DDAT

Derby Diocesan Academy Trust

Governance Structure and Scheme of Delegation

DDAT Governance Structure and Scheme of Delegation

Version number	1.2
Original date approved	23rd May 2024
Current date approved	14th July 2025
Effective Date	1st September 2025
Approved by	Board of Trustees
Frequency of review	Annual
Status	APPROVED
Policy owner	Trust Board

Document History		
Version	**Date of review**	**Note of revisions**
1.0	23rd May 2024	Original draft for Trust Board review and approval.
1.1	16th December 2024	Planned interim review incorporating updated Terms of Reference, additional governance documentation, clarifications and formatting updates.
1.2	14th July 2025	Terminology and formatting updates (Local Academy Committee to Local Trust Committee; ESFA to DfE; Directors to Trustees, etc). Inclusion of RAB and ILTC TORs, and governance roles.

Contents

Introduction to Governance

Governance within DDAT is the framework guiding decision-making, accountability and stewardship of public funds. It is based on shared values and roles outlined in the DDAT Scheme of Delegation. Members, Trustees and Committees work together to fulfil DDAT's mission. Effective governance is supported by:

The Members: The guardians of governance. Members have a strategic 'eyes on, hands off' role. Members' key responsibilities include:

- Holding the Board of Trustees to account
- Appointing or removing Members and Trustees
- Amending the Articles of Association
- Appointing the Trust's auditors and receiving the audited annual accounts
- Ensuring that the religious character of church academies is preserved and developed.

The Board of Trustees: The Trustees, also known as Directors, who sit on the Board are primarily voluntary, non-executive Trustees selected for the knowledge, skills and expertise they can bring to benefit the Trust and they serve a 4-year term of office. Some Trustee roles are ex-officio, as defined in DDAT's Articles of Association, however the postholders are not obliged to accept a position on the Board.

The Board provides strategic leadership; accountability and assurance; and engagement. The Board is responsible for the strategic oversight and performance of the Trust and its academies. It holds legal accountability for all aspects of operational delivery and is required to have systems to assure itself of the quality, safety and good practice of the affairs of the Trust.

Board Committees: The Board has established committees under its delegated authority to facilitate review, scrutiny and discussion, and to ensure the Board has sufficient understanding and oversight of key areas. The Board Committees comprise:

- The DDAT Audit and Risk Committee
- The DDAT Finance and Resources Committee
- The DDAT Education and Standards Committee

Detail of the committee roles are set out within the Terms of Reference for each committee. In addition, the Board has established a DDAT CEO Performance Management Panel and may convene Working Parties or Project Steering Groups (PSGs) to address specific tasks or priorities, as required.

Local Trust Committees (previously Local Governing Bodies or Local Academy Committees): Work at local level to provide support, to monitor and to challenge educational experience and performance. They engage with key stakeholders, including the local community and the church, and support alignment with DDAT's strategy, approach, ethos and values.

Pilot Hub Model of Governance (PHMG): The PHMG (delivered through the Matlock And Dales Primary Partnership (MADPP)) is an additional layer of governance which assumes certain decision-making powers delegated to the LTCs of the schools listed within the PHMG's Terms of Reference.

Governance Structure

Members

Bishop of Derby, Diocesan Board of Education (DBE); Diocesan Director of Education; Diocesan Secretary; additional members with consent of DBE
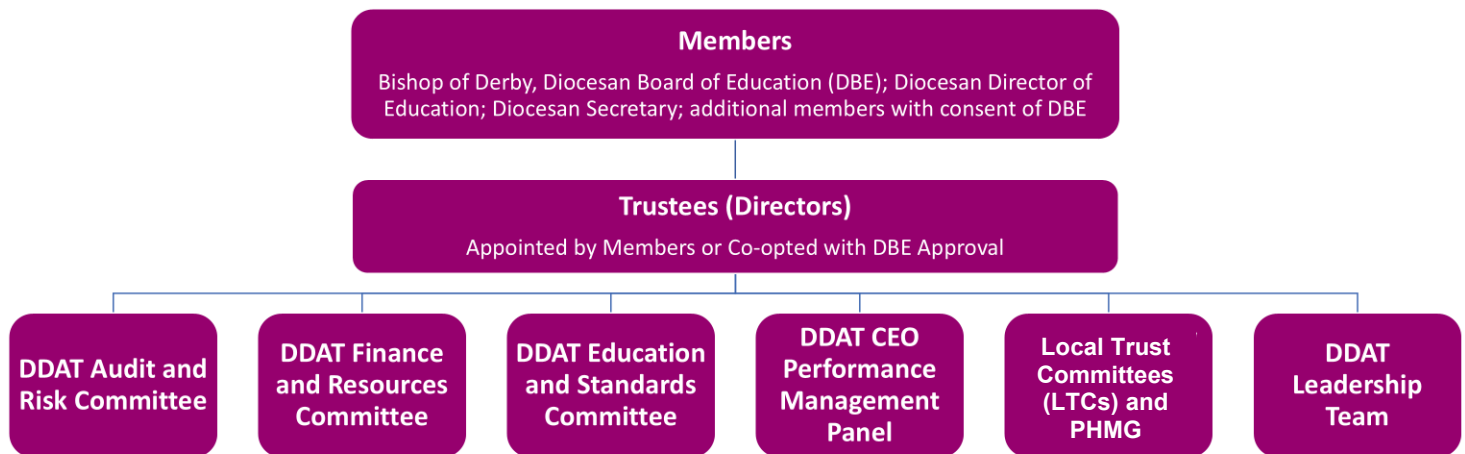
Trustees (Directors)

Appointed by Members or Co-opted with DBE Approval

DDAT Audit and Risk Committee	DDAT Finance and Resources Committee	DDAT Education and Standards Committee	DDAT CEO Performance Management Panel	Local Trust Committees (LTCs) and PHMG	DDAT Leadership Team

Mechanisms of Governance

- Master Funding agreement between the Secretary of State and the Members
- Memorandum and Articles of Association between the Secretary of State and the Trust setting out the funding agreement
- Supplementary Funding Agreements between the Secretary of State and the Trust for each academy
- Scheme of Delegation setting out reporting and operating structures
- Terms of Reference detailing the roles, responsibilities and authority of each Committee

Governance Communication Channels
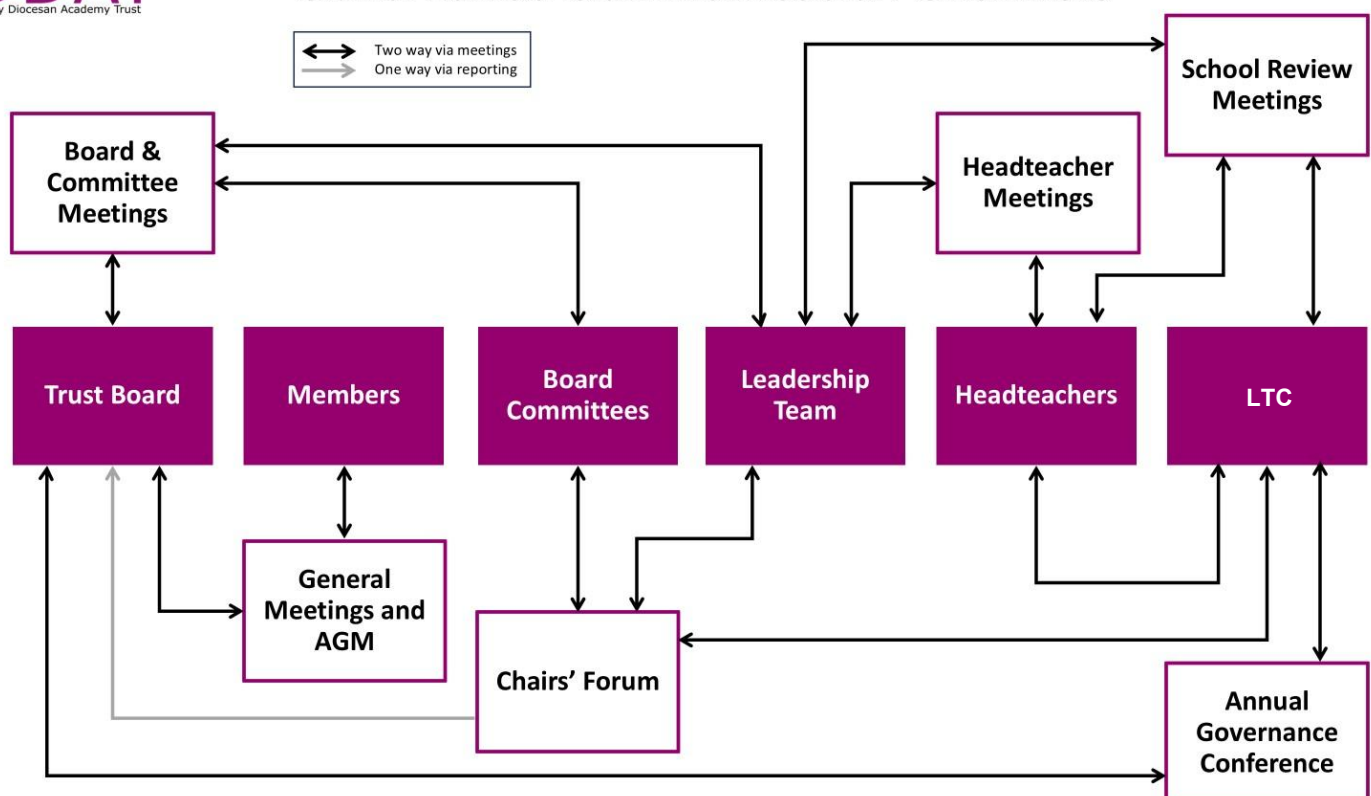
Introduction to the Scheme of Delegation

As a charitable company limited by guarantee, Derby Diocesan Academy Trust (the "Trust") is governed by a Board of Directors also referred to as Trustees (the "Trustees") who are responsible for, and oversee the strategic control, management and administration of the Trust and its academies. The Trustees are accountable to external government agencies including the Department for Education (DfE) and Charity Commission for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

This scheme of delegation (**Scheme**) explains the ways in which the Members and Trustees fulfil their responsibilities for the leadership and management of the Trust, their respective roles and responsibilities, and the roles of the executive and Local Trust Committee, to ensure the success of the Trust and its academies. This Scheme therefore sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Members and Trustees under Article 105 of the Articles of Association of certain powers and/or functions as detailed below:

1. Confirms which powers and functions are reserved to the Board;
2. Should be read in conjunction with the Trust's Committee Terms of Reference;
3. May only be altered or revoked by the Board.

The Scheme operates in conjunction with relevant legislation, such as the Companies Act 2006, and the Trust's Articles. Whilst this Scheme includes a column for "Members" this does not form part of the delegation of powers and functions (because the Trustees have no power to delegate these powers and functions) but it is included for information purposes to assist users of the Scheme. The Trust's Scheme of Financial Delegation, which the Trust is required to have under the Academies Trust Handbook, is set out in the financial handbook and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme has been broken down into sections covering:
1. Governance
2. Vision & Strategy
3. Finance & Estates
4. Human Resources
5. Education

In this scheme the phrases used below have the following meanings:
1. For the avoidance of doubt where any extant DDAT policy conflicts with this Scheme of Delegation, then the Scheme shall take precedence. In all issues of interpretation, the decision of the Chief Executive, in conjunction with the Chair of the Board, is final. Where policies and procedures are not included in this Scheme of Delegation these are a matter for the Chief Executive and, where

appropriate, the Trust Board.

2. Related Party Transactions (RPT) and Register of Interests. The Academies Trust Handbook (ATH), along with other statutory or sector best practice guidance, provide clear guidance on how RPTs must be managed against the consideration of the Nolan principles. Individuals who hold any of the roles mentioned in this document must at all times take personal responsibility for their decisions and actions, and ensure they have;

- An understanding of their personal awareness and commitment to the statutory requirements of the roles they hold in relation to RPTs
- Maintained and reviewed an up-to-date Register of Interests (as defined in the ATH)
- Not at any point used their connection to the Trust for personal gain, including payment under terms that are preferential to those that would be offered to an individual or organisation with no connection to the Trust. This specifically includes Trustees seeking payments that at all times must be considered against the requirements in the ATH
- Removed themselves from any discussion, decision making, reviews and/or appeals where they have declared a conflict of interest.

Chair	means the Chair of Trustees
CEO	means the Chief Executive and Accounting Officer
CFO	means the Chief Financial Officer
COO	means the Chief Operating Officer
GP	means the Governance Professional to the Trust Board
GL	means the Governance Lead
HT	means the Headteacher or Executive Headteacher as recorded on Get Information About Schools (GIAS)

The table below shares the definition of each term used throughout the document. In cases where a post is specifically delegated authority in the tables below a more senior post may undertake the role in any event or activity.

Decide	The authority or delegated authority to decide and/or take action.
Recommend	Responsibility for drafting or reporting / information for decision and making a recommendation.
Consult	Information will be shared to gather a view.
Inform	Share information only – there is no decision making delegated or views being sought.

DDAT
Derby Diocesan Academy Trust

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
GOVERNANCE								
Appoint/Remove Members	Members d**ecide**	Members **inform** Trustees			Members **inform** CEO			Yes
Appoint/Remove Trustees	Members **decide** to appoint at least 5 Trustees AoA 50 Members **decide** to remove any trustees	Trustees **recommend** to Members Trustees **decide** to co-opt/remove up to 2 Trustees AoA 58 with Diocesan Board of Education consent						Yes
Elect and remove Chair of Trustees		**Decide**: annual election for appointment						
Appoint and remove Board Committee Chairs		**Decide**: annual election for appointment						
Establish and review Trust governance structure		Trust Board to **decide** governance structure			GP to **consult** CEO before recommending to Trust Board	GP to **recommend** to Trust Board		
Agree named safeguarding Trustee		**Decide**						
Agree named SEND Trustee Lead		**Decide**						
Agree named careers Trustee Lead		**Decide**						
Appoint/remove LTC Chairs		**Decide**		**Recommend**	**Recommend** (as per Exceptional Appointment Process)			Yes for church schools
Appoint/remove LTC Members		**Decide**		**Recommend**				Yes for church schools

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
Appoint Governance Professional for the Trust Board		**Decide**			CEO to undertake recruitment with Trustee panel and **recommend** appointment to Trust Board			
Agree LTC clerking arrangements		**Decide**		GL to **consult** LTCs	GL to **consult** CEO	GL to **recommend** local clerking to Trust Board and **consult** GP		
Articles of association	**Decide**	Trust Board to scrutinise changes and **recommend** to Members			GP to **consult** CEO before recommending to Trust Board	GP to **recommend** to Trust Board		Yes
Agree committee terms of reference		**Decide**	Committee to scrutinise and **recommend** to Trust Board		GP to **consult** CEO	GP to draft and **recommend** to Trust committee		
Complete annual review of scheme of delegation		**Decide**			GP to **consult** CEO	GP to draft and **recommend** to Trust Board, and **consult** GL		
Complete annual Trust Board self-review		**Decide** level of review required				GP to **recommend** level of review to Trust Board and undertake/ commission review		
Complete review of local governance		**Decide** level of review required		GL to **consult** LTCs through Chairs' Forum on level of review required	GL to **consult** CEO	GL to **recommend** level of review to Trust Board and undertake/ commission review, and **consult** with GP		

DDAT
Derby Diocesan Academy Trust

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
Commission external review of Board effectiveness every three years		Trust Board to **decide** on reviewer, scope and timescale			GP to **consult** CEO	GP to **recommend** reviewer, scope and timescale and commission on behalf of Trust Board		
Ensure Trust website is compliant and effective		Trustees to **decide** if website is compliant based on COO recommendation				COO to ensure website compliance and **recommend** to Trust Board		
Ensure school websites are compliant and effective		COO to **inform** Trust Board of any non-compliance		LTC to **decide** if website is compliant based on HT recommendation		GL will **consult** LTC and HT	HT to ensure website compliance and **recommend** to LTC	
Submit annual report on the performance of the Trust to Members and publish	Trust Board to **inform** Members who receive annual report	Trust Board to **decide** to approve annual report	Audit & Risk committee to scrutinise and **recommend** to Trust Board		CEO & CFO to draft and **recommend** to Audit & Risk Committee	CEO & CFO to draft and **recommend** to Audit & Risk Committee		
Submit LTC annual impact report to the Trust and publish	Trustees to **inform** Members	Trust Board to **decide** to approve for publication		LTC to **decide** to approve and submit to GL	**CEO to recommend** to Trust Board	GL to **inform** CEO and GP.	HT and Chair to draft and **recommend** to LTC	
Take "Chair's action" where a delay has the potential to be seriously detrimental to the interests of the schools or Trust, any student or their parent, or a member of staff within the Trust		Trust Board Chair to **decide**. Vice Chair to **decide** if Chair is not available. Chair or Vice Chair to **inform** Trustees ASAP or at the next meeting.						
VISION & STRATEGY								

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
Determine Trust's vision, strategy and key priorities	Trustees to **inform** Members	**Decide**			CEO to **recommend** to Trust Board			Yes
Apply Trust vision and strategy to individual schools		CEO to **inform** Trust Board of any concerns		LTC to **recommend** to CEO or designate	**Decide**		HT to **recommend** to LTC	
Determine policies which reflect the Trust's ethos and values		Trustees to **decide** which are school or Trust policies and approval level in line with DfE list		**Consult** where local amends and updates are required	CEO to **recommend** policy schedule and approval level to Trust Board	COO to **recommend** to CEO		
Establish Trust risk register and conduct regular review		Trustees to **decide** on approval of risk register	Audit & Risk Committee to scrutinise risk register and **recommend** to Trust Board		COO to **consult** CEO	COO to **recommend** risk register to Audit & Risk Committee		
Establish school risk register and conduct regular review				LTC to **decide** to approve		LTC to **inform** COO	HT to **recommend** to LTC	
Ensure engagement with stakeholders – Trust initiatives		CEO to **inform** Trustees of results of stakeholder engagement and Trust Board to **decide** on any further actions		HT to **consult** LTCs about stakeholder engagement	CEO to **decide** level of stakeholder engagement and reporting to Trust Board		CEO to **consult** HTs about stakeholder engagement	Yes with regards to church stakeholders
Ensure engagement with stakeholders – Local engagement		CEO to **inform** Trustees of results of stakeholder engagement and Trust Board to **decide** on any further actions		LTC to **decide** level of stakeholder engagement and inform CEO	CEO to **decide** reporting to Trust Board		HT to **consult** LTCs about stakeholder engagement	Yes with regards to church stakeholders
Agree Trust growth		**Decide**			CEO to **recommend** to Trust Board based on due diligence	Executive team to **recommend** to CEO		Yes

DDAT
Derby Diocesan Academy Trust

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive		Headteachers (HTs) / SLT	Consultation with Diocese
					CEO	Trust Leadership		
FINANCE & ESTATES								
Appoint and remove external auditors	**Decide**	Trust Board to **recommend** to Members	Audit & Risk Committee to scrutinise and **recommend** to Trust Board.			CFO to consider performance of current auditor, tender and **recommend** to Audit & Risk Committee		
Appoint, remove and performance manage Chief Financial Officer (CFO)		Trustees to **decide** on CFO appointment and removal.	Pay panel to **decide** on CFO pay increments.		CEO to form recruitment panel with Trustees to **recommend** CFO appointment to Trust Board. CEO to undertake performance management and **recommend** pay increments to pay panel. CEO **recommends** CFO removal.			
Produce Trust's scheme of financial delegation		Finance & Resources Committee to **inform** Trust Board	Finance & Resources Committee to **decide**		CFO to **consult** CEO	CFO to **recommend** to Finance & Resources Committee		
Receive external auditors report	Trust Board to **inform** Members who receive report	Trust Board to **decide** to receive report	Audit & Risk Committee to scrutinise and **recommend** to Trust Board		CFO to **inform** CEO	CFO to work with auditors and **recommend** report to Audit & Risk Committee		

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
Action recommendations made by external auditors		Audit & Risk Committee to **inform** Trust Board of progress	Audit & Risk Committee to scrutinise actions & **decide** if further action is required			CFO to **recommend** actions to Audit & Risk Committee		
Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice	Trust Board to **inform** Members who receive annual report	Trust Board to **decide** to approve annual report	Audit & Risk Committee to scrutinise and **recommend** to Trust Board		CEO & CFO to draft and **recommend** to Audit & Risk Committee	CEO & CFO to draft and **recommend** to Audit & Risk Committee		
Submit DfE required reports and returns			Finance & Resources Committee to **decide** that reports can be submitted		CFO to **consult** CEO	CFO to **recommend** to Finance & Resources Committee and submit in a timely fashion		
Agree budget plan to support delivery of Trust strategic priorities		**Decide**	Finance & Resources Committee to scrutinise & **recommend** to Trust Board		CFO to **consult** CEO	CFO to draft and **recommend** to Finance & Resources Committee		
Agree budget plan to support delivery of school strategic priorities		**Decide**	Finance & Resources Committee to scrutinise & **recommend** to Trust Board	HT to **consult** LTC	CFO to **consult** CEO	CFO to scrutinise and **recommend** to Finance & Resources Committee	HT to **recommend** proposed budget to CFO	
Monitor Trust budget		Trust Board to **decide** to receive management accounts	Finance & Resources Committee to scrutinise & **recommend** to Trust Board		CFO to **consult** CEO	CFO to monitor & **recommend** to Finance & Resources Committee		

| Description | Members | Trust Board | Trust Board Committee | Local Trust Committee (LTC) | Executive | | | Consultation with Diocese |
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
Carry out benchmarking and Trust-wide value for money evaluation			Finance & Resources Committee to **decide**			CFO to carry out & **recommend** to Finance & Resources Committee		
Agree reporting and monitoring arrangements for Trust and school budgets			Finance & Resources Committee to **decide**	CFO to **inform** LTC		CFO to **recommend** to Finance & Resources Committee	CFO to **inform** HTs	
Approve Trust-wide estate vision, strategy and asset management plan		Finance & Resources Committee to **inform** Trust Board	Finance & Resources Committee to **decide**		CEO to **recommend** to Finance & Resources Committee	COO to draft & **recommend** to CEO		Yes DBE consent required for capital work at Church schools
Monitor school estate to ensure it is safe and well maintained		Finance & Resources Committee to **inform** Trust Board	Finance & Resources Committee to **decide**	COO to **inform** LTCs		COO monitor and **recommend** to Finance & Resources Committee	HTs to monitor & **recommend** to COO	
Agree data protection policy and monitor delivery			Finance & Resources Committee to **decide** to approve policy and how to monitor at Trust level		CEO to **recommend** to Finance & Resources Committee	COO to draft & **recommend** to CEO		
Determine a programme of internal audit in line with the risk register and monitor its delivery			Audit & Risk Committee to **decide** programme & how to monitor it		CFO and COO to **consult** CEO	CFO and COO to **recommend** to Audit & Risk Committee		

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
HUMAN RESOURCES								
Appoint and dismiss CEO/accounting Officer		**Decide**		Panel of Trustees to **recommend** to full Trust Board				
Performance manage CEO			Panel of Trustees and external advisor to **decide**					
Agree CEO pay and reward		Trust Board to **decide** pay range	Pay panel to **decide** pay increments					
Conduct executive team performance management			CEO to **inform** Finance & Resources Committee		CEO to **decide**			
Conduct headteacher performance management				CEO or delegate to **consult** LTC	CEO to **decide** or delegate to deputy CEO and school improvement team			
Agree headteacher and SLT pay and reward			Finance & Resources Committee **decide**	CEO or delegate to **consult** LTC	CEO to **recommend** or delegate to deputy CEO and school improvement team			
Review and agree staff appraisal procedure		Trust Board to **decide** on approving procedure			CEO to **recommend** to Trust Board	HR to **recommend** to CEO		
Review and agree school based staff pay progression other than SLT				LTCs to **decide**			HTs to **recommend** to LTCs	
Review and agree central team staff pay progression other than executive team					CEO to **decide**	COO, CFO & deputy CEO to **recommend** to CEO		

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
Determine executive team staffing structure		**Decide**			CEO to **recommend** to Trust Board			
Determine school staffing structure				HTs to **consult** with LTC	CEO to **decide**	Executive team & HR to **recommend** to CEO	HTs to **recommend** to CEO	
Headteacher appointment				CEO to **consult** LTC	CEO or delegate to **decide** appointment			Yes for appointment at CofE schools
Headteacher dismissal			Panel of Trustees **decide**	CEO to **consult** LTC	CEO to **recommend** to Panel			
Trust wide pay policy, terms and conditions of employment		Trust Board to **decide**	Finance & Resources Committee to scrutinise & **recommend** to Trust Board		CEO to **recommend** to Finance & Resources Committee	COO to **recommend** to CEO		
Determine disciplinary and capability policies			Finance & Resources Committee to **decide**		CEO to **recommend** to Finance & Resources Committee	COO to **recommend** to CEO		
Implement disciplinary and capability procedures – CEO		**Decide**						
Implement disciplinary and capability – central team		**Inform**			**Decide**			
Implement disciplinary and capability procedures – schools				**Consult**	CEO or delegate to **decide**		**Recommend**	
Approval of exit payments/early retirement/pension discretion (above contractual notice period)			Finance & Resources Committee to **decide**		CEO to **recommend** to Finance & Resources Committee			

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
Agree whistleblowing policy and monitor compliance		**Decide**	Finance & Resources Committee to scrutinise & **recommend** to Trust Board		CEO to **recommend** to Finance & Resources Committee			
EDUCATION								
Approve Primary School curriculum and Policy			Deputy CEO to **inform** Education & Standards Committee		Deputy CEO to **consult** CEO	Deputy CEO to **decide**	HT to **consult** LTC. HT to **recommend** to Deputy CEO	
Approve Curriculum Pathways KS3, 4 and 5 and Policy			CEO to **inform** Education & Standards Committee		CEO to **decide**	CEO to **consult** Deputy CEO	HT to **consult** LTC. HT to **recommend** to CEO	
Ensure high standards of teaching and learning			CEO to **inform** Education & Standards Committee		Deputy CEO to **inform** CEO	Deputy CEO to **decide**	HT to **recommend** to Deputy CEO	
Set targets for Trust outcomes			Education & standards committee to **decide**		CEO to **recommend** to Education & Standards Committee	Deputy CEO to **recommend** to CEO		
Decide school improvement strategy			CEO to **inform** Education & Standards Committee		Deputy CEO to **inform** CEO	Deputy CEO to **decide**	Deputy CEO to **consult** HT	
Categorisation of school causing concern			CEO to **inform** Education & Standards Committee		CEO to **decide**	Deputy CEO to **recommend** to CEO		

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
Agree behaviour policy				LTC to **decide** on written statement of behaviour principles		**Consult**	HT to **decide** behaviour policy	
Implement behaviour policy				**Inform**		**Consult**	**Decide**	
Review permanent and fixed term exclusions			**Inform** Education & Standards Committee	**Decide**				
Agree admissions policy including changes in age range	**Decide**			LTCs to **recommend** to COO		COO to **recommend** to Trust Board	**Consult**	Yes for CofE schools
Agree changes to PAN		CEO to **inform**		COO and CFO to **consult**	**Decide**	COO and CFO to **recommend** to CEO	COO and CFO to **consult**	
Admissions appeal process				**Decide**				
Determine complaints policy	**Decide**		Finance & Resources Committee to scrutinise & **recommend** to Trust Board		CEO to **recommend** to Finance & Resources Committee			
Determine & monitor use of pupil premium and sports premium			CEO to **inform** Education & Standards Committee	**Decide**		**Consult**	**Recommend** to LTC	
Agree relationships education (primary) and relationships and sex education (secondary) policy				**Decide**		**Consult**	**Recommend** to LTC	
Ensure provision of religious education				**Decide**		**Consult**	**Recommend** to LTC	Yes

Description	Members	Trust Board	Trust Board Committee	Local Trust Committee (LTC)	Executive			Consultation with Diocese
					CEO	Trust Leadership	Headteachers (HTs) / SLT	
Ensure delivery of collective worship				**Decide**		**Consult**	**Recommend** to LTC	Yes
Agree special educational needs policy and monitor delivery		**Decide** to approve policy		**Consult** on policy. **Decide** how to monitor policy	**Recommend** policy to Trust Board	Deputy CEO to **recommend** policy to CEO	**Recommend** monitoring to LTC	
Agree child protection policy and monitor delivery		**Decide** to approve policy		**Consult** on policy. **Decide** how to monitor policy	**Recommend** policy to Trust Board	Deputy CEO to **recommend** policy to CEO	**Recommend** monitoring to LTC	
Set the times of school sessions				**Decide**		**Consult**	**Recommend** to LTC	
Set the dates of school terms and holidays including INSET days		**Decide**		**Inform**	CEO to **recommend** to Trust Board		**Inform**	
Change name of the school		**Decide**		LTCs to **recommend** to CEO	CEO to **recommend** to Trust Board		**Consult**	
Agree equality information and objectives (public sector equality duty) statement for publication and monitor delivery		**Decide** to approve policy		**Consult** on policy. **Decide** how to monitor policy	**Recommend** policy to Trust Board		**Recommend** monitoring to LTC	

Board Committees
Terms of Reference

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")
Chairs' Forum Terms of Reference

1. Purpose

1.1. The purpose of the Chairs' Forum is to facilitate:

   – The sharing of perspectives and information between the Trust Board and the Local Trust Committee (LTCs) of the Trust's schools
   – The exchange of ideas and experience between LTC Chairs with the aim of supporting and improving governance across the Trust

2. Membership

2.1. Membership shall comprise:

   – All LTC Chairs (or, in their absence, the LTC Vice Chair)
   – The Chair or Vice Chair of the Trust
   – The Chief Executive Officer (or, in their absence, the Deputy CEO)
   – The Head of School Improvement
   – The Governance Lead

2.2. Any other Trustee may attend a meeting as a member.
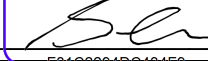
3. Meetings and Procedures

3.1. The Forum will meet three times a year.

3.2. The Chair or Vice Chair of the Trust and Chief Executive Officer (or, in their absence, the Deputy CEO) will act as Co-chairs.

3.3. The Forum will be supported by a Governance Professional who will minute recommendations made by the Forum (full minutes will not be produced) and who will schedule meetings and prepare agendas.

3.4. The agenda for meetings will be agreed in advance by a Co-chair of the Forum and papers will be circulated at least seven clear days in advance of the meeting.

3.5. If the Co-chairs are absent from a meeting, the members shall choose another member to act as Chair for that meeting.

3.6. Apologies should be sent to the Governance Professional or Governance Lead in advance of the meeting.

3.7. Any items of AOB should be sent to the Governance Professional or Governance Lead 24 hours ahead of the start of the meeting for the consideration of the Chair.

3.8. The forum is not a decision-making body therefore no quorum will be applied. However, if the anticipated attendance falls below 50% of the LTC Chairs, a Co-chair may decide to cancel or reschedule the meeting.

4. Duties

4.1. The duties of the Chairs' Forum are to:

a) Provide an environment for open and honest communication and discussion on matters of celebration or challenge, with all participants expected to conduct themselves in accordance with the Nolan Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty, and leadership).

b) Receive information updates from the Board of Trustees

c) Ensure that information from the Board is disseminated to each LTC

d) Provide feedback on areas of consultation requested by the Board

e) Contribute to, and be advised of, strategic developments of the Trust and individual academies

f) Agree relevant items to be taken to the Board of Trustees. The Co-chair of the Group will feedback the key issues and views expressed in the meeting to the Trust Board.

g) Ensure that relevant issues from LTCs are reported to Trustees

h) The Governance Lead, with the support of the LTC Chairs and their clerks, will ensure a standard agenda item is included on full LTC meetings relating to the business of the Group.

Approved by DDAT Board on: Signed:	14th July 2025 Signed by: _____ Chair of the Board F81C2294DC434F9...

**Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")
Audit and Risk Committee Terms of Reference**

1. Purpose

1.1. To maintain an oversight of the Trust's financial, governance, risk management and internal control systems.

1.2. To report findings regularly and annually to the Trust Board and the Accounting Officer as a critical element of the Trust's annual reporting requirements.

2. Authority

2.1. The Committee is a committee of the Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. The Committee is authorised to:

- Request any information it requires from any employee, supplier, contractor, external audit, internal audit or other assurance provider.

- Obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

3. Membership

3.1. Membership shall comprise a minimum of three Trustees, at least one of whom shall have recent and relevant financial, accounting or audit assurance experience. Additionally, the Board may co-opt up to two persons to the Committee who are not Trustees.

3.2. The Chair of the Audit and Risk Committee will be appointed annually by the Board and will not normally be a member of any other committee. The Committee will not normally appoint a Vice-Chair.

3.3. Membership and terms of reference will be reviewed annually by the Board of Trustees. The Committee shall undertake an annual review of these terms of reference and recommend to the Trust Board for approval any changes needed.

3.4. The Chair of the Board and the Chief Executive Officer cannot be members of the Audit and Risk Committee, though they may be invited to attend meetings of the Committee at the Chair's discretion. Trust staff shall not be eligible for membership.

3.5. The Accounting Officer, Chief Financial Officer and Chief Operating Officer should attend to provide information and participate in discussions.

3.6. An appropriate representative of the internal auditors and external auditors should attend to provide information and participate in discussions.

3.7. The Committee Chair should attend the Annual General Meeting of the Trusts Members to answer any questions on the Committee's activities. In addition, the Committee Chair should seek engagement with other key stakeholders on significant matters related to the committee's areas of responsibility.

4. Meetings

4.1. The Audit and Risk Committee will meet as necessary and at least three times a year. The Chair or any two members may call a meeting.

4.2. The agenda for meetings will be agreed in advance by the Chair of the Audit and Risk Committee and papers will be circulated at least seven clear days in advance of the meeting.

4.3. If the Chair is absent from a meeting, the members shall choose another member, who is also a Trustee of the Board, to act as Chair for that meeting.

4.4. All meetings will be minuted and reports given at every future full Trust Board meeting.

4.5. Outside of the formal meeting programme, the Committee Chair will maintain a dialogue with key individuals involved in the Trust's governance, including the Board Chair, the Accounting Officer, the Chief Financial Officer, the Chief Operating Officer, the external audit lead and the internal auditor.

5. Quorum

5.1. The Committee will require a quorum of two Trustees who are members of the Committee.

5.2. Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote they may have.

6. Duties

The duties of the Audit and Risk Committee are:

6.1. General

a) Advise the Board on the effectiveness and resources of the external/internal auditors or scrutineers to provide a basis for their reappointment, dismissal, retendering, or remuneration. Considerations may include:
- the scrutineer's sector expertise
- their understanding of the trust and its activities
- whether the audit process allows issues to be raised on a timely basis at the appropriate level
- the quality of scrutineer comments and recommendations in relation to key areas
- where relevant the personal authority, knowledge and integrity of audit partners and their staff to interact effectively with, and robustly challenge, the trust's managers
- the scrutineer's use of technology

b) Ensure there is co-ordination between internal scrutiny and external audit and any other review bodies that are relevant.

c) Consider the reports of the scrutineers and, when appropriate, advise the Trust Board of material control issues.

d) Encourage a culture within the Trust whereby each individual feels that they have a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the executive team or in exceptional circumstances directly to the board of trustees.

e) Provide minutes of all Audit and Risk Committee meetings for review at Board meetings.

6.2. <u>Risk Management</u>

a) Support development and review of the Trust's risk management policy, setting out the framework the Trust has adopted for risk management and recommending it to the Board for approval.

b) Ensure that risks are being addressed appropriately through monitoring of the maintenance of the Risk Register.

c) Evaluate the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks and report this to the Trust Board.

d) Conduct oversight of the financial and non-financial controls and risks at all of the Trust's schools.

e) Seek assurance that the risks identified are those which may occur, for example, operational risk, financial risk, compliance risk, regulatory and legal risk, major accident.

f) Review the ratings and responses on the risk register to inform contingency and business continuity planning and the programme of work, ensuring risks and control measures are adequately identified and modified as appropriate

g) Provide reports for each full Trust Board meeting, highlighting emerging risks or significant anomalies at the earliest opportunity.

h) Review and advise the Board on the Trust's ongoing participation in, and the continued suitability of, the Risk Protection Arrangement (RPA) as a viable alternative to maintaining the Trust's own commercial insurance provision.

i) Monitor and agree the Trust's whistleblowing procedures, conducting a biennial annual review of policy and advising the Board on the effectiveness of both. Review any identified risks arising from the conclusion of a whistleblowing investigation. Direct scrutiny and the engagement of internal or external audit, as appropriate.

6.3. <u>Internal scrutiny</u>

a) Take delegated responsibility on behalf of the Board of Trustees for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the Academy Trust Handbook (ATH).

b) Conduct a regular review of the Risk Register.

c) Review/agree an annual programme of internal scrutiny, which is objective and independent, covering systems, controls, transactions, and risks.

d) Advise the Trustees on the adequacy and effectiveness of the Trust's systems of internal control, governance, and risk management processes.

e) Review the scrutineer's findings and actions taken by the Trust's SLT in response to those findings.

f) Consider the appropriateness of executive action following internal scrutiny reviews and to advise the Board on any additional or alternative steps to be taken.

g) Oversee the annual review of the Trust's Risk Register.

h) Undertake the annual review of the effectiveness of the internal scrutineer and decide whether to reappoint the internal scrutineer.

6.4. <u>External audit</u>

    a) Review the external auditor's plan each year.

    b) Review the annual report and accounts.

    c) Review the auditor's findings and actions taken by the Trust's managers in response to those findings.

    d) Review findings from other assurance activities by third parties including Department for Education (DfE) financial management and governance reviews, funding audits and investigations.

    e) Undertake the annual review of the effectiveness of the external auditor and recommend to the members whether to reappoint the external auditor.

    f) Produce an annual report of the Committee's conclusions to advise the Board of Trustees and Members.

6.5. <u>Other responsibilities</u>

    a) Consider appropriate actions following any serious incidents, including fraud, which are reportable to the DfE or would have a major financial or reputational risk to the Trust

    b) Ensure that all significant losses have been properly notified and investigated as required by the ATH.

    c) Undertake regular reviews of the committee's effectiveness including benchmarking against best practice.

Approved by DDAT Board on: **Signed:**	14th July 2025 Signed by: _____ Chair of the Board F81C2294DC434F9...

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")
Finance and Resources Committee Terms of Reference

1. Purpose

1.1. The Committee with report directly to the Board in order to provide financial scrutiny and oversight and in particular to:

- Oversee the adoption of a financial strategy and plan to ensure the sustainability and solvency of the Trust.

- Ensure effective financial control and due diligence takes place in relation to Trust operations

2. Authority

2.1. The Committee is a committee of the Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. The Committee is authorised to:

- Request any information it requires from any employee, external audit, internal audit or other assurance provider.

- Obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

2.2. The Committee will report to the Board on any decisions taken in accordance with the Scheme of Delegation and delegated powers, including the Trust's assets, depreciation and disposal/impairment of assets.

3. Membership

3.1. Membership will comprise a minimum of three Trustees, at least one of whom shall have recent and relevant financial, accounting or audit assurance experience. Additionally, the Board may co-opt up to two persons to the Committee who are not Trustees.

3.2. Other Board members shall also have right of attendance and may fully participate in meetings.

3.3. The Chair of the Committee will be appointed annually by the Board and will not be a member of the Audit and Risk Committee. The Committee will not normally appoint a Vice-Chair.

3.4. Membership and terms of reference will be reviewed annually by the Board of Trustees. The Committee shall undertake an annual review of these Terms of Reference and recommend to the Trust Board for approval any changes needed.

3.5. The Accounting Officer, Chief Financial Officer and Chief Operating Officer should attend to provide information and participate in discussions. Trust staff shall not be eligible for membership.

4. Meetings

4.1. The Committee will meet as necessary and at least three times a year. The Chair or any two members may call a meeting.

4.2. The agenda for meetings will be agreed in advance by the Chair of the Committee and papers will be circulated at least seven clear days in advance of the meeting.

4.3. If the Chair is absent from a meeting, the members shall choose another member, who is also a Director of the Board, to act as Chair for that meeting.

4.4. All meetings will be minuted and reports given at every future full Trust Board meeting.

5. Quorum

5.1. The Committee will require a quorum of two Trustees who are members of the Committee.

5.2. Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote they may have.

6. Main Duties

6.1. The Committee is required to fulfil its responsibilities as set out in these Terms of Reference in line with the Academies Financial Handbook, the Trust's Financial Regulations and in compliance with the Funding Agreement with the Secretary of State for Education.

6.2. To ensure sound management of the Trust's finances and resources, including proper planning, monitoring, probity and value for money.

7. Terms of Reference

7.1. <u>Finance</u>

The Committee will:

a) Ensure that an appropriate and effective control environment is in place.

b) Make recommendations to the Board on the annual estimates of income and expenditure and financial forecasts for the Trust and its schools.

c) Perform sound monitoring and scrutiny of the Trust's finances and resources, including any benchmarking activities and Trust-wide value for money evaluation. Investigate and report on any financial irregularities.

d) Agree reporting and monitoring arrangements for Trust and school budgets. Monitor the Trust's performance against the approved budget and make recommendations to the Board on the management accounts presented at each Board meeting.

e) Perform ongoing monitoring of budget re-forecasts.

f) Review pupil number estimates (that underpin revenue projections) termly.

g) Assess the financial elements of the risk management policy, including health and safety, buildings and insurance.

h) Consider and approve relevant policies and procedures and to ensure they are in place and effective.

i) Advise the Board on strategic matters with financial implications concerning sponsorship of Academies.

j) The Chief Financial Officer will report to the committee on an assessment of the budget position and financial management of each school wishing to join the Trust, which the committee will consider as part of the conditions for acceptance.

k) Review and approve the Trust's Financial Handbook, which includes the Scheme of Financial Delegation, at the first meeting of each new academic year, ideally at the same meeting that the updated Academies Financial Handbook is considered. The Board to be informed at its next meeting and a copy of the Handbook circulated to Trustees.

l) Advise the Board on any relevant legal and contractual documentation, operating within the Articles of Association, the Scheme of Delegation, Funding Agreement and Financial Regulations.

m) Ensure the Trust effectively monitors any conflicts of interest or related party transactions.

n) Oversee the review and monitoring of the level of reserves, the Reserves Policy and approving loans from reserves on behalf of the Board, unless the Board meets prior to the Committee meeting.

o) Undertake detailed scrutiny and recommend approval of the School Resource Management Self-Assessment (SRMSA) checklist annually.

p) Monitor the deployment of non-financial resources, including personnel and property, with a view to advising the Board on the effectiveness of such resources.

q) Ensure compliance with statutory requirements to publish Trust staff rates of pay and benefits.

r) Review and make recommendations to the Board about any subsidiary trading companies, joint ventures, letting and leasing arrangements.

7.2. <u>Estates, Health & Safety, Data Protection and ICT:</u>

a) Ensure an Estate Vision, Strategy and Asset Management Plan is produced, monitored and delivered.

b) Ensure that an IT Strategy is produced, monitored and delivered.

c) Ensure that a Data Protection Policy produced, monitored and delivered.

d) Evaluate how the Trust is discharging its duty for health and safety.

e) Maintain oversight of health and safety issues including the review and monitoring of the Health and Safety Policy in order to safeguard the health and wellbeing of students, employees and visitors to the Academy.

f) Monitor health and safety incidents across the Trust and ensure that any necessary actions are taken to prevent further incidents from occurring.

g) Ensure a register of fixed assets is maintained.

h) Monitor the school estate to ensure it is safe and well maintained.

i) Approve the use of capital funds, in line with the Trust's Estates Management Plan and the Scheme of Delegation.

j) Approve the disposal of fixed assets in accordance with the Trust's Scheme of Delegation.

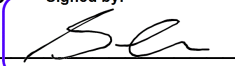k) Ensure that the Trust has appropriate insurance in place.

7.3. <u>HR and Payroll:</u>

a) Provide oversight of the staff complement, structure, and appointments in line with the Trust's Scheme of Delegation.

b) Ensure personnel management policies and procedures have been identified, formally approved and documented to cover as a minimum:

<u>Recommend for Trust Board approval</u>

- employment (including terms and conditions)
- recruitment (including references and police checks)
- pay policy
- complaints policy
- code of conduct
- equal opportunities

<u>Inform the Trust Board on approval by the Committee</u>

- performance appraisal and review
- grievance and disciplinary
- absence policies

c) Scrutinise and approve decisions regarding Head Teachers' and SLT salaries, including any discretionary awards, as presented by the relevant appraisal panels and Head Teachers, ensuring alignment with Trust policies.

d) Receive and provide oversight of the CEO's decisions regarding the performance management of the Executive Leadership Team, ensuring alignment with the Trust's Scheme of Delegation and relevant policies.

e) To approve of exit payments, early retirement and pension discretion (above contractual notice period).

f) Monitor and agree the Trust's whistleblowing procedures, conducting a biennial annual review of policy and advising the Board on the effectiveness of both.

g) To consider and review the development of the HR Strategy for the Trust. And once completed, monitor and ensure the delivery of this strategy.

h) Liaise with and receive reports in respect of HR issues and where necessary, in line with the Scheme of Delegation, make recommendations to the Trust Board about the people aspects of matters being considered by them.

Approved by DDAT Board on:	14th July 2025 Signed by:
Signed:	Chair of the Board F81C2294DC434F9...

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")
Education and Standards Committee Terms of Reference

1. Purpose

1.1. The purpose of the Education and Standards Committee is to support the Trust in the delivery of its vision, which is for all our schools to provide its pupils with a substantial, broad and balanced curriculum, ensuring that they are fully immersed in knowledge, skills, vocabulary, opportunities, responsibilities and experiences relevant to the world in which they live. The values and ethos that DDAT is built upon are Christian in nature and represent values and principles that are important to people of all faiths and no faith.

1.2. In particular, the Education and Standards Committee will:

- Oversee outcomes for the pupils in each school, providing challenge and support for school leaders and officers of the Trust.
- Ensure decisions taken in each school are in the best interests of the pupils and fully reflect the Christian principles and values that provide our foundation.
- Develop DDAT's capability to lead and improve schools whilst preserving their individual distinctiveness.

1.3. The Committee will achieve these core purposes through:

- Ensuring effective strategic direction is based upon high quality school evaluation and development planning.
- Monitoring the outcomes across the Trust, holding Local Trust Committees (LTCs) accountable for each school.
- Receiving and discussing termly reports from the DDAT Head of School Improvement.
- Setting targets for outcomes and improvement taking into account our Christian foundation, local and national contexts, and providing advice for LTCs.
- Identifying best practice from within and outside DDAT, including methods of assessment, and supporting high quality professional and curriculum development across the Trust.
- Liaising with LTCs to ensure they fulfil their roles and responsibilities as set out in the Scheme of Delegation.
- Involvement in the appointments of senior school leaders and in the appraisal of Headteachers.
- Providing the Trust Board with information as requested in a timely manner.

2. Authority

2.1. The Committee is a committee of the Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. The Committee is authorised to:

- Request any information it requires from any employee.
- Obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

3. Membership

3.1. Membership will comprise a minimum of three Trustees, at least one of whom shall have relevant skills and experience. Additionally, the Board may co-opt up to two persons to the Committee who are not Trustees.

3.2. The Chair of the Committee will be appointed annually by the Board. The Committee will not normally appoint a Vice-Chair.

3.3. Membership and terms of reference will be reviewed annually by the Board of Trustees. Trust staff shall not be eligible for membership. The Committee shall undertake an annual review of these terms of reference and recommend to the Trust Board for approval any changes needed.

3.4. The Chief Executive Officer and Head of School Improvement should attend to provide information and participate in discussions.

4. Meetings

4.1. The Committee will meet as necessary and at least three times a year. The Chair or any two members may call a meeting.

4.2. The agenda for meetings will be agreed in advance by the Chair of the Committee and papers will be circulated at least seven clear days in advance of the meeting.

4.3. If the Chair is absent from a meeting, the members shall choose another member, who is also a Director of the Board, to act as Chair for that meeting.

4.4. All meetings will be minuted and reports given at every full Trust Board meeting.

5. Quorum

5.1. The Committee will require a quorum of two Trustees who are members of the Committee.

5.2. Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote they may have.

6. Duties

6.1. The duties of the Education and Standards Committee are:

6.2. Curriculum and Quality

a) To monitor the schools' statutory requirements in relation to the curriculum offer and other curriculum issues such as spiritual, moral, social and cultural learning.

b) To monitor curriculum breadth, depth, progression and accessibility holding LTCs accountable for each school.

c) To receive reports which include the development and impact of CPD and training opportunities for employees who are student facing.

d) To ensure systems and procedures are in place to meet educational needs of the pupils attending the Trust's schools.

e) To review and evaluate the Trust's education policies that are applicable to the Trust Board.

6.3. Performance and Standards

a) To monitor and review the achievement of strategic objectives, in particular the overview of performance against quantitative and qualitative benchmarks for key indicators/ outcomes and the Ofsted framework, providing challenge and reviewing the impact of leadership actions and initiatives.

b) To monitor and evaluate the effectiveness of the Trust's distinctive Christian Vision and Values, established and promoted by leadership at all levels, in enabling DDAT's academies, pupils and staff to flourish.

c) To review the outcomes of assessments across the Trust, holding LTCs accountable for each School.

d) To review and monitor Pupil Premium expenditure, Sports Premium and SEND provision on behalf of the Board, and the impact on outcomes for these pupils.

e) To receive reports and evaluate issues relating to pupil attendance, behaviour and discipline, including rewards and sanctions, bullying, internet bullying and exclusions.

f) To undertake an annual check to ensure that all schools across the MAT have statutory policies in place that continue to comply with national guidance, including in particular policies relating to child protection, safeguarding, Prevent and SEND.

g) In liaison with the Safeguarding Director to monitor and oversee Prevent, safeguarding and child protection arrangements across all schools.

h) To receive reports on, and challenge the provision and effectiveness of, staff training, performance management and staff welfare.

i) To ensure effective independent and impartial careers advice is provided across the Trust, and that schools accurately measure the progress and destination of all leavers.

j) To support the DDAT Audit and Risk Committee with investigations of any whistleblowing allegations relating to educational matters.

k) To review any parental complaints made against individual schools that have been referred by the Trust Board.

l) To ensure that all Trustees have access to appropriate training courses to enable them to fulfil their roles and responsibilities.
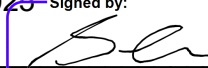
6.4. <u>Raising Achievement Board (RAB)</u>

a) The Committee will set up a Raising Achievement Board (RAB) where there is educational cause for concern. The Committee will ask the Headteacher to present a plan to rectify underperformance and to explain the plan, in person, to a specially convened meeting. The RAB will be made up of suitably qualified people able to fulfil this function.

6.5. <u>Interim Local Trust Committee (ILTC)</u>

a) To receive reports on the work and impact of any Interim Local Trust Committee (ILTC) and provide strategic oversight, including making recommendations to the Board of Trustees on ILTC establishment, continuation or transition.

6.6. <u>Self-Assessment and Review</u>

a) To receive progress reports on the implementation of post-Ofsted action plans.

b) To review any other formal internal or external evaluation reports related to the quality and achievement of learning across the Trust, to further inform and develop the Trust's plans and strategies.

c) To review outcomes, identifying significant changes in performance, emerging trends and risks in relation to the future performance of each school.

Approved by DDAT Board on:	14th July 2025	Signed by:
Signed:		_____ Chair of the Board
		F81C2294DC434F9...

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")
Raising Achievement Board Terms of Reference

Chair of Committee:	The Raising Achievement Board (RAB) may be chaired by a member of the Central Executive Team, a Trustee or an Associate Trustee.
Clerk:	The Trust Board will agree the RAB clerking arrangements based on the Governance Professional's recommendation. The Governance Professional or their delegate will consult with the CEO.
Membership:	The RAB will include members of the Central Executive Team, members of the School Improvement Team and Local Trust Committee (LTC). Trustees or Associate Trustees (external experts) may also be members.
Role of Associate Trustees:	Associate Trustees are external experts providing independent expertise and challenge. They do not hold governance responsibilities or decision-making authority. They contribute to discussions and recommendations but are not formal voting members.
Quorum:	Three members.
Meetings:	The RAB will be established for two terms in the first instance, with an option to extend on a termly basis. Meeting cycle to be agreed i.e. monthly.
Purpose:	The RAB provides interim expertise and high-quality support and challenge to support future sustainable improvement, focusing on high educational achievement standards. The RAB is an advisory board and does not hold delegated decision-making authority.

The purpose of the RAB is detailed above in addition to the requirements set out in the LTC Terms of Reference, covering:

1. Standards

1.1. Ensure that the Trust's vision, ethos and strategy is adopted and applied by school leaders.

1.2. Work with senior leaders to identify areas for improvement and develop strategies to address them in line with the Trust's strategic objectives.

1.3. For schools with a Church of England designation, ensure that the school's distinctive Christian vision is articulated as the driver for raising standards and the flourishing of adults and children.

1.4. Monitor school performance and improvement through regular reviews of performance data, including exam results, attendance rates, and pupil progress.

1.5. Ensure that the Trust's curriculum is being provided to pupils in an appropriate manner for the school's context.

1.6. Ensure that the required policies and procedures are in place and that the school is operating effectively in line with these policies.

1.7. Establish a strong relationship with the headteacher in order to provide effective support and challenge, including providing feedback to their performance management process.

1.8. The RAB will monitor and challenge how well all pupils are doing, as well as looking at significant and vulnerable groups notably those with SEND and who are in receipt of Pupil Premium. This includes:

- Pupils' attainment (including comparisons to targets).
- Pupils' progress (including comparisons to targets).
- Pupils' behaviour.
- Pupils' attendance (including comparisons to targets).
- The extent to which pupils feel safe.
- The extent to which pupils contribute to the Academy and the wider community.
- The extent to which pupils flourish through the school's theologically rooted vision, values and ethos.
- The quality of teaching and learning, and the extent to which the curriculum meets the needs of pupils.
- The effectiveness with which the Academy promotes inclusive practice.

1.9. All data provided at RAB meetings will have been validated by the Central team, School Improvement Team and Headteachers will use a standardised format for their Head of School report and dashboard on pupil performance.

2. Reporting and Accountability

2.1. The RAB will submit recommendations to the Education and Standards Committee, which retains final decision-making authority. In instances requiring immediate attention between scheduled meetings, the Chair of the Board is authorised to make decisions on behalf of the Education and Standards Committee. Such decisions will be promptly communicated to all Education and Standards Committee members through the Governance Professional and presented for ratification at the next scheduled committee meeting.

2.2. Meeting summaries and key findings will be reported to the Trust Board via the Education and Standards Committee.

2.3. The Trust Board retains the right to review and amend the scope and function of the RAB as needed.

3. Training

3.1. In order to support this aspect of their work, all representatives of the RAB will receive comprehensive training from the Trust on the following areas:
- School improvement planning.
- School self-evaluation framework.
- Ofsted Common Inspection Framework and School Inspection Handbook, with particular regard to the governance and the effectiveness of leadership and management. This will include pre-inspection training for all RABs.

These Terms of Reference must be reviewed by the Trust Board annually.

Approved by DDAT Board on:	14th July 2025

Local Trust Committee (LTC)

We have renamed the local level of governance to Local Trust Committee (LTC) to strengthen clarity and ensure greater alignment and consistency across our governance structure within the Trust.

Structure and Member Categories

It is recognised that people from many walks of life can make a valuable contribution to the raising of educational standards and so the Local Trust Committee includes a range of different categories of individuals. No matter what kind of Member you are, you will have the same role and responsibilities within the Local Trust Committee. A member's Term of Office is 4 years.

Your Local Trust Committee may be made up from:

- **Parent Members:** these are almost exclusively parents or carers of children at the academy. They are elected by parents; voting is only required if there are more nominations than vacancies. If fewer nominations than vacancies, then these are elected unopposed.

- **Staff Members:** these are selected by election from teaching and support staff who are paid to work at the academy.

- **Head teacher:** they are a member of the Local Trust Committee by virtue of their office. However, they can choose not to take up the position and must inform the clerk in writing.

- **Trust Members - Church Schools:** PCCs have the first option to nominate for all Trust LTC Member posts in VA and VC schools. However, if a PCC is not able to nominate a sufficient number of people, then the LTC can provide nominees for the remaining vacant posts. The details of the nominees are shared with the respective PCC a month before being taken to the Trust Board in accordance with the agreed process https://www.derbydbe.org/foundation-governor-appointments/

  There are three academies that have nominated members from other bodies:

  - Derby Cathedral School have two Cathedral Chapter nominated members
  - Scargill C of E VA Primary School have two members nominated by the land trustees, Scargill's Educational Foundation
  - William Gilbert Endowed C of E Primary School and Nursery have three members nominated by the land trustees, The Duffield Endowed School Foundation

- **Trust Members - Non-church schools:** these are recommended to the Trust for appointment by the Local Trust Committee. They are people who, in the opinion of the Local Trust Committee, have the skills required to contribute to the effective governance and success of the academy.

- **Foundation ex-officio:** they are a member of the Local Trust Committee by virtue of their office (for further detail, please refer to the next page).

- **Observers:** they are not LTC Members but are requested, by the Local Trust Committee, to attend LTC meetings because of the particular skills or experience they possess. They do not have a vote when decisions are required to be made. You will quite often see the School Business Manager (SBM) and members of the Senior Leadership Team (SLT) attend LTC meetings under the category of 'Observer'.

Constitution

Each Local Trust Committee must not be smaller than seven members and no larger than 11 members as smaller boards can be more cohesive and dynamic1. Each LTC must include:

- Two parent members minimum;
- One, and only one, staff member;
- The headteacher unless the headteacher resigns as a member;
- As many additional Trust members as they consider necessary.
  - Voluntary Aided schools must have such number of Trust PCC including the Foundation ex-officio members as to outnumber all other members by up to two
  - Voluntary controlled schools must have at least two (but no more than a quarter of the total) Trust PCC including the Foundation ex-officio members
  - Staff members as Trust members - must not, when counted with the one staff member and the headteacher, exceed one-third of the total membership of the LTC.

Foundation Ex-Officio LTC Members

Appointment Process

The local priest holds the Foundation ex-officio place on the LTC by virtue of their role, so they are not required to complete an application form or have confirmed PCC support or a written reference.

Please note that the Foundation ex-officio place should only be held be the local priest. Any substitute arrangement must have the formal written approval of the Archdeacon, and this record held on file by the Derby Diocesan Board of Education (DDBE).

DDAT aligns with DBE policy that Foundation Ex-Officio LTC Members must not be asked to take on the role of LTC Chair or Vice Chair.

When a new Foundation ex-officio member takes up their place on the LTC, please inform ddatadmin@ddat.org.uk to ensure the Trust Board can be updated.

Foundation Ex-Officio Vacancy

Parish vacancies take a minimum of 12 months to be filled and can take up to 24 months. Where there is an interregnum, the DDBE office will typically liaise with the Archdeacons' office to ascertain if there is a possibility for a substitute Foundation ex-officio place.

However, these are in the statutory gift of the Archdeacon and subject to their formal consent. Please note that a substitute arrangement cannot be made by anyone other than the Archdeacon.

---

[1] NGA Guidance 'The role of the local tier: A guide for multi academy trusts'

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")

Local Trust Committee Terms of Reference

1.   Authority

1.1.   The Local Trust Committee (LTC) is a committee of the Trust Board, established under the DDAT Articles of Association and the Trust's Scheme of Delegation. It operates under authority delegated by the Trust Board. The LTC is authorised to undertake the responsibilities set out in this Terms of Reference and any additional responsibilities delegated to it by the Trust Board from time to time.

1.2.   The LTC is authorised to:

- Request any information it requires from the Headteacher or other employees of the school in order to carry out its delegated responsibilities.
- Request reports or data necessary to provide assurance to the Trust Board regarding standards, safeguarding, SEND, finance and other delegated matters.
- Provide reports, advice and recommendations to the Trust Board, as required under the Terms of Reference.

The Trust Board retains the right to:

- Vary, withdraw or add to the LTC's delegated powers and responsibilities, in accordance with the Articles of Association and Scheme of Delegation.
- Direct the LTC to hold an additional or extraordinary meeting at any time, specifying the purpose of that meeting.

Chair of Committee:	The Trust Board will appoint and remove LTC Chairs taking into account the LTC's recommendation, as set out in the Trust Scheme of Delegation.
Clerk:	The Trust Board will agree LTC clerking arrangements based on the Governance Lead's recommendation. The Governance Lead's or their delegate will consult with the LTCs and the CEO.
Membership:	The Trust Board will agree criteria and appoint LTC members. LTC's will carry out election for parent and staff representation. The Trust Board can appoint additional LTC members at any time to support and strengthen the LTC.
Quorum:	50% of membership less any vacancies.
Meetings:	Twice per term; six times per year.

The Local Trust Committee has delegated responsibility for:

2.   Standards

2.1.   Ensure that the Trust's vision, ethos and strategy is adopted and applied by school leaders.

2.2.   Work with senior leaders to identify areas for improvement and develop strategies to address them in line with the Trust's strategic objectives.

2.3.   Monitor school performance and improvement through regular reviews of performance data, including exam results, attendance rates, and pupil progress.

2.4.   Ensure that the Trust's curriculum is being provided to pupils in an appropriate manner for the school's context.

2.5. Ensure that the required policies and procedures are in place and that the school is operating effectively in line with these policies.

2.6. Establish a strong relationship with the headteacher in order to provide effective support and challenge, including providing feedback to their performance management process.

3. Stakeholder engagement

3.1. Consult stakeholders (parents, staff and pupils) and use insights to inform decision-making.

3.2. Help stakeholders to understand the Trust's values and vision for the future.

3.3. Provide the Trust board with insight into the challenges and opportunities faced by the school's local community.

4. Safeguarding

4.1. Foster a culture that prioritises the safety and wellbeing of all pupils and staff in the school.

4.2. Ensure that the adopted safeguarding policies and procedures reflect the safeguarding challenges and context of the school.

4.3. Monitor the implementation of safeguarding policies and the effectiveness of procedures.

4.4. Designate a link LTC Member to take leadership responsibility for safeguarding.

4.5. Monitor the school's estate, ensuring that appropriate policies are adopted and followed in order to keep pupils and staff safe.

5. SEND

5.1. Ensure that the Trust policy for pupils with special educational needs and disabilities (SEND) is implemented and adapted to the specific school context where necessary.

5.2. Seek assurance that staff are trained to implement pupil strategies and support plans.

5.3. Ensure pupils with SEND have the resources they need to succeed.

5.4. Designate a link LTC Member to take leadership responsibility for SEND.

5.5. Work in partnership with the Special Educational Needs Coordinator (SENCO) and other stakeholders across the Trust community to ensure that pupils with SEND are well-supported and included in all aspects of school life.

5.6. Monitor the overall effectiveness of the school's SEND provision, referring to pupil outcomes and other relevant data.

6. Financial Oversight

6.1. Appoint a LTC member who will be responsible for Finance.

6.2. Review the annual budget for the school.

6.3. Monitor income, expenditure and cash flow of the school.

6.4. Maintain a register of LTC members' business and personal interests.

6.5. Determine and monitor the use of Pupil Premium and Sport Premium.

6.6. Enter into contracts up to the limits of delegation as specified within the DDAT Financial Handbook and within an agreed budget.

6.7. Support the Trust Board in its monitoring and evaluation of the delivery of any central services or functions provided or procured by the Trust.

7.   Christian Distinctiveness – applicable to schools with a CE Foundation

7.1.   Challenge and support leaders to ensure the distinctive character of worship and religious education are strong.

7.2.   Support and challenge leaders to ensure that the school's Christian vision and values are rooted in the local community and lived day-to-day in the decisions made.

These Terms of Reference must be reviewed by the Trust Board annually.

Approved by DDAT Board on:	14th July 2025

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")

Constitution of a Local Trust Committee (LTC)

The name of the Academy is:

This constitution is agreed by the Derby Diocesan Academy Trust Board in the Scheme of Delegation

Local Trust Committees should be no larger than 11 individuals*, with the recommended size being 7 to 11 individuals

The Local Trust Committee (LTC) shall consist of:

- x - Parent members (minimum 2)
- 1 - Staff member
- 1 - Head teacher
- x - Trust members *(identify if nominated by PCC, LTC or Chapter [DCS only] or Land [Scargill CofE Primary and William Gilbert CofE Primary only])*
- 1 - Foundation ex-officio member (church schools only)

Total number of LTC members is X (11 max) The term of office of all LTC members is 4 years.

This Constitution of Local Trust Committee comes into effect on xx/xx/xx

This Constitution of Local Trust Committee was ratified by DDAT Board on xx/xx/xx

A copy of the Constitution of the Local Trust Committee must be supplied to every member of the Local Trust Committee (and the Headteacher if not a LTC member).

The Trust Board can appoint additional LTC members at any time to support and strengthen the LTC.

To amend your constitution please submit a one-page document that outlines your current structure and proposed structure. This will be taken to the Trust Board for ratification.
Please forward to jayne.hadfield@ddat.org.uk

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")

Local Trust Committee (LTC) Chair Appointment

1. Nomination and Appointment

1.1. LTCs are to nominate the Chair for the next academic year at the penultimate LTC meeting of the current year to ensure that nominations are received in time for the last Trust Board meeting of the academic year.

- Please note that DDAT employees should only act as Chair in exceptional circumstances and such nominations only put forward after consultation with the DDAT Governance Lead.
- In line with DDBE policy, Foundation Ex-Officio Members are also exempt from acting as Chair or Vice Chair due to their pastoral role and possible conflicts.

1.2. The nominee to provide a paragraph detailing their experience, etc to the DDAT Governance Lead for inclusion on the agenda at the last Trust Board meeting of the academic year.

1.3. Trust Board to review and approve appointments at the last Trust Board meeting of the academic year. Appointments will also be shared with the Derby Diocesan Board of Education for review.

1.4. Vice Chairs to be elected by the LTC at the first meeting in the new academic year.

2. Application Form

Thank you for your application to become a DDAT LTC Chair. Please provide the details requested below and email your completed form to jayne.hadfield@ddat.org.uk subject line 'LTC Chair Nomination'. The Trust Board will consider nominations at the last Trust Board meeting of the academic year and advise appointments thereafter.

Name	
School	
Please include a paragraph outlining your skills and experience for this role:	

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")

Local Trust Committee (LTC) Pay Review Panel – Teaching Staff

1. Membership and Quorum

1.1. The Panel shall comprise a minimum of three Local Trust Committee (LTC) Members.

1.2. Any paid employees of the school who are also LTC Members are unable to be members of the Pay Panel.

1.3. Pay recommendations will be received by the Panel from the Headteacher.

1.4. Pay Panel members will be excluded from membership of the LTC's Pay Appeal Panel, where convened to consider a pay appeal.

1.5. The quorum for the LTC Pay Panel is three members.

1.6. All meetings of the LTC Pay Panel will be minuted.

2. Delegated powers and purpose of Panel

2.1. The LTC Pay Panel has the delegated authority of the Board of Trustees to determine salary progression for eligible teaching staff following recommendation by the Headteacher.

2.2. In considering the pay progression for eligible staff, the Panel will

- Ensure that the process followed by the Headteacher is fair and equitable and in accordance with the Trust's Pay Policy.
- Ensure that pay progression is based upon evidence that teachers meet the relevant standards and objectives set.
- Make clear and accurate records of the reasoning for decisions about staff pay.

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")

Interim Local Trust Committee (ILTC) Terms of Reference

Chair of Committee:	The Interim Local Trust Committee (ILTC) may be chaired by a member of the Central Executive Team.
Clerk:	The Trust Board will agree the ILTC clerking arrangements based on the Governance Professional's recommendation. The Governance Professional or their delegate will consult with the CEO.
Membership:	The ILTC may include members of the Central Executive Team, members of the School Improvement Team, Trustees or Associate Trustees working towards recruiting and training Local Trust Committee (LTC) members to form a LTC.
Quorum:	Three members.
Meetings:	The ILTC will be established for two terms in the first instance, with an option to extend on a termly basis until a fully functioning LTC can be established. Meeting cycle to be agreed ie monthly, until transferred to a LTC.
Purpose:	In exceptional circumstances the current LTC may be removed, and an ILTC will be formed where a new school has a small or weak governance body, or where governance is considered at risk of failing in its responsibilities, or there are significant financial concerns. The ILTC provides interim expertise and high-quality governance to support future sustainable improvement, including promoting high educational achievement standards.

The purpose of the ILTC is to operate as the Local Trust Committee in accordance with the Scheme of Delegation, LTC Terms of Reference and DDAT Code of Conduct for Trustees and LTCs:

1. Standards

1.1. Ensure that the Trust's vision, ethos and strategy is adopted and applied by school leaders.

1.2. Work with senior leaders to identify areas for improvement and develop strategies to address them in line with the Trust's strategic objectives.

1.3. Monitor school performance and improvement through regular reviews of performance data, including exam results, attendance rates, and pupil progress.

1.4. Ensure that the Trust's curriculum is being provided to pupils in an appropriate manner for the school's context.

1.5. Ensure that the required policies and procedures are in place and that the school is operating effectively in line with these policies.

1.6. Establish a strong relationship with the headteacher in order to provide effective support and challenge, including providing feedback to their performance management process.

2. Stakeholder engagement

2.1. Consult stakeholders (parents, staff and pupils) and use insights to inform decision-making.

2.2. Help stakeholders to understand the Trust's values and vision for the future.

2.3. Provide the Trust board with insight into the challenges and opportunities faced by the school's local community.

3. Safeguarding

3.1. Foster a culture that prioritises the safety and wellbeing of all pupils and staff in the school.

3.2. Ensure that the adopted safeguarding policies and procedures reflect the safeguarding challenges and context of the school.

3.3. Monitor the implementation of safeguarding policies and the effectiveness of procedures.

3.4. Designate a link ILTC Member to take leadership responsibility for safeguarding.

3.5. Monitor the school's estate, ensuring that appropriate policies are adopted and followed in order to keep pupils and staff safe.

4. SEND

4.1. Ensure that the Trust policy for pupils with special educational needs and disabilities (SEND) is implemented and adapted to the specific school context where necessary.

4.2. Seek assurance that staff are trained to implement pupil strategies and support plans.

4.3. Ensure pupils with SEND have the resources they need to succeed.

4.4. Designate a link ILTC Member to take leadership responsibility for SEND.

4.5. Work in partnership with the Special Educational Needs Coordinator (SENCO) and other stakeholders across the Trust community to ensure that pupils with SEND are well-supported and included in all aspects of school life.

4.6. Monitor the overall effectiveness of the school's SEND provision, referring to pupil outcomes and other relevant data.

5. Financial Oversight

5.1. Appoint an ILTC member who will be responsible for Finance.

5.2. Review the annual budget for the school.

5.3. Monitor income, expenditure and cash flow of the school.

5.4. Maintain a register of ILTC members' business and personal interests.

5.5. Determine and monitor the use of Pupil Premium and Sport Premium.

5.6. Enter into contracts up to the limits of delegation as specified within the DDAT Financial Handbook and within an agreed budget.

5.7. Support the Trust Board in its monitoring and evaluation of the delivery of any central services or functions provided or procured by the Trust.

6. Christian Distinctiveness – applicable to schools with a CE Foundation

6.1. Challenge and support leaders to ensure the distinctive character of worship and religious education are strong.

6.2. Support and challenge leaders to ensure that the school's Christian vision and values are rooted in the local community and lived day-to-day in the decisions made.

7. Recruitment and training of LTC members

7.1. Liaise with the ILTC Clerk and school leaders to hold parent and staff elections.

7.2. Liaise with the Diocesan Board of Education or Parochial Church Council representative in the first instance to recruit Trust Governors.

7.3. Create a recruitment campaign, seeking advice from the Governor Support Manager, for routes to consider.

7.4. Ensure all newly recruited LTC members receive access to training to support their role.

These Terms of Reference must be reviewed by the Trust Board annually.

Approved by DDAT Board on:	14th July 2025

Pilot Hub Model of Governance (PHMG)

1.   Purpose and Scope

1.1.   The Matlock And Dales Primary Partnership (MADPP) operates as a Pilot Hub Model of Governance (PHMG) and serves as an additional academy committee within the Trust.

1.2.   The PHMG, in its earlier form, was considered during Board meetings held from September 2021 onwards and was formally approved by Trustees at the Board meeting on the 27th March 2023.

1.3.   Following the revision and relaunch of the DDAT Scheme of Delegation, and a subsequent review of the remit of the PHMG, the Board approved an interim addendum to the Scheme of Delegation at its meeting on 18th July 2024. This addendum confirmed PHMG's delegated decision-making powers.

1.4.   This content of that addendum has now been integrated into this revision of the DDAT Governance Structure and Scheme of Delegation.

2.   Decision-Making Powers

2.1.   The PHMG shall assume certain decision-making powers delegated to the LTCs under the SoD and LTC TOR. These powers include, but are not limited to:

-    Standards Oversight at the local level
-    Financial oversight at the local level

2.2.   The PHMG will exercise its governance powers over the schools listed below as set out in the 'Pilot Hub Model of Governance Terms of Reference'.

-    All Saints CE Infant
-    All Saints CE Junior
-    Darley Churchtown CE Primary
-    Bakewell CE Infants
-    St. Giles CE Primary school

Derby Diocesan Academy Trust (Company No. 08980079) ("DDAT")

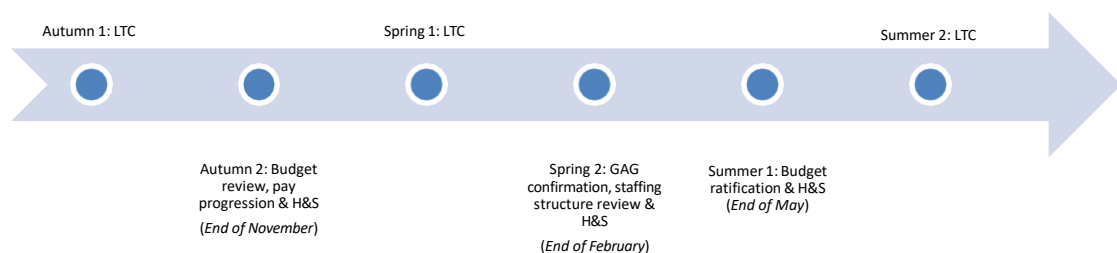**Pilot Hub Model of Governance (PHMG) Terms of Reference**

1. Purpose

1.1. The purpose of the Pilot Hub Model of Governance (PHMG) is to provide educational oversight and financial scrutiny, ensuring all children benefit from appropriate staffing, resources and policies, so that all 'achieve life in all its fullness'.

1.2. In particular, the Pilot Hub Model of Governance will:

- Oversee standards and outcomes for all pupils across the Pilot Hub Model of Governance schools, providing challenge and support for school leaders.

- Ensure decisions taken in each school are in the best interests of all pupils within the Pilot Hub Model of Governance and that they fully reflect the Christian principles and values that provide the Trust's foundation.

2. Membership

2.1. Annual membership shall comprise of two nominated Local Trust Committee (LTC) members from each school's LTC.

2.2. The Executive Head teacher is a member of the Pilot Hub Model of Governance by virtue of their position.

2.3. The Chair of the Pilot Hub Model of Governance will be nominated by PHMG members from existing LTC Chairs and appointed on a meeting by meeting basis.

2.4. Terms of reference will be reviewed annually by the Trust board.

2.5. The SENCO, and each Head of School, should attend to provide information and participate in discussions.

3. Meetings and Procedures

3.1. The Pilot Hub Model of Governance will meet as necessary, and at least three times a year, as set out below, with each school's LTC meeting in between times. The timings for the Pilot Hub Model of Governance coincide with the release of strategic financial and staffing information.

Autumn 1: LTC   Spring 1: LTC   Summer 2: LTC

Autumn 2: Budget review, pay progression & H&S (*End of November*)

Spring 2: GAG confirmation, staffing structure review & H&S (*End of February*)

Summer 1: Budget ratification & H&S (*End of May*)

3.2. The agenda for meetings will be agreed in advance by the Chair of the Pilot Hub Model of Governance and papers will be circulated at least seven clear days in advance of the meeting (via Governor Hub).

3.3. If the Chair is absent for the meeting, the members shall choose another member, to act as Chair for that meeting.

3.4. The Pilot Hub Model of Governance will have access to, and receive, copies of the minutes from each school's latest LTC meeting.

3.5. All meetings will be minuted and reports given to each school's LTC.

4. Quorum

4.1. The Pilot Hub Model of Governance will require a quorum of 50% of membership less any vacancies

4.2. Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote they may have.

5. Standards oversight

5.1. Safeguarding

    a) Ensure that the adopted safeguarding policies and procedures reflect the safeguarding challenges and context of each school.

    b) Monitor the implementation and impact of the Hub Model Early Help offer.

5.2. Attendance and behaviour

    a) To receive reports and evaluate issues relating to attendance for all groups of pupils.

    b) To ensure the Hub Model schools have a written policy, with agreed principles, to promote good behaviour among pupils and that this is implemented effectively.

    c) To receive reports relating to behaviour, including rewards and sanctions, all forms of bullying and suspension/exclusion.

5.3. Curriculum and quality

    a) To monitor each school's curriculum breadth, depth, progression and accountability, ensuring it is at least as ambitious as the National Curriculum.

    b) Ensure considered and appropriate systems and procedures are in place to meet the needs of all pupils with additional educational needs.

5.4. Standards

    a) Monitor and review the school's performance and improvement through review of performance data including summaries of attainment, target setting and progress.

    b) To review and monitor Pupil Premium and Sports Premium plans and expenditure, and the impact on attendance, engagement and outcomes.

5.5. <u>SEND</u>

a) Ensure that the Trust policy for pupils with special educational needs and disabilities (SEND) is implemented and adapted to the specific school context where necessary.

b) Ensure pupils with SEND have the resources they need to succeed.

c) Work with the SENCO and other stakeholders across the Trust community to ensure pupils with SEND are well-supported and included in all aspects of school life.

6. Financial Oversight

6.1. <u>Finance</u>

a) Monitor and scrutinise each school's, and the hub's, finances and resources (including staffing).

b) Monitor each school's performance against the set budget (income, expenditure and cash flow) and provide observations and recommendations to each school's LTC.

c) Review pupil number estimates (which underpin revenue projections) termly.

d) Financial benchmarking, using information from GIAS and each school's IDSR.

e) Consider and approve purchase orders for each school in line with Trust's financial handbook.

f) Review and make recommendations to each school's LTC about any letting arrangements.

6.2. <u>Estates and Health & Safety</u>

a) Ensure a costed devolved capital improvement plan is produced, delivered and monitored for each school.

b) Monitor each school's estate, and audits, ensuring that appropriate policies are adopted and followed in order to keep pupils and staff safe.

c) Ensure each school's sustainability plan is produced, delivered and monitored.

6.3. <u>HR and payroll</u>

a) Review and consider the hub's staffing complement, structure and appointments in line with the Trust's Scheme of Delegation.

b) Review and consider pay progression and increment (if appropriate) for middle leaders, teachers and school support staff in line with the Trust's Scheme of Delegation.

c) Ensure appropriate personnel management policies and procedures are adopted and followed.

7. **Pilot Hub Model of Governance – Standing Agenda Items**

1. Attendance: Present, Apologies for absence, also present
2. Election/confirmation of members
3. Declaration of interests
4. Approval of most recent minutes
5. Matters arising from previous minutes/meetings
6. Reports from LTCs from schools within the hub model
7. Safeguarding
   - Attendance
   - Behaviour
   - Early Help
8. Standards: impact of our curriculum
9. SEND
10. Finance
    - Actual income, staffing and expenditure vs. planned budget
    - Capital improvements
11. Staffing
12. H&S
13. What have we done to benefit our children?
14. Meeting dates and times

Further Supporting Documentation

Code of Conduct for Trustees and Local Trust Committees (LTCs)

Effective Date:

1st September 2025

Approved by the Trust Board on: 14th July 2025

Contents

1) Introduction

This code of conduct is anchored in the Seven Nolan Principles of Public Life. It aligns with the [Framework for Ethical Leadership in Education](#) which outlines principles that support ethical decision-making and challenge unethical behaviour. Once this code has been adopted, all Trust Board Members and Local Trust Committee (LTC) Members agree to faithfully abide by it.

Trustees: We agree to follow the [Academy Trust Governance Code](#)
Those governing at local level: We recognise and support the principles set out in the [Academy Trust Governance Code](#)

We will abide by the Seven Nolan Principles of Public Life:

Selflessness
We will act solely in terms of the public interest.

Integrity
We will avoid placing ourselves under any obligation to people or organisations that might try inappropriately to influence us in our work.

We will not act or take decisions in order to gain financial or other material benefits for ourselves, our family, or our friends. We will declare and resolve any interests and relationships.

Objectivity
We will act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability
We are accountable to the public for our decisions and actions and will submit ourselves to the scrutiny necessary to ensure this.

Openness
We will act and take decisions in an open and transparent manner. Information will not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty
We will be truthful.

Leadership
We will exhibit these principles in our own behaviour. We will actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

We will apply the highest standards and will:
1. Act within our powers
2. Promote the success of the Trust
3. Exercise independent judgement
4. Exercise reasonable care, skill and diligence
5. Avoid conflicts of interest
6. Not accept benefits from third parties
7. Declare interest in proposed transactions or arrangements

We will focus on our core purpose:
1. Strategic leadership: defining a vision, fostering a culture and championing the strategy
2. Accountability and assurance: providing robust and effective oversight of operations and performance
3. Engagement: strategic oversight of relationships with stakeholders

2) Church Schools

In our Church Schools we agree to seek to uphold the Christian foundation of the school.

The Local Trust Committee (LTC) will ensure that Christian values underpin the relationships between LTC Members and others. These core values based on the Beatitudes may be summarised as follows:

- Faithfulness and integrity
- Dignity and compassion
- Humility and gentleness
- Truth and justice
- Forgiveness and mercy
- Purity and holiness
- Tolerance and peace
- Service and sacrifice

LTC Members of a Church of England School are committed to upholding and modelling the school's Christian values along with the requirement to ensure the promotion of British Values.

3) Scope

The Code of Conduct is for Trustees and LTC Members who both have key strategic responsibilities for DDAT and its schools.

The Code of Conduct should be read in conjunction with:

- DDAT Articles of Association
- DDAT Scheme of Delegation
- Keeping Children Safe in Education
- Terms of references for the Local Trust Committees.

The code does not override the content of any of those documents. New members to the Trust Board and Local Trust Committees should agree to the Code of Conduct on being appointed as part of their induction programme

As individuals, we agree to:

4) Fulfil our role & responsibilities

a) We accept that our role is strategic and so will focus on our core purpose rather than involve ourselves in day-to-day management.
b) We will fulfil our role and responsibilities as set out in the Scheme of Delegation (LTC Members) or the Trust's Articles of Association (Trustees) and statutory guidance.
c) We will develop, share and live the ethos and values of our Trust.
d) We agree to adhere to Trust policies and procedures.

e) We shall fully cooperate with individual requests that are necessary to ensure organisational compliance, such as disclosure and barring or right to work checks.

f) We will work collectively for the benefit of the Trust.

g) We will be candid but constructive and respectful when holding senior leaders to account.

5) We will consider how our decisions may affect the Trust and local community

a) We will stand by the decisions that we make as a collective.

b) Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.

c) We will only speak or act on behalf of the Trust Board if we have the authority to do so.

d) Trustees: We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.

e) When making or responding to complaints, we will follow the established procedures.

f) We will strive to uphold the Trust's reputation in our private communications (including on social media).

g) We will have regard to our responsibilities under The Equality Act and will work to advance equality of opportunity for all.

h) Those governing at local level: We will act as local ambassadors for our Trust.

i) We will ensure the promotion of British Values.

6) Demonstrate our commitment to the role

a) We will involve ourselves actively in the work of the Trust Board or LTC and accept our fair share of responsibilities, serving on panels, working groups or committees (Trustees), where required.

b) We will make every effort to attend all meetings and where we cannot attend explain in advance why we are unable to.

c) We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.

d) We will get to know the school(s) well and welcome opportunities to be involved in school activities.

e) We will visit the school(s) and when doing so will make arrangements with relevant staff in advance and observe school and board protocol.

f) When visiting a school in a personal capacity (for example, as a parent or carer), we will continue to honour the commitments made in this code.

g) We will participate in induction training, prioritise training in required areas (such as safeguarding) and commit to developing our individual and collective skills and knowledge on an ongoing basis.

7) Build and maintain relationships

a) We will develop effective working relationships with leaders, staff, parents and other relevant stakeholders from our local communities.

b) Those governing at local level: We will champion the voices of our school community and stakeholders.

c) Those governing at local level: We will establish effective working relationships with Trustees.

d) Trustees: We will engage with and be accountable to those governing at local level.

e) Trustees: We will respect the remit of, and engage constructively with, relevant authorities, sector bodies and other trusts.

f) We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.

g) We will work to create an inclusive environment where each board member's contributions are valued equally.

h) We will support the chair in their role of leading the Trust Board or LTC and ensuring appropriate conduct.

8) Respect confidentiality

a) We will observe complete confidentiality both inside and outside of the Trust when matters are deemed confidential or where they concern individual staff, pupils or families.

b) We will not reveal the details of any governing body vote.

c) We will ensure all confidential papers are held and disposed of appropriately.

d) We will maintain confidentiality even after we leave office.

9) Declare conflicts of interest and be transparent

a) We will declare any business, personal or other interest that we have in connection with the Board or LTC's business, and these will be recorded in the register of business interests.

b) We will also declare any conflict of loyalty at the start of any meeting should the need arise.

c) If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.

d) We accept that the Register of Business Interests will be published on the Trust's and/or school's website.

e) We will act as a Trustee or LTC Member, not as a representative of any group.

f) We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the Trust Board or LTC, attendance records, relevant business and pecuniary interests, category of LTC Member or Trustee and the body responsible for appointing us will be published on the Trust and/or school website.

g) We accept that information relating to Trust Board and LTC Members will be collected and recorded on the DfE's national database (Get Information About Schools), some of which will be publicly available.

10) Adopted and Signed

We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions.

Adopted by: *[name school LTC or DDAT board]*

on *[date]*

Signed: *[chair of LTC or chair of Trustees]*

We agree that this code of conduct will be reviewed annually by the Trust Board, upon significant changes to the law and policy or as needed.

All LTC Members agree to sign the Code of Conduct on Governor Hub.

DDAT Trustee confirmation to be co-ordinated by the Trust Governance Professional.