Objectives	HT	LGB Recommendation	Board	Annual Monitoring / 4-Year Publication Cycle
Pupil Premium Strategy Statement	HT	LGB Scrutiny	Board Receive Assurance	Annual
Sports Premium Strategy Statement (Primary Academy)	HT	LGB Scrutiny	Board Receive Assurance	Annual
Intimate Care Policy (Primary Academy)	HT	LGB Recommendation	Board	Biennial
Missing Child Procedure (Primary Academy)	HT	LGB Recommendation	Board	Biennial

F. Curriculum and Educational Standards

Policy / Document	Policy Owner	Reviewing Body	Approval Body	Frequency
Curriculum Policy	EHT / HT	LGB Recommendation	Board	Biennial
Teaching and Learning Framework	HT	LGB Monitoring	EHT	Annual

Assessment Policy	HT	LGB Monitoring	EHT	Annual
Marking and Feedback Policy	HT	LGB Monitoring	EHT	Annual
Relationships, Sex and Health Education (RSHE) Policy	HT	LGB Recommendation	Board	Annual
Early Years Foundation Stage Policy (Primary Academy)	HT	LGB Recommendation	Board	Annual
Careers Guidance Policy (Secondary Academy)	HT	LGB Recommendation	Board	Annual
Provider Access Statement (Baker Clause Compliance)	HT	LGB Recommendation	Board	Annual

G. Admissions

Policy / Document	Policy Owner	Reviewing Body	Approval Body	Frequency
Admissions Policy	EHT	LGB Recommendation	Board	Annual Review; Formal Consultation as Required
Admissions Arrangements Consultation	EHT / HT	Board	Board	As Required by the School Admissions Code
Admission Appeals Arrangements	HT	LGB Monitoring	Board	Annual

H. Premises, Health and Safety

Policy / Document	Policy Owner	Reviewing Body	Approval Body	Frequency
Health and Safety Policy (including First Aid)	Site Lead / CFOO	F&A&R	Board	Annual
Premises Management Policy	Site Lead	F&A&R	Board	Annual
Accessibility Plan	EHT / HT	F&A&R and LGB	Board	Triennial
Critical Incident and Emergency Closure Plan	EHT / Site Lead	F&A&R and LGB	Board	Annual
Security and Lockdown Policy	Site Lead	F&A&R and LGB	Board	Annual

Educational Visits Policy	HT	LGB Recommendation	Board	Annual
Fire Safety Policy	Site Lead	F&A&R	Board	Annual

I. Executive Procedures and Operational Documents

The following documents are delegated to the EHT or HTs and do not require Board approval, although they remain subject to TCSAG's assurance framework and regular scrutiny arrangements.

Document	Policy Owner	Reviewing Body	Approval Body	Frequency
Academy Improvement Plan	HT	LGB Monitoring	EHT	Annual
Self-Evaluation Form (SEF)	HT	LGB Monitoring	EHT	Annual
Subject Curriculum Policies	HT	LGB Monitoring	HT	Biennial
Child Protection Operational Procedures	DSL	Executive Review	EHT	Annual
Risk Assessments	HT	Executive Review	EHT	Ongoing / Annual Review
Fire Risk Assessment	Site Lead	Executive Review	EHT	Annual
Asbestos Management Plan	Site Lead	Executive Review	EHT	Annual
Premises Statutory Compliance Documentation	Site Lead	Executive Review	EHT	Annual
Examination and Awarding Organisation Procedures (Secondary Academy)	HT	Executive Review	EHT	Annual
Educational Visits Procedures	HT	Executive Review	HT	Annual

Review and Amendment

This Appendix shall be reviewed annually alongside the SoD. Any amendment arising from legislative change, statutory guidance, KCSIE, the Academy Trust Handbook, funding agreement

requirements, regulatory change or TCSAG growth may trigger an earlier review and ratification cycle.

Delegation Principles

1. LGBs scrutinise, challenge and recommend policies within their delegated remit but do not approve TCSAG policies unless expressly delegated by the Board.
2. F&A&R scrutinises and recommends policies within its remit to the Board.
3. The Board remains the approving body for all trust-wide and statutory policies unless otherwise delegated.
4. Operational procedures delegated to the EHT or HTs remain subject to Board assurance arrangements.
5. Policies affected by safeguarding, financial, legal or regulatory changes shall be reviewed as soon as reasonably practicable regardless of the review cycle.
6. Policies designated as statutory shall normally be reviewed annually unless legislation or statutory guidance permits a longer review cycle.

****Note on Statutory Website Compliance Review***

The annual Statutory Website Compliance Review shall include, as applicable:

- *Governance and trustee information;*
- *Admissions arrangements;*
- *SEND information and SEND Information Report;*
- *Pupil Premium and Sports Premium reporting;*
- *Careers information and Provider Access arrangements;*
- *Safeguarding information and key contacts;*
- *Financial information required by the Academy Trust Handbook;*
- *Statutory policy publication requirements; and*
- *Any other website publication requirements imposed by legislation, DfE guidance or funding agreements.*