The Scheme of Delegation

EKC Schools Trust

Approved: July 2026

CONTENTS

1. Glossary of Terms

ATH – Academy Trust Handbook
AO – Accounting Officer
CDBE - Canterbury Diocesan Board of Education
CEO – Chief Executive Officer
CFO – Chief Financial Officer
COS – Chief of Staff
DCM – Diocesan Corporate Member
DfE – Department for Education
FPC – Finance and People Committee
HT – Headteacher
LGB – Local Governing Body
RACC – Risk, Audit & Compliance Committee
SDP – School Development Plan
SEF – Self Evaluation Plan
TDP – Trust Development Plan

2. Introduction

This Scheme of Delegation has been written to provide detail and overview of accountabilities, responsibilities and arrangements for the EKC Schools Trust. The Scheme of Delegation should be read in conjunction with the Trust Articles of Association. Church of England Schools are also accountable to The Canterbury Diocesan Board of Education. (CDBE)

This scheme applies to the schools in the Trust. The Scheme would apply to any other school joining the Trust.

The Trust is a charitable company (a company limited by guarantee and an exempt charity) which exists for the provision of education.

Full details of the accountabilities, responsibilities and arrangements are set out in the schedule, section 4.0 of the Scheme of Delegation.

Church of England Schools

Where a school is designated with a Church of England religious character, it must be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship. (Article 102)

3. Roles and Responsibilities

a) Trust Members

As a charitable company limited by guarantee, the Trust has Members who have a similar role to the shareholders in a company limited by shares.

Trust Members:

- Are signatories to the Articles of Association.
- May, by special resolution, amend the Articles of Association, subject to the Trust's funding agreement and charity law.
- May, by special resolution, appoint new members or remove existing members.
- Have power to appoint Trustees, as set out in the Articles of Association and the power under the Companies Act to remove any or all the serving Trustees.
- Ensure the appointment of new Trustees is in accordance with the skills, knowledge and expertise required to fulfil the core functions of the Board of Trustees.
- Fully delegate the strategic management of the Trust and all monitoring functions to the Board of Trustees.
- Fully delegate the completion and submission of the annual Trustees Report to the Board of Trustees.
- Appoint the Trust's Auditors and receive the Trust's annual audited accounts.
- Following direction from the Secretary of State, have power to change

the name of the charitable company and ultimately 'wind up' the Trust.

- May instruct Trustees to convene a general meeting at any time where Trustees may contribute but not vote.
- Will meet at least once per annum to complete an overview of the effectiveness of the delegated functions of the Trust.
- Ensure the DfE is informed of any changes to Members within 14 days.
- Will ensure all meetings are formally minuted and made publicly available.

Employees of the Trust cannot be appointed as Members and no Trustees will be appointed as Members of the EKC Schools Trust.

b) The Board of Trustees

Directors /Trustees are bound by both charity and company law. Therefore, the terms 'Directors' and 'Trustees' are often interchangeable. The EKC Schools Trust uses the term Trustee for this role.

The Board of Trustees are legally accountable for managing the business of the Trust and may exercise all the powers of the Trust. The appointment of the Accounting Officer does not remove the responsibilities of the Trustees for the conduct and financial operation of the Trust. The focus of the Trust Board is to fulfil the three-core functions of Governance:

- Setting the strategic direction of the Trust.
- Holding the CEO to account for improving the Trust and the overall effectiveness of the Academies within the Trust.
- Ensuring financial health, probity and value for money of the Trust.

Trustees will:

- Ensure compliance with the Trust's charitable objectives and comply with company and charity law.
- Sign off the annual accounts and ensure adherence to the Trust's funding agreement with the Secretary of State.
- Delegate to the CEO for the operational running of the EKC Schools Trust.
- Decide on the functions delegated to the Local Governing Bodies of the Academies within the Trust.
- Be accountable to the DfE, the Diocesan Education Board (Church Schools) and Ofsted.
- Review of the Governance structure and ensure it is fit for purpose and effective.
- Comply with the Equity Articles of Association, the Governance Agreement with EKC Group and the Members Agreement with the Diocese.
- Elect a Chair and Vice Chair to the Board annually, who will not be employed by the Trust.
- Ensure that the DfE is informed within 14 days of any changes to the Trust Board.

- Ensure all meetings are formally minuted and made publicly available.

Where the Board of Trustees determined risk or cause for concern to the performance of an academy within the Trust, additional support will be commissioned to ensure the risk is addressed, whilst maintaining existing levels of delegation. Risks will be determined by overall school performance, including outcome data, effectiveness of leadership, effectiveness of safeguarding, Ofsted and SIAMS (For CE schools) judgements, stakeholder feedback and financial and administrative performance.

Following an initial period of additional support, the Board of Trustees may determine the level of delegation, to ensure effective leadership within the Academy, to mitigate against identified risks.

A specific schedule would be set out in the form of a Rapid Improvement Plan with the intent of rectifying issues and supporting the Academy in returning to the full Scheme of Delegation. The intervention could involve reducing the delegated powers of an LGB and in extreme and exceptional cases of ineffectiveness Governance at a local level, the Trust Board could take the decision to remove all delegated authority.

All decisions will be discussed with the CEO and the LGB.

c) The Risk, Audit and Compliance Committee

The purpose of the committee is to advise the Board of Trustees on its systems of internal control, risk management and corporate governance arrangements. It is responsible for assessing and providing the Board of Trustees with an opinion on:

- The adequacy and effectiveness of the Trust's assurance arrangements.
- The framework of Governance.
- Risk management and controls.
- Processes for the effective and efficient use of resources.
- The solvency of the Trust and the safeguarding of assets.

Other duties include:

- Advising the Members and the Board on the appointment, re-appointment, dismissal and remuneration of the external auditor.
- Commissioning an internal audit programme linked to key risks.

Committee Members will:

- Elect a Chair for the committee.
- Ensure there are a minimum of 3 Trustees on the committee, plus the CEO.
- Adhere to the protocols, ethos and policies of the Trust.
- Comply with the Terms of Reference for the committee.
- Ensure all meetings are formally minuted and made publicly available.

d) The Finance & People Committee

The Trust will have a Finance and People Committee to which the Trust Board delegates financial scrutiny and oversight and those matters relating to its People. The committee will ensure the Trust adheres to the Academy Trust Handbook (ATH) and fully comply with the Trust's funding agreement with the Secretary of State and any other legal requirements relating to its People, as necessary. The committee will advise the Board on the effective financial management of the Trust, review the expenditure and budgets of the academies and oversee all aspects of financial management, holding the CEO to account.

Committee Members will:

- Elect a Chair for the committee.
- Ensure there are a minimum of four Trustees on the committee, plus the CEO, COS and CFO.
- Adhere to the protocols, ethos and policies of the Trust.
- Comply with the Terms of Reference for the committee.
- Adhere to the ATH and the Academies Accounts Direction.
- Ensure all meetings are formally minuted and made publicly available.

e) Christian Distinctiveness Committee

The Trust will have a Christian Distinctiveness Committee to which the Trust Board delegates responsibility for monitoring, strengthening, and safeguarding the Church of England academies Christian vision, ethos and distinctiveness.

The Committee will ensure that the Trust fully upholds its responsibilities as a Trust with Church of England schools by sustaining and developing each school's distinctive and historic Christian foundation. This includes ensuring that statutory duties for religious education and collective worship are met, and that all academies align with Diocesan expectations for effective Church of England schools.

The Committee will advise the Board on the effectiveness of Christian distinctiveness across the Trust and the extent to which each academy is living out its identity as an effective Church school.

The Committee will oversee the implementation and impact of each school's Christian vision, ensuring it is deeply embedded and enables all members of the school community to flourish.

The Committee will hold leaders, including the Chief Executive Officer, to account for embedding, sustaining, and developing a theologically rooted Christian vision in line with the Trust's values and Diocesan guidance. This vision should promote spiritual development, secure high-quality religious education, and enable meaningful and inclusive acts of collective worship.

Committee Members will:

1. Elect a Chair for the committee.
2. Ensure there are a minimum of three Trustees on the committee, plus the CEO and other Trust executives as required.
3. Adhere to the ethos, protocols, and policies of the Trust, upholding the Christian

foundation of all Church of England academies in accordance with diocesan expectations.

4. Comply with the Terms of Reference for the committee.
5. Uphold diocesan guidance relating to being an effective Church of England school, including responsibilities for clarity of vision, ethos, and strategic direction as required of all governors in Canterbury Diocese Church schools.
6. Ensure all meetings are formally minuted and made publicly available

f) Clerking at all levels of Governance

The Clerk to the Board of Trustees and Members will be appointed (and if required removed) by the Board of Trustees.

The Clerks to the LGBs will be appointed (and if required removed) by the LGBs.

Roles and responsibilities for the Clerks within the Trust will be outlined within Job Descriptions but the key areas of responsibility are set out below.

Clerks within the Trust will:

- Have a clear understanding of the Articles of Association, Scheme of Delegation and key policies, procedures and operational documents of the Trust.
- Understand the core functions of the level of Governance which they support and adhere to the Terms of Reference for the Board or Committee.
- Support and guide the Board or Committee in ensuring they adhere to their core functions and responsibilities.
- Maintain up to date records of membership including national requirements of publicising information.
- Ensure the Chair of the Board or committee and the CEO are kept informed of all important information in a timely manner.
- Maintain a Register of Business Interests.
- Maintain a record of attendance and absence.
- Take accurate minutes and ensure they are publicly available.

g) Chief Executive Officer and Accounting Officer

The CEO has delegated responsibility for the operation of the Trust, including the performance of the Academies within the Trust. The CEO reports to the Board of Trustees on the strategic performance of all aspects of the Trust. The detailed responsibilities of the CEO are set out in the Job Description, but the core function of the executive role is to ensure the highest standards of education for all pupils and young people within the Trust.

The CEO is the AO for the Trust and has the legal responsibilities of this role to the Secretary of State through the DfE Therefore, the AO must provide assurance to the DfE that the Trust remains in strong financial health.

The CEO/AO will:

- Take responsibility for assuring the Board of Trustees that there is compliance with the Trust's funding agreement and the ATH.

- Complete and sign the Annual Statement on Regularity, Propriety and Compliance and submit it to the DfE with the Trust's audited accounts.
- Demonstrate how the Trust has secured value of money via the governance statement in the audited accounts.
- Ensure the highest standards of education across the Trust.

h) Local Governing Bodies

The EKC School Trust will maintain the core role of a Local Governing Body for each academy within the Trust and delegate certain functions to the LGB. The purpose of the LGB is to champion the Trust's ethos and uphold the individual vision and values of the individual academy. It will support and challenge the Headteacher and monitor the key performance indicators to provide focused governance at a local level.

LGB's will:

- Comply with the roles, responsibilities and functions as set out in the Scheme of Delegation.
- Set out the vision for the academy within the Trust in adherence with Trust, and for Church schools, Diocesan policies and ethos.
- Ensure the school complies with the Trust policies and implement the school level policies.
- Ensure Asset Management systems are adhered to within the school.
- Ensure local arrangements for the effective supervision and implementation of local maintenance and building works.
- Hold the HT to account for the highest standards of compliance including all aspects of Health and Safety and Safeguarding.
- Ensure all aspects of the Compliance Overview are effectively monitored.
- Review the Risk Register annually and support and hold the HT to account to mitigate against risk.
- Determine the membership of the LGB, in consultation with the CEO and ensure balanced representation of the school's stakeholders including a staff representative and parents.
- Appoint Governors to the LGB and establish committees and key roles as appropriate to the needs of the school and the school's priorities. Terms of Reference for those roles and committees must include monitoring and evaluating Safeguarding, Health and Safety, Compliance, Pupil Premium Spend, Pupils with Special Educational Needs and Finance.
- Ensure all meetings are effectively minuted and actions and outcomes are published and provided to the CEO and Board of Trustees.
- Ensure declarations of interest are appropriately recorded and managed professionally and effectively any conflicts of interest.
- Monitor and evaluate the implementation and impact of the School Development Plan.
- Monitor and evaluate the appropriateness, relevance and impact of the

school's curriculum on standards, with particular attention to vulnerable groups, including those disadvantaged and with SEND. Ensure the school meets the statutory duties for curriculum entitlement.

- Scrutinises the school's self-evaluation and ensures it is commensurate with the LGBs evaluation of the school and its overall effectiveness.
- Monitor behaviour, exclusions and attendance of pupils, including disadvantaged and those with SEND and ensure adherence to all related school policies.
- Take responsibility for recruiting and performance managing the Headteacher, with support and advice from the CEO.
- Participate as a member of a Panel Hearing as required.
- Ensure arrangements are in place for the implementation and monitoring of the Admissions Policy within the school.
- Follow roles and responsibilities as set out in the Trust Complaints Policy.
- Represent the school in an Ofsted Inspection.
- Ensure minutes and activities of the LGB are available to the CEO and Board of Trustees.

In addition, Governors in Church of England Schools will:

- Uphold and champion the distinctive Christian vision and associated values of the school.
- Ensure the school is an effective Church of England school
- Ensure statutory duties are met for collective worship and religious education
- Attend Diocesan training and engage with Diocesan guidance and expectations.
- Support the preparation for and represent the school in a SIAMS Inspection.
- Work collaboratively with the local parish and incumbent for the mutual benefit of the school community and to recruit foundation governors to the board.

Any person wishing to become a local governor of a Church of England school is required to sign a declaration of acceptance and of willingness to uphold and preserve the Church of England character of the school.

i) Headteachers

The role of the HT (or most Senior Leader within any individual academy) is responsible for the day-to-day leadership and management of their own school. HT is the lead professional in the academy and reports to the Local Governing Body and CEO.

The recruitment and annual performance management of the Headteacher is undertaken by the CEO with support from the LGB.

Headteachers will:

- Lead on school improvement within their own school.
- Deliver on school performance and report to the CEO and LGB.
- Ensure School and Trust policies are fully implemented.
- Design and implement a curriculum that meets the needs of learners.
- Take responsibility for the performance of staff within the individual academy.
- Ensure all statutory duties are met.
- Ensure safeguarding is effective.

In addition, for Headteachers of Church of England Schools will:

- Uphold and champion the distinctive Christian vision and associated values of the school, ensuring it drives all areas of school strategy, policy and culture.
- Ensure the school is an effective Church of England school
- Ensure provision ensures statutory duty is met for collective worship and religious education and that it meets Diocesan / Church of England expectations.
- Regularly attend Diocesan training and engage with Diocesan guidance and expectations.
- Work collaboratively with the local parish and incumbent for the mutual benefit of the school community and to recruit foundation governors to the board.

4.Scheme of Delegation – July 2026 Update

EKC Schools Trust Operational Scheme of Delegated Authority (RACI)

R	**Responsible**	Carries our process or task and/or makes a recommendation
A	**Accountable**	Provide approval/take ultimate decision
C	**Consulted**	Consulted before a decision or action is taken
I	**Informed**	Informed that a decision or action is taken

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	Christian Distinct Commit	CEO/AO	CFO	DCM / CDBE *CE schools only	LGB	Headteachers
Governance										
Equity Articles of Association	A	C&I				R	I	A&I (DCM)	I	I
Scheme of Delegation	I	A	C&I	I	I	R	I	I (DCM)	C&I	C&I
Appointment & Removal of Members	A&R	C&I				I	I		I	I
Appointment & Removal of Trustees	A&R	A&R				C&I	I		I	I
Election of Chair of Trust Board	I	A&R				C	I		I	I
LGB Terms of Reference	I	A				C	I		R	C
Appointment of Chair of LGB		A				C	I	I	R	C
Appointment of LGB Governors*		A&I				C	I	A (Foundation Governors) (DCM)	R	C
Removal of Chair or Governor OF LGB		A&I				R	I	I (CDBE)	C&I	C&I
Appointment of Governance Professional for Trust		A				R	I	I (CDBE)	I	I
Appointment of Clerk for School		A				I	I		R	C
Appointment of Legal Council	I	A				R	I		I	I

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	Christian Distinct Commit	CEO/AO	CFO	DCM / CDBE *CE schools only	LGB	Headteachers
Appointment of other non-board Committee Members of Trust		A&R				I	I		I	I
Managing Conflicts of Interest	A	A				R	I		R	I
Determining Trust Board meeting frequency/agenda	I	A&R				C	I		I	
Determining LGB meeting frequency/agenda		I				A	I		R	C&I
Determining Finance and People Committee meeting frequency/agenda		A	R	I		C	C		I	I
Determining RAC Committee meeting frequency/agenda		A&R	I	R		C	I		I	I
Determining CCC Committee meeting frequency/agenda					I& R					
Trust Board Training	I	A&C	C	C		R	C		I	I
LGB Training*		I				A		R (CDBE)	R	C&I
School Specific Complaints		I				A			R,A&I	I
Complaints to Ofsted / SIAMS*		I				A		I (CDBE)	R&I	I
Complaints to DfE		I				A	R		C&I	I
Strategic Governance										
Strategic vision, values and objectives of the Trust	I	A				R			C	C
Strategic vision, values and objectives of a Trust School*		C&I				C&I		C (CDBE)	A&R	C&I

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	Christian Distinct Commit	CEO/AO	CFO	DCM / CDBE *CE schools only	LGB	Headteachers
Education										
Determining School Performance Targets	I	A				R			C&I	C&I
Monitoring Performance	I	A				R			R&I	C&I
Statutory Assessment Returns (to DfE/KCC)		I				A			R	R
Assessment Integrity		I				I			A	R
Change of Age Range or PAN*	I	C&I				A		C&I (CDBE)	R	C&I
Change to Admission Arrangements*		A				C&I		C&I (CDBE)	R	R
Determining Admissions (application of over-subscription criterion) *		A				C&I		C&I (CDBE)	R	R
In-Year Admissions						I			A	R
Change to Curriculum		I				I			A	R
Change to School Day						C			A	R
Term Dates and INSET Dates		I				A			R	R
Cross-Trust Assessments/Reporting		I				A			R	R
Written Self-Evaluation of Trust		A				R			I	I
Written Self-Evaluation of Schools		I				C			A	R
Trust-Level Development/Strategic Plan		A				R			I	I
School Development/Strategic Plan						C			A	R
Ofsted Inspection	I	A				R	I		R	R
SIAMS Inspection	I	A			I & R	R	I	I (CDBE)	R	R

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	Christian Distinct Commit	CEO/AO	CFO	DCM / CDBE *CE schools only	LGB	Headteachers
Finance (also see Financial Regulations)										
Appoint External Auditors	A	I	I	R		C	C		I	I
Appoint Bankers	I	A	C			C	R		I	I
Agree Internal Audit Procedures	A	I		R		C	R		I	I
Approve Trust Annual Report and Statutory Accounts	I	A	C&I	R		C	R			I
Approve Trust Budget Plan		I	A			C	R		C&I	I
Approve School Budget Plan		I	A			C	C		R	C&I
Entering into Funding Agreement		A	I			R	C		I	I
Approval of Negative Budget Variance		A	C			C	R		I	I
Approving Pay Scales		I	A			C	R		C&I	I
Determining Executive Pay		A				I				
Monitoring Performance Development Process		I				C			A&R	C&I
Determining Financial Limits (Financial Regulations)		A	C			C	R		I	I

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	Christian Distinct Commit	CEO/AO	CFO	DCM / CDBE *CE schools only	LGB	Headteachers
Staffing										
Appointment & PM - CEO	I	A&R						I (CDBE)	I	I
Appointment & PM - CFO	I	A	C			R		I (CDBE)	I	I
Dismissal, Suspension or Redundancy of CEO	I	A&R				I	I	I (CDBE)	I	I
Dismissal, Suspension or Redundancy of CFO	I	A				R	I	I (CDBE)	I	I
Performance Management of Headteachers						A			R	
Appointment of Headteachers*	I	I	C			A		C&I (CDBE)	R	C&I
Dismissal, Suspension or Redundancy of Headteacher*	I		I			A		I (CDBE)	R	C&I
Appointment & PM – Other School Based Staff						I	I		A	R
Restructuring of School*		I	C&I	I		A	C	C&I (CDBE)	R	C&I
Staff Welfare in Schools		A				R	R		R	I
Children & Students (+ accident/incident reporting)										
Suspensions – Fixed Term		I				C			A&R	I
Exclusions – Permanent		I				C			A&R	I
Safeguarding (practice/training/activity		I							A	R
Safeguarding S175 Review		A		I		R			R	C&I
Safeguarding Trust Monitoring				A		R			I	C&I
Health & Safety Executive Reportable Accident						C&I			A	R
Other Accident						I			A	R

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	Christian Distinct Commit	CEO/AO	CFO	DCM / CDBE *CE schools only	LGB	Headteachers
Pupil/Parent Incident Reporting									A	R
SEND Strategy/Impact		I				A			R	R
Pupil Premium Strategy/Impact		I				A			R	R
Sports Grant Strategy/Impact		I				A			R	R
Infrastructure Including Facilities										
Long-Term Lease or Disposal of Assets*		A	C			R		A[1]	I	I
One-Off and Annual Lettings			I			C&I	C&I		A	R
Regular Lettings (longer than 1 year)			I			C&I	C&I		A	R
Structural Changes to Buildings/Land*			I			C&I	C&I	A[2]	A	R
School Condition Allocations*			I			C&I	C&I	C[3]	A	R
School Maintenance						I			A	R
Finance, Payroll & HR Central Service		A				R	R		I	I
ICT in schools									A	R
Compliance										
Trust Risk Register		I		A		R			C&I	C&I
Ensure Compliance with All Statutory and Regulatory Requirements (including H&S)		A		I		C&I			R	R

1 A MAT needs to be aware that (a) if the assets (land or buildings) are owned by site trustees, then the site trustees are making the ultimate decision and (b) the site trustees are legally the landlord with the MAT managing the asset on the site trustees' behalf. The site trustees will therefore appear as the landlord on any lease or transfer agreement. The term 'Site Trustee' is used to refer to the trustees of the charitable foundation for a Church Academy to avoid any confusion with the trustees of the Company.

2 As Long-term lease or Disposal of Assets.

3 The Diocese and site trustees need to give consent before implementation where the proposed project exceeds the thresholds given in our Consent for Works policy.

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	Christian Distinct Commit	CEO/AO	CFO	DCM / CDBE *CE schools only	LGB	Headteachers
Health & Safety Trust Audit		A		R		R			I	C&I
Police Called						I			A	R
Fire Plan and Training				I		I			A	R
Evacuation Plan and Training				I		I			A	R
Lock-Down Plan and Training				I		I			A	R
First-Aid Provision and Training				I		I			A	R
EVC (oversight and training)				I		I			A	R
Policies Relating to Trust Compliance				A		R			I	I
Trust Website Compliance (DfE, ATH, Co Law, Ofsted)				A		R			I	I
School Website Compliance (with DfE, Ofsted)				I		A			R	R
Pupil Census & Return			I	I		I			A	R
Official Finance Returns			I			I	A		R	R
Workforce Census (incl. Gender Pay Gap Reporting)			I	A		R			I	I
Freedom of Information Act Request (FOIA)		I				A			I	R
GDPR Strategy (incl. registration with ICO)				A		R			I	I
Data Breach				A		R			R	I
Trust Insurance				A		R			I	I

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	Christian Distinct Commit	CEO/AO	CFO	DCM / CDBE *CE schools only	LGB	Headteachers
Communications										
Trust Website	**I**	**I**				**A&R**	**I**		**I**	**I**
School Website						**I**			**A**	**R**
School Specific Parental Communications									**A**	**R**
Cross-Trust Parental Communication						**A**	**I**		**C&I**	**C&I**
Board Comms (Members and Trustees Comms)		**A&R**				**C&I**	**I**			
Governor Comms (LGB Chair and Local Governors Comms)						**C&I**			**A&R**	**I**
Other Trust Committee Comms			**A&R**	**A&R**	**A&R**	**C&I**	**A&R**			
Press Crisis*		**I**				**A&R**	**I**	**I** (CDBE)	**C&I**	**C&I**
Good News School Press		**I**				**I**	**I**	**I** (CDBE)	**A**	**R**
Trust Branding incl. Logos, Artwork, Signage		**I**				**A&R**			**I**	**I**
School Branding incl. Logos, Artwork, Signage, Prospectus'									**A**	**R**

5. Policy Overview for EKC Schools Trust

Below is a list of the policies, procedures and other statutory documentation that must be in place, the external facing documentation available on the website, and all monitored by governance structures.

EKC Schools Trust Policies – Ratified and Monitored by the Trust Board

- Equality and Diversity Policy
- Complaints Policy
- Whistleblowing Policy
- Safeguarding and Child Protection Policy
- Charging and Remissions Policy
- Health & Safety and Premises Management Policy
- Data Protection Policy
- Fixed Asset and Depreciation Register
- Risk Register
- Disaster Recovery Plan
- Trust Financial Regulations Policy
- Appraisal and Pay Policies
- Staff Conduct
- Staff Discipline, Conduct and Grievance policy

Local Academy Policies – Ratified and Monitored by Local Government Bodies

- Admissions Policy and Procedure
- Curriculum Policies
- Behaviour Policy
- Acceptable Use Policy
- Accessibility Plans
- Pupils with medical conditions
- Pupil Premium statement
- Sex Education Policy
- Special Educational Needs Policy
- Single Central Record
- Home / School Agreement
- Minutes of Local Governing Body Meetings
- Registers of Attendance

Church of England Schools

- Religious Education

- Collective worship
- Spirituality

EYFS must be explicitly referred to in each policy or schools must have a separate EYFS policy.

Appendix 1

EKC Schools Trust Organisational Diagram and Brief Overview

EKC Schools Trust

Trust Leadership and Governance Structure

Members

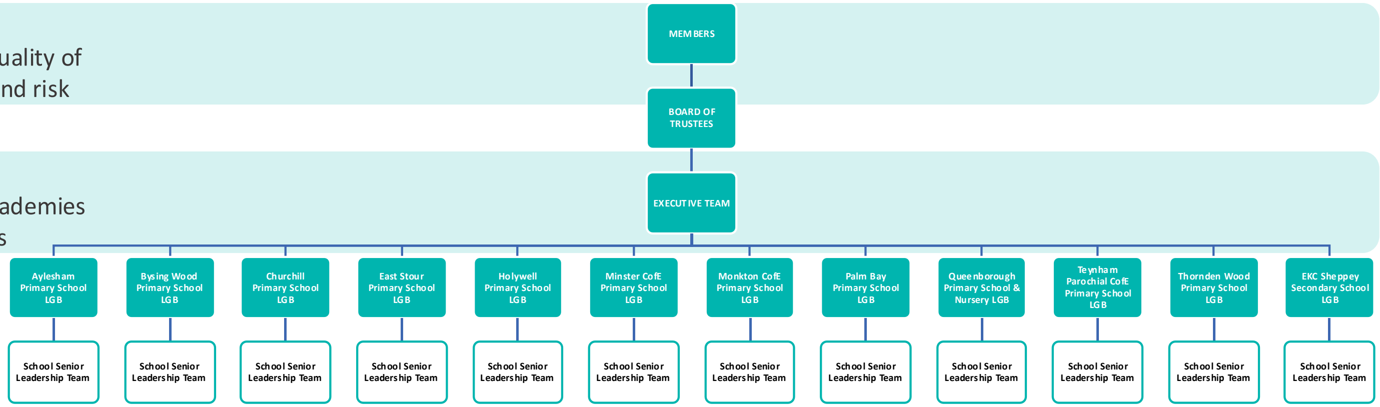
- Appoint Trustees
- Responsible for Articles

Trustees

- Hold Executives to account for the quality of education, Trust financial health, safety and risk

CEO, DCEO, CoS and CFO

- Provide support and challenge to Academies
- Accountable to the Board of Trustees



Appendix 2

Terms of Reference for the Risk, Audit and Compliance Committee

1. Constitution

1.1 The Trust Board ("the Board") has resolved to establish a Risk, Audit and Compliance Committee to advise the Board on matters relating to the Trust's audit arrangements and systems of internal control and to aid the Board's responsibility to ensure sound management of the Trust's finances and resources, including proper planning, monitoring and probity.

1.2 The Risk, Audit and Compliance Committee is responsible to the Board.

2. Authority

2.1 The Risk, Audit and Compliance Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any Member, Trustee, employee, external audit, internal audit or other assurance provider.

2.2 The Risk, Audit and Compliance Committee is authorised to obtain any outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or Chair of the Board.

2.3 The delegated responsibilities for the Committee are outlined in the Scheme of Delegation and should be instrumental in driving the roles and responsibilities of the Finance and People Committee

3. Duties

The duties of the Risk, Audit and Compliance Committee (RAC) are to:

3.1 Advise the Board and Accounting Officer on the adequacy and effectiveness of the Trust's governance, risk management, internal control and value for money systems and frameworks. An annual report will be produced by the RAC Committee in this regard.

3.2 Advise the Board on the appointment, re-appointment, dismissal, and remuneration of the external auditor.

3.3 Advise the Board on the need for and then, where appropriate, the appointment, re- appointment, dismissal and remuneration of an internal auditor or other assurance provider.

3.4 Advise the Board on an appropriate programme of work to be delivered by independent assurance providers. This programme of work should be derived from the RAC Committee's regard of the key risks faced by the Trust, the assurance framework in place and its duty to report to the Board as detailed in point 3.1 above.

3.5 Evaluate the significant risks faced by the Trust to reduce the likelihood of problems occurring and flag any major concerns and/or emerging risk to the Trustees Board.

3.6 Review and monitor the management of significant risk, the approach and progress and make appropriate recommendations to help reduce the likelihood of unwelcome surprises or impact.

3.7 Ensure that the less significant risks are being actively managed, with the appropriate controls in place and working effectively.

3.8 Ensure that where a full internal audit service is commissioned the service provider complies with the standards set by the Chartered Institute of Internal Auditors. This will mean the internal audit provider must conform to the Public Sector Internal Audit Standards.

3.9 Review the external auditor's annual planning document and approve the planned audit approach.

3.10 Receive reports (assignment reports, annual reports, management letters etc) from the external auditor, internal auditor and other bodies, for example the external auditor, internal auditor and other bodies, for example the Department of Education (DfE), and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information or action.

3.11 Regularly monitor outstanding audit recommendations from whatever source and ensure any delays to agreed implementation dates are reasonable.

3.12 Review the performance of the external auditor, internal auditor, or other assurance provider, annually.

3.13 Ensure that allegations of fraud or irregularity are managed and investigated appropriately.

3.14 Consider any additional services delivered by the external auditor, internal auditor or other assurance provider, as appropriate.

3.15 Ensure external (and internal) auditor independence is maintained.

3.16 Ensure appropriate cooperation and coordination of the work of the external auditor and internal auditor.

3.17 Meet with the external auditor and internal auditor or other assurance provider, without management present, at least annually.

4 Administration

4.1 The Risk, Audit and Compliance Committee (RAC) will meet at least 3 times per year. The Chair or any two members may call a meeting.

4.2 The RAC Committee will consist of at least four members of the Board. Additionally, up to two external co-opted members with particular expertise may also be appointed who are not members of the Board. At least one of the members should have relevant financial experience. The Chair of the Board cannot be a member of the RAC Committee.

4.3 The Chair of the RAC Committee will be appointed by the Board and will not be a member of any other committee. If the chair is absent from a meeting, the members shall choose another member, who is also a member of the Board, to act as chair for that meeting.

4.4 The RAC Committee will be quorate if two members are present and more than 50% of those members present are Board members.

4.5 The Accounting Officer, Chief Financial Officer and other members of the Trust's staff may be invited to attend but will have no voting rights.

4.6 Administrative support will be provided by the Director of Governance

4.7 Agendas will be agreed in advance by the Chair of the RAC Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.

4.8 Minutes of meetings will be taken and will be submitted in the next scheduled meeting of the Board once approved in draft by the Chair of the RAC Committee.

4.9 The Board will review these terms of reference and request the Risk, Audit and Compliance Committee to self- assess its performance against these terms of reference on an annual basis and feedback to the Board.

4.10 The members of the Committee shall hold office from the date of their appointment until the resignation or their omission from membership of the Committee on subsequent consideration by the Board (whichever shall first happen).

4.11 The Board must not add to these terms of reference responsibilities that require the RAC Committee to adopt an executive role, or its members to offer professional advice to the Board. The RAC Committee should seek formal professional opinions from the internal audit service, financial statements auditor or other professional advisers to the Board. Advice should only be given in Committee members' capacity as Trustees and co-optees and only within their terms of reference.

Appendix 3

Terms of Reference for the Finance and People Committee

1. Constitution

1.1. The Trust Board ("the Board") has resolved to establish a Finance and People Committee to advise the Board on matters relating to its people and the Trust's finance arrangements and systems of internal control and to support the Board in maintaining the Trust as a going concern this includes supporting the Board's responsibility to ensure sound allocation and monitoring of the Trust's finances.

1.2. The Finance and People Committee is responsible to the Board.

2. Authority

2.1 The Finance and People Committee is authorised to request any reports or financial information for monitoring purposes or as specifically delegated to it by the Board.

2.2 The Finance and People Committee is authorised to refer any area for further investigation to the Risk, Audit and Compliance Committee, normally in consultation with the Accounting Officer and/or Chair of the Board.

2.3 The delegated responsibilities for the Committee are outlined in the Scheme of Delegation and should be instrumental in driving the roles and responsibilities of the Finance and People Committee

3. Duties

The Finance and People Committee will exercise responsibility for and the oversight of:

a. The overall finances of the EKC Schools Trust
b. The annual budget (for recommendation to the Board)
c. The monitoring of the budget throughout the financial year
d. The MAT charging policy and oversight of income generation and lettings policies (where applicable)
e. Financial procedures (including compliance with the DFE funding rules and guidance); delegation of spending authority and virement policies
f. Insurance arrangements
g. The preparation of the annual report and accounts (for presentation to the Board)
h. Establish and monitor KPIs with regards to financial matters
i. Approve expenditure between £50,000 - £100,000 (within the approved Trust Budget).
j. Workforce census (incl.) Annual Gender Pay Gap Reporting (March meeting)

k. Equality, Diversity and Inclusion (January meeting)
l. Staff Well-being (June meeting)
m. Specific School Staffing arrangements as outlined in the Scheme of Delegation (as necessary)

4 Administration

4.1 The Finance and People Committee will meet at least 4 times per year. The Chair or any two members may call a meeting.

4.2 The Finance and People Committee will consist of at least four members of the Board, one of whom must be the Chair of Trustees. Additionally, up to two external co-opted members with particular expertise may also be appointed who are not members of the Board. At least one of the members should have relevant financial experience. Members of the Risk, Audit and Compliance Committee may not be a member of the Finance and People Committee

4.3 The Chair of the Finance and People Committee will be appointed by the Board and will not be a member of any other committee. If the chair is absent from a meeting, the members shall choose another member, who is also a member of the Board, to act as chair for that meeting.

4.4 The Finance and People Committee will be quorate if two members are present and more than 50% of those members present are Board members.

4.5 The Accounting Officer, Chief Financial Officer, and Chief of Staff will be Officers in attendance and other members of the Trust's staff will be invited to attend but will have no voting rights.

4.6 Administrative support will be provided by the Clerk to the Board.

4.7 Agendas will be agreed in advance by the Chair of Finance and People Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.

4.8 Minutes of meetings will be taken and will be submitted in the next scheduled meeting of the Board once approved in draft by the Chair of the Finance and People Committee.

4.9 The Board will review these terms of reference and request the Finance and People Committee to self- assess its performance against these terms of reference on an annual basis and feedback to the Board

4.10 The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the Board (whichever shall first happen).

4.11 The Board must not add to these terms of reference responsibilities that require the Finance and People Committee to adopt an executive role, or its members to offer professional advice to the Board. Advice should only be given in Committee members' capacity as Trustees and co-optees and only within their terms of reference.

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Appendix 4
Model Terms of Reference for Church Distinctiveness Committee

School's Christian Vision

(Add in schools theologically rooted Christian vision **Context** *(Delete once Terms of Reference have been adopted)*

Purpose of the Committee

The Church Schools' Committee is established to ensure that the everyday work of each Church of England school is driven by a contextually appropriate theologically rooted Christian vision for education that reflects its foundation as a Church school, meeting the needs of the school community, and enabling people to flourish[4]

Committee Remit

1. Recognising its historic foundation, preserve and develop the Christian character and distinctiveness of each Church of England School, in accordance with the principles of the Church of England and in partnership with the church at parish and diocesan level and the Trust Board.
2. Ensure that each Church of England school is conducted in accordance with the principles, practices and tenets of the Church of England generally in relation to religious education (RE) and daily acts of worship, have due regard to any advice and directives by the Canterbury Diocesan Board of Education (CDBE).
3. To ensure that statutory duties are met for religious education (RE) and collective worship (CW).
4. To ensure that each school is an effective Church of England school.

Committee Constitution

- The membership of the Committee will comprise a minimum of **three** Trust Directors.[5]
- Members of the Committee shall be appointed by the Board of Directors.
- The Board of Directors shall appoint the Committee chair.
- In the absence of the Committee chair and/or an appointed deputy at a Committee meeting, the remaining Committee members present shall elect one of themselves to chair the meeting.
- Any Trustee may attend a meeting of the Committee, including those who are not members of the Committee.
- Non-members of the Committee are not entitled to vote.

Members of the Committee

A minimum of **three** Trustees – Quorum is 2

[4] 'Our Hope for a Flourishing Schools System' document by Church of England Education Office. Pg. 5,6 Defining Flourishing . Pg.9 Flourishing Children.
https://cofefoundation.contentfiles.net/media/assets/file/Our_Hope_for_a_Flourishing_Schools_System.pdf

[5] Articles of Association - Article 101 … 'The membership of any committee of the Directors may include persons who are not Directors, provided that (with the exception of the Local Governing Body) a majority of members of any such committee shall be Directors.'

To be invited as non-voting members:

- → CEO / Executive Headteacher
- → Principals/Headteachers of each Church of England school
- → Incumbent of parish in which each school is situated.

Non-members may also be invited to offer specialist knowledge to the committee.

Church School Committee Aims

To ensure that:

- → The everyday work of each school is rooted in and driven by a context specific theologically rooted Christian vision. (IQ1[6])
- → The theologically rooted Christian vision of each school reflects its original foundation as a Church school. (IQ1)
- → The school is an effective Church of England school – drawing on the guidance and expectations of Canterbury Diocese Board of Education[7].
- → Strategic plans are in place to enable leaders to meet the needs of the school community, enabling all to flourish. (IQ1)
- → Close, reciprocal links are maintained with the local Anglican Church, Canterbury Diocese and the wider Christian community. (IQ1)
- → Leadership and governance are appropriate and effective. (IQ1)
- → Effective processes and systems are in place to enable leaders to evaluate, identify next steps and celebrate the impact of provision on the whole community. (IQ1)
- → The curriculum, behaviour and attitudes and school policies are reflective of and shaped by the school's theologically rooted Christian vision. (IQ2)
- → Best practice in RE, Collective Worship and Spiritual development is shared across the Church schools and wider Trust. (IQ 3, 6,7)
- → The Religious Education curriculum meets legal requirements, reflects the Statement of Entitlement and is delivered effectively. (IQ6,7)
- → Collective worship reflects the school's Anglican foundation, enables spiritual flourishing of those in the school community and meets legal requirements. (IQ3)
- → The inward culture is shaped by the vision. It celebrates spirituality and diversity, includes all, especially the most vulnerable and wellbeing is a priority. (IQ4)
- → An active outward culture built on justice and responsibility and encourages all to be agents of change. (IQ5)

This will be done by:

- → Meeting 3 times per academic year. In school peer review.
- → Robust questioning, challenge and constructive feedback of school leaders by Trustees and fellow school leaders / Trust staff.
- → Regular in school monitoring visits. (Using the Characteristics of an Effective Church of England school resources alongside the SIAMS framework (2023))
- → Monitor and review documents: self-evaluation, SIAMS / RE / CW action plans and school improvement plans.
    - o Do they reflect the theologically rooted Christian vision and Christian foundation of the school?

[6] Inspection Questions (IQ) Taken from SIAMS 23 Framework https://www.churchofengland.org/sites/default/files/2023-06/siams-framework-september-2023-with-updated-judgements.pdf

[7] See Characteristics of an Effective Church of England school - a resource for Canterbury Diocesan schools

- Are all strategic decisions and actions meeting the needs of all?

→ Reporting back regularly to the Board of Trustees and Local Governing bodies.
  - What is the impact of the theologically rooted Christian vision on the flourishing of all?
  - What are the strengths of the school. 'Is it an effective Church of England school?' How do you know?
  - How have previous next steps been addressed? What was the impact?
  - What are the next steps? Have these been clearly identified and form part of the school's action plan?

Operational Functions

- A Chair will be elected at the first Trustees board meeting of the academic year.
- Meetings shall be three times a year and held on rotation in the Church of England school within the Trust.
- The Governance Professional or nominee, in consultation with the Chair, will prepare an agenda, ensure that the Committee receives information and papers seven days before the date of the meeting and take minutes for each meeting.
- Minutes of the meeting will be made public excluding any confidential items.
- The Chair will take any questions re: the minutes and meeting held in the following Trust Board of Directors meeting.

Local governing body constitution – Church of England schools

Trustees shall ensure that any Local Governing Body constituted (whether solely or for two or more Academies) is compliant with the terms of the Funding Agreement and that[8]:

(a) in respect of any Academy that had previously been a **Voluntary Controlled School, or a Foundation church school** or was otherwise designated as a Church of England school[9] immediately prior to conversion to Academy status, or has been established as an Church Academy which meets the conditions of section 19(5) of the Measure, shall (unless otherwise agreed with the Appropriate Diocesan Authority) **have not less than 25% of its members appointed by the Directors with the consent of the Diocesan Corporate Member** and that all its members shall sign an undertaking to the Diocesan Corporate Member to uphold the designated religious character of the said Academy;

(b) in respect of any Academy that had previously been a **Voluntary Aided School or a Foundation school** immediately prior to conversion to Academy status shall (unless otherwise agreed with the Appropriate Diocesan Authority) **have all its members** (except elected parent and any staff members) **appointed by the Directors with the consent of the Diocesan Corporate Member** and that all its members shall sign an undertaking to the Diocesan Corporate Member to uphold the designated religious character of the said Academy;

[8] The expectation is that where a Local Governing Body is constituted for more than one Academy and includes a Church Academy that was formerly a Voluntary Aided School or a Foundation school designated with a Church of England religious character Article 101B(b) will apply to the Local Governing Body even if there are Voluntary Controlled Schools in the Local Governing Body. Academies without a designated religious character must not share a Local Governing Body with a Church Academy that was formerly a Voluntary Aided School or a Foundation school which require majority governance provisions.

[9] Designated as "Church of England" by an order under section 69(3) of the School Standards and Framework Act 1998