

# Compass Education Trust

Seeking Success for All

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## Our Mission

Seeking success for all.

## Our Values

- We are a family of schools, working together to create one community where every individual counts.
- We provide excellence in learning and encourage our students to be the best version of themselves.
- We relentlessly innovate and develop our practices, continually adapting to change in order to provide our students with great opportunities.
- We ensure that collaboration between our schools and with our local community is strong, recognising the individual character of each of our schools whilst aligning our approach.
- We understand that sharing good practice will bring about improvement.
- We strive to treat everyone with kindness, respect and dignity, always ensuring that we are open and transparent and communicate clearly and effectively.

## Our Vision

- For each school within our Trust, to be the school of choice within our local communities.
- To maximise the potential for all our students.
- To be the employer of choice, offering fulfilling and rewarding careers within a supportive and kind environment.

## Future Strategy

Our trust has doubled in size over the twelve months to September 2023, meaning that we are currently in a period of consolidation. Whilst we endeavour to build on our existing successes, we strive to improve outcomes through the benefit of shared resources.

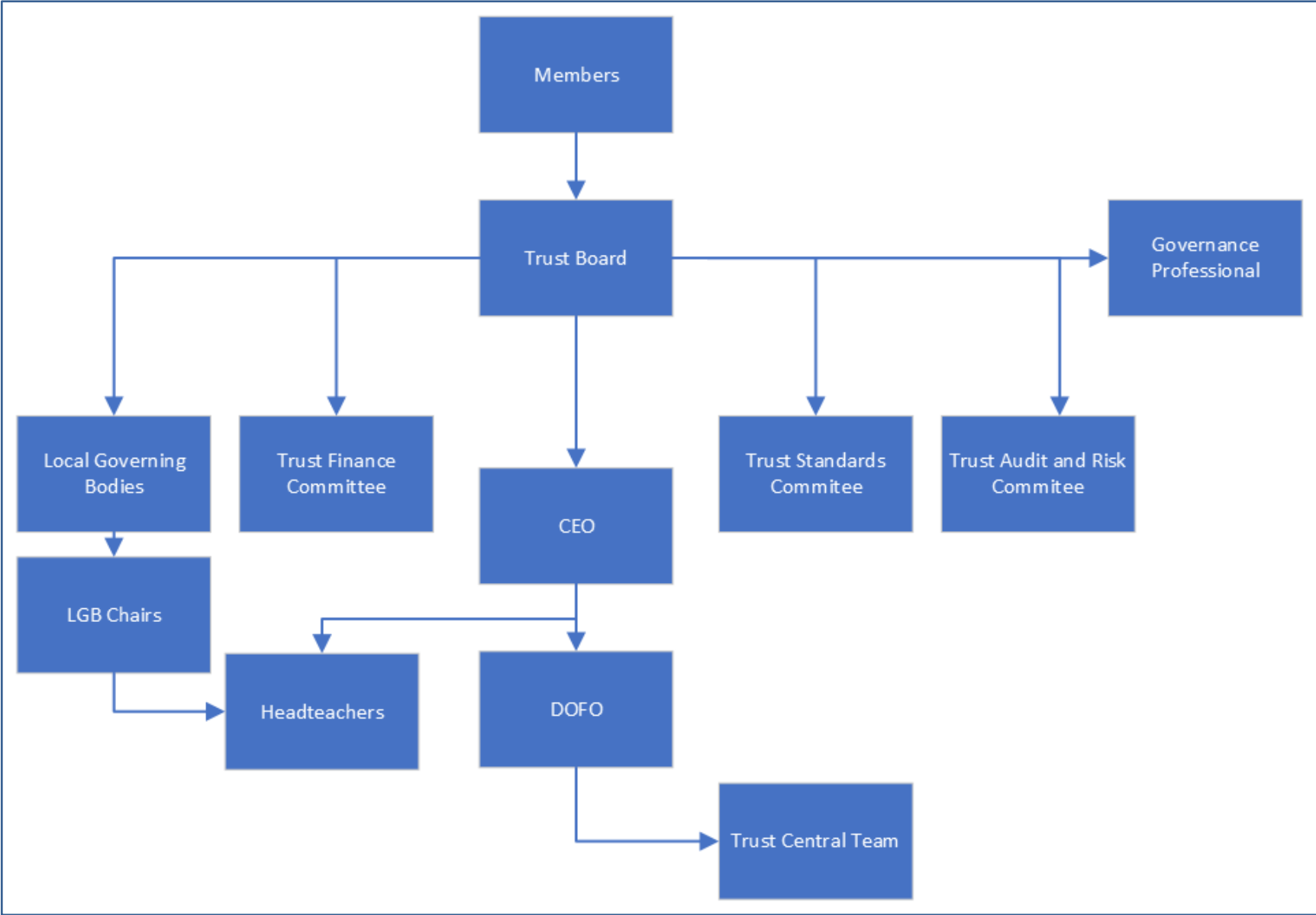
To date, we are a family of four secondary schools, serving more than 6000 students and employing nearly 900 staff, with a turnover of over £44m.

We are open to exploring local growth opportunities, including strengthening links between the secondary and primary phase, which is a key part of our medium-term strategy.

The 'Compass Education Trust Limited' is a charitable company limited by guarantee.

Registered company no: 07666213. Registered office: The Billericay School, School Road, Billericay, CM12 9LH

# Governance Organisation and Structure



# Scheme of Delegation

## Members

Trust Members have a limited, but key role, in ensuring that the MAT board members are exercising effective governance.

Powers held by Members are as follows:

- Appointing and removing Trustees
- Appointing and removing Members
- Amending the Trust's Articles of Association, including changing the name of the Trust
- Appointing and removing Auditors
- Closing the Trust

In addition, Members can, by special resolution, direct Trustees to take a specific action where the Trustees are unwilling or unable to act in the best interests of the Trust.

Except for those powers listed above, all other powers lie with the Trustees, unless otherwise delegated within the Scheme of Delegation.

LGB's form sub-committees of the MAT board and act with the Boards authority on delegated matters.

The following general principles apply to **all** Trustees, Members, Governors and members of staff:

- The 7 Principles of Public Life, as set out by Lord Nolan, also known as the Nolan Principles
- The Academy Trust Handbook
- Keeping Children Safe in Education (KCSiE)

## Scheme of Delegation

<b>X – APPROVE</b>	<b>R – RECOMMEND</b> (to be part of a decision or discussion and provide a view regarding direction of travel or over a decision)	<b>C – CONSULT</b> (talk with, discuss, get information or advice)	<b>M – MONITOR</b> (keep regard or focus on a key issue)
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Action	Trustees	Finance Committee	Audit and Risk Committee	Standards Committee	CEO	CFO	LGB	Head
<b>Governance</b>								
1)	Appoint/remove Trustees	X						
2)	Agree TOR's and role descriptors for specific governance roles	X						
3)	Consult and agree Scheme of Delegation	X			R	R		
4)	Appoint the Chair and Vice Chair of the MAT Board	X						
5)	Appoint and remove Committee Chairs (including LGB's)	X					R	
6)	Appoint LGB Governors	M					X	
7)	Appoint and remove Company Secretary and Clerk to the Board	X						
8)	Establish and review annually, governance structure for the Trust	X						
9)	Approve amendments to Articles of Association	X						
10)	Establish and review annually, governance induction policies and procedures	X						
11)	Skills Audit; Annual completion of gap analysis	X						
12)	Annual self-evaluation of the performance and effectiveness of the board	X						
13)	Approve academy targets for pupil achievement, progress and attainment				X	C	M	R
14)	Monitor academic standards and quality of teaching and learning				X		M	
15)	Admission of new academies/schools	X				R		

Action		Trustees	Finance Committee	Audit and Risk Committee	Standards Committee	CEO	CFO	LGB	Head
16)	Ensure Trustees and LGBs have access to undertake regular training and development	X				R		M	
17)	Develop a strategic approach for Governor training	X				R			
18)	Ensure publication on Trust and School(s) websites of all required details	X				R		X	R
19)	Agree annual schedule of business for Trust Board	X				R	R		
20)	Establish and publish register of all interest's; business and pecuniary	X				M			
<b>Strategy</b>									
21)	Attend Ofsted inspections	X				X	X	X	X
22)	Determine Trust-wide and school specific policies which reflect the Trust ethos and values (as per policy schedule)	As per policy schedule							
23)	Monitor central spend/top slice	X	R			R	R		
24)	Establish Risk Register, review and monitor management of risk	X		R		R	R		
25)	Engagement with stakeholders	X	R	R	R	X	X	X	X
26)	Setting Trust vision and strategy, agreeing key priorities and KPIs	X				R		R	R
27)	Monitor progress against MAT and school improvement priorities	X				R		X	R
28)	School uniform and structure of the school day					C		X	R
29)	School term dates and date changes	X				R			R
30)	Asset management plan		X				R		
<b>Finance and Audit</b>									
31)	Submit annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance incorporating governance statement demonstrating value for money	X	R				R		
32)	Approve reserves, top slice and budget share	X	R			R	R		
33)	Financial regulations approval, accounting policies and internal audit arrangements	X	R			C	R		

Action		Trustees	Finance Committee	Audit and Risk Committee	Standards Committee	CEO	CFO	LGB	Head
34)	Disaster Recovery Plan	X		R		R	R		
35)	External auditors report; receive and respond	X		R			R		
36)	Internal auditors report; receive and respond		R	X			R		
37)	Annual approval of Trust budget and three-year forecast in accordance with ESFA deadlines	X	R			R	R		
38)	Development review and approval of Trust wide procurement strategies and efficiency saving programmes		X				R		
<b>HR/Personnel</b>									
39)	Approve pay policy and terms & conditions	X				R	R		
40)	Headteacher performance review					X		X	
41)	CEO performance review and pay award	X							
42)	Individual exception to Pay Policy (temporary exceptions - permanent require MAT Board approval)	X				R	R		
43)	Approve staff severance payments and settlement agreements	X				R	R		
44)	Appointment of Headteacher(s)	X				R		R	
45)	Appointment of CEO	X							
46)	Determination of staffing levels/head count					X	R		R
47)	Leadership appointment; Trust central team managers					X	R		C
48)	Academy DHT appointments					C		R	X
49)	Teaching and support staff appointments							C	X
50)	Approval of monetary compensation for proposed termination of employment	X	R			R	R		
51)	Restructuring of all Trust staff					X	R		
52)	Academy staff wellbeing	M				X		M	X
53)	HR grievance, capability, disciplinary and restructuring hearings (school staff not Headteachers) and complaints hearings							X	
54)	HR grievance, capability, disciplinary and restructuring hearings (Trust central staff, Headteacher(s) and CEO)	X							
55)	HR appeals hearings	X						X	

Action		Trustees	Finance Committee	Audit and Risk Committee	Standards Committee	CEO	CFO	LGB	Head
56)	Headteacher(s) pay award	X				R		R	
57)	Gender pay gap reporting	X							
58)	Changes to terms and conditions	X							
<b>Premises &amp; Infrastructure</b>									
59)	H &S Monitoring -Statutory Compliance			X			R		
60)	Approval of Premises Strategy	X				R	R		
61)	ICT Strategy & Infrastructure		X			R	R		
<b>Academy Organisation</b>									
62)	Review and approve Admissions policy including PAN	X				C	C		R
63)	Approval of day trips							M	X
64)	Approval of residential and overseas trips							X	R
<b>Pupil Welfare</b>									
65)	Child protection & safeguarding	X				R		M	R
66)	Relationship and Sex Education Provision							X	R
67)	Accessibility Plan			X			R		
68)	Behaviour & exclusions				M	M		M	X
69)	Attendance				M	M		M	X
70)	Monitoring of Pupil premium spend and compliance					M		X	R