JIGSAW LEARNING TRUST
Governance Structure

Members
5 members

5 members
Ben Middleton Legal
Lynn Culkin Finance
Philip Robson Legal
Susan Bell Education
Terry Hambleton Education

9 Directors
Wendy Angus CEO
Anthony Jackson (Business/HR)
Hilary Akien Chair of the Trust (School Improvement)
Doug Green (School Improvement)
Glenn Batten Accountant (Finance)
Louise Lavelle Ouston Primary Headteacher
Lucy Hill (Education)
Beverly Robson
Kelly Senior

Trustees
9 Directors/Trustees

- FINANCE & AUDIT PREMISES
- PERSONNEL
- STANDARDS & ACHIEVEMENT
- COMPLAINTS

- Fulwell Infant School Academy Local Governing Body
- Ouston Primary School Local Governing Body
- Local Governing Body
- Local Governing Body
- Local Governing Body

Local Governing Bodies
At the heart of JLT we believe that every school within our partnership is unique. We respect and celebrate our differences and endeavour to retain the individual ethos and vision of each school.

JIGSAW LEARNING TRUST
MEMBERS & TRUSTEES

The Directors/Trustees of Jigsaw Learning Trust exist to support and advise the Head teachers and teams in running the schools for the benefit of the education and the enjoyment of its pupils, to provide a productive and creative workplace for its staff and a happy healthy environment for all. The role of Director/Trustees is to ensure the strategic direction and performance of the schools continues to reflect the high standards that have been set

BODY	NAME	ROLE	APPOINTMENT / RESIGNATION	TERM OF OFFICE
Jigsaw Learning Trust Members	Ben Middleton	Member	April 16	Ongoing
	Lynn Culkin	Member	Jan 16	Ongoing
	Philip Robson	Member	May 26	Ongoing
	Susan Bell	Member	May 26	Ongoing
	Terry Hambleton	Member	May 26	Ongoing
Jigsaw Learning Trust Directors	Hilary Akien	Chair of Trust	Sept 22	4 Years
	Doug Green	Chair of LGB (Fulwell)	Dec 24	4 Years
	Wendy Angus	CEO/Head teacher (Fulwell)	Dec 20	Ongoing
	Lucy Hill	Trust Appointed	July 23	4 Years
	Glen Batten	Member Appointed (temp acting as Vice Chair)	Nov 24	4 Years
	Tony Jackson	Trust Appointed	Aug 24	4 Years
	Louise Lavelle	Head Teacher (Ouston)	Feb 26	4 Years
	Kelly Senior	Trust Appointed	Apr 25	4 Years
	Beverly Robson	Trust Appointed	Apr 25	4 Years

JIGSAW LEARNING TRUST

RESPONSIBILITIES AND AUTHORITIES OF **MEMBERS**/DIRECTORS
AND LOCAL GOVERNING BODIES
AND COMMITTEES

GOVERNANCE LEVEL	MEMBERSHIP	MEETINGS	RESPONSIBILITIES	REPORTING	REFERENCES
Members	• 5 members	Annually	Members are the guardians of the Trust. • Overseeing the achievement of the objectives of the Trust. • Holding the Trust Board to account for strong governance, the progress and attainment of all pupils and robust financial oversight. • Appointing/removing Members and Directors • Overseeing the performance of Directors. • Signing the Memorandum and Articles of the Trust. • Determining and changing the name of the Trust. • Appointing and removing the External Auditor. • Receiving the financial statements and annual report. • Attending the AGM. • Dissolving the Trust.	N/A	N/A

JIGSAW LEARNING TRUST

RESPONSIBILITIES AND AUTHORITIES OF MEMBERS/**DIRECTORS**
AND LOCAL GOVERNING BODIES
AND COMMITTEES

GOVERNANCE LEVEL	MEMBERSHIP	MEETINGS	RESPONSIBILITIES	REPORTING	REFERENCES
Board of Directors (the Trust)	• 9 Directors	Termly	• Determining the mission, values and long-term ambitious vision for the Trust. • Working with senior leaders to develop a strategy for achieving the vision • Deciding the principles that guide trust policies and approving key policies. • Appointing and appraising the senior executive leader and making pay recommendations. • Ensuring that stakeholders are involved, consulted and informed as appropriate • Ensuring that all schools in the Trust deliver a broad and balanced curriculum such that pupils are well prepared for the next stage of their education and adult life • Taking ownership of the Trust's financial sustainability and ensuring effective resource management across the Trust. • Approval of spend over £75,000 • Signing off the company's financial performance, accounts and annual report. • Ensuring the operation in accordance with the funding Agreement. • Agreeing the Trust's staffing structure and keeping it under review to ensure it supports the Trust objectives. • Ensuring robust risk management policy and procedures are in place and that risk control measures are appropriate and effective • Exercising reasonable skill and care in carrying out their duties.	Reporting to Members annually on progress for the year and to present financial statements and annual report	Standing orders
Executive Team	• CEO • SIO • Head teachers • Finance Director • Operations Manager	Half Termly	• Leading the operational management of the schools. • Working with the standards (school performance), ensuring that all agreed actions are completed.	Reporting to Trustees, Finance/Audit committee and School Performance and Compliance committee, as appropriate	

JIGSAW LEARNING TRUST

RESPONSIBILITIES AND AUTHORITIES OF MEMBERS/DIRECTORS AND **LOCAL GOVERNING BODIES** AND COMMITTEES

GOVERNANCE LEVEL	MEMBERSHIP	MEETINGS	RESPONSIBILITIES	REPORTING	REFERENCES
Finance/Audit Committee	• Up to 4 Directors • Attendees: Head teachers and Finance Director	Half termly (6 per year)	• Providing financial oversight. • Providing oversight on internal control. • Evaluating and monitoring risk. • Ensuring that Trust funding is used appropriately in line with the strategic plan nd Academy Trust Handbook. • Approving the Trust budget • Approving spend over £25,000 up to £75,000	Reporting to Board of Directors through approved minutes.	Terms of reference
School Performance and compliance committee (Standards)	• CEO • Head teachers • Chair of Governors • Directors responsible for school performance	Termly	• Leading the strategic plan for a school with issues • Monitoring the performance of each school. • Evaluating data and setting targets/actions • Monitoring the impact of the school improvement plan in line with the strategic plan • Identifying and resolving school improvement issues • Planning collaborative CPD in response to need.		
Local Governing Bodies	• CEO (if needed) • Headteacher • 1 staff Governor • 2 Parent Governors • Up to 9 co-opted	Termly	Governors work closely with Head teachers, school staff andstakeholders. Governors are responsible for: • Supporting the strategic vision, values and ethos of the school and the Trust • Evaluating/monitoring the performance of the school against targets set and compliance with Company's procedures and raising any concerns and potential risks with the Directors. • Ensuring the quality of educational provision. • Evaluating pupil outcomes and supporting the planned actions to maintain or raise standards • Managing financial, physical and human resources at an operational level. • Support the school in the appointment of staff with the exception of senior leaders. • Representing the views of the community.	Reporting to Board of Directors through approved minutes.	Scheme of Delegation and Terms of Reference

Jigsaw Learning Trust
SCHEME OF DELEGATION

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
To approve, review and amend the Articles of Association	Review and amend: • The Governance Charter and Scheme of Delegation • The Terms of reference for the Trust Board • The Terms of reference of MAT Committees • The Constitution and terms of reference for Local Governing Bodies • The terms of reference for delegation to the Executive Team • Appoint the Accounting Officer		Implement the vision and ethos of the school and the Trust at local level	Monitor and support the implementation of the vision and ethos of the academy school and Jigsaw Learning Trust at local level
	Determine the vision and ethos of JLT			Determine the school vision and ethos in collaboration with the Head teacher and that there is a robust strategy in place for achieving its vision
Change the name of the Academy Trust				
Receive an annual report from the Trustees and the CEO on the Trust's performance.	Submit an annual report to Members on the performance of Jigsaw Learning Trust and publish as required REPORT 1	Produce an annual report to Members on the performance of Jigsaw Learning Trust and publish as required REPORT 1		
	Provide overview, scrutiny and challenge of academy education and financial performance			

Jigsaw Learning Trust
SCHEME OF DELEGATION

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
Appoint/remove Chair of MAT Board	Appoint and remove the CEO & FD			
Appoint/remove the Accounting Officer				
Appoint/remove Members		Succession plan for The Trust Executive Team and Head teachers		Succession plan for Head teachers in conjunction with the Executive Team and for the LGB members.
Appoint/remove Trustees	Appoint a Company Secretary	Support the appointment process of the Company Secretary and the Clerk	Support the appointment process of the Clerk	Appoint (from their LGB) a Chair, vice chair and local governors with specific responsibilities for curriculum, SEND, Safeguarding and Pupil Premium. Other roles may be appointed at the discretion of the LGB as it sees fit to discharge its responsibilities.
	Appoint a Clerk to the Trustees			Appoint a clerk to the LGB
	Support the Chairs on the leadership of their respective LGB			
		Secure professional advice on behalf of the Trustees as may be requested		
	Review and amend the policies and principles documents of Jigsaw Learning Trust	Support the Trustees and the schools in the preparation of Trust-wide and academy specific policy requirements	Tailor trust-side policies to school policy as recommended by the Executive Team	Review and amend the policies of the academy school (in line with Trust policy)

Jigsaw Learning Trust
SCHEME OF DELEGATION

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
	Establish and maintain a register of all interests (pecuniary business and loyalty) of members and trustees and publish this in accordance with regulation	Establish and maintain a register of all interests (pecuniary business and loyalty) of the Executive Team and publish this in accordance with regulation	Establish and maintain a register of all interests (pecuniary business and loyalty) of staff and publish this in accordance with regulation	Establish and maintain a register of all interests (pecuniary business and loyalty) of Local Governors and publish this in accordance with regulation
		Attend meetings of theTrustees and to provide a CEO report	Attend meetings of the LGB and to provide an Head teacher report	
	Ensure that there is effective communication between the Trustees and LGBs			
				Implement a means whereby the LGB and the Trust can receive and react to pupil, parent and staff feedback
				Establish and maintain relationships with members of the local community
				Ensure that the school website is compliant with requirements laid out by the DfE
	Ensure that The Trust is compliant with requirements as laid out by the DfE			
	Carry out a skills audit and review Trustee performance setting out priorities for governance improvements in the next academic year.			Carry out a skills audit and annual self-review of LGB Performance setting out priorities for governance improvements in the next academic year.

Jigsaw Learning Trust
SCHEME OF DELEGATION
FINANCE

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
Appoint external auditors	Appoint internal Auditors			
	Appoint Finance/Audit & Premises Committee			
Receive the statutory accounts and report.	Approve the financial scheme of delegation (Finance policy, Record of Financial Responsibility, Statement of internal control) and review on an annual basis for the Trust and for school delegations	Support the schools in implementing sound financial practices and the financial scheme of delegation as determined by the Trust		
	Ensure proper financial controls are in place	Ensure proper financial controls are in place	Ensure proper financial controls are in place at the school in line with the financial scheme of Delegation determined by the Trust	
		Ensure adequate risk, financial and asset management systems are in place across the Trust and report to the Trust Board		
		Open bank accounts (CEO and FD)		

Jigsaw Learning Trust
SCHEME OF DELEGATION
FINANCE

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
	Approve and sign off the annual accounts, Trustee's report and monthly management accounts.	Prepare annual statutory accounts for Trustee approval	Provide such information and assistance as is required by the Executive Team in the preparation of statutory accounts, management accounts and audit procedures	
	Approve the annual budget for The Trust	Prepare the annual budget for The Trust	Ensure the preparation of the annual budget for the school with the assistance of relevant staff and Executive Team input as appropriate	
	Approve any significant changes to the approved budget	Scrutinise the budgets for schools and report regularly to the Trust Finance Committee	Monitor the income and expenditure and cash flow of the school	
	Monitor income, expenditure, cash flow and balance sheets of The Trust	Monitor the income and expenditure, cash flow and balance sheet of the Trust		
	Approve expenditure or contracts above the upper limit to JLT limit		Approve expenditure or contracts upto the lower limit	
	Consider any significant variances on delegated budgets	Review any significant variances on delegated budgets reported by the school and seek approval from the Trust Board.	Report variances from the budget to the Trust Board.	

Jigsaw Learning Trust
SCHEME OF DELEGATION
FINANCE

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
	Approve the consolidated budget forecast for the Trust schools	Prepare the consolidated budget forecast for theTrust schools	Prepare the consolidated budget forecast for theTrust schools	
	Establish a charging and remissions policy and to keep this under review			
	Maintain a register of business interests	Maintain a register of business interests for the Executive Team		Maintain a register of business interests
	Establish, approve and monitor a Trustee expenses policy.			Establish, implement and monitor a Governor Expenses policy
			Ensure provision of free school meals to those pupils meeting the criteria	Ensure provision of free school meals to those pupils meeting the criteria
	Receive reports on the use of Pupil Premium, PE, and Sport Premium and EYFS funding	Review and monitor the use of Pupil Premium, PE, and Sport Premium and EYFS funding	Prepare reports on the use of Pupil Premium, PE, and Sport Premium and EYFS funding	

Jigsaw Learning Trust
SCHEME OF DELEGATION
SCHOOL IMPROVEMENT, STANDARDS AND ACHIEVEMENT

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, SIA, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
	Appoint a Standards and Achievement Committee			
Receive an annual report from the Trustees and the CEO on standards (progress and attainment) REPORT 3	Receive a termly report from the Executive Team regarding standards (progress and attainment)	Provide termly reports to the Trustees regarding standards		
	Produce an annual report on standards (progress and attainment) REPORT 2			Monitor performance and standards within the school and action any identified improvement actions.
	Determine trust-wide policy to ensure provision of a balanced and broad curriculum and to include a prohibition on political indoctrination to allow a balanced treatment of political issues; and a written policy on relationship, sex and health education		Ensure a unique curriculum is delivered at each school including compliance with any funding agreement requirements	Implement the curriculum proposed by the Head teacher and Trust Board.
	Agree the school improvement cycle and partnership working between schools within the Trust.	Lead school improvement, ensuring that teaching, learning and assessment, are strong across the Trust and that partnership working is dynamic with a positive impact on outcomes for pupils.		Ensure effective processes are in place for monitoring the quality assurance of teaching, learning and assessment, the curriculum, inclusion and the sharing of good practice.
		Provide oversight of the target setting for pupil achievement and progress by the Head teacher and monitor against targets	Set targets for pupil achievement and progress and monitor against targets	
	Consider and evaluate school performance against key performance indicators set by the Trust (in consultation with the LGB)	Monitor the key performance indicator figures reported from the Head teacher relating to standards	Report key performance indicator figures termly to the Executive Team and the LGB relating to standards (half termly if required)	Monitor key performance indicators for the school and feedback to the Trust Board.

Jigsaw Learning Trust

SCHEME OF DELEGATION

SCHOOL IMPROVEMENT, STANDARDS AND ACHIEVEMENT

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
	Receive and approve school School Improvement Plans in line with Trust vision.		Prepare the School Improvement Plan in response to school needs and the Trust vision.	Implement the School Improvement Plan in line with the overall Trust vision.
	Monitoring the provision of SEND and LAC provision.	Identifying the professional development / partnership working to support provision of SEND and LAC provision.		
	Put in place support and intervention strategies for individual schools, as needed			
	Agree procedures for the professional and personal development of all staff at Trust level.	Determine any Trust professional development in response to shared need.		Put in place procedures for the professional and personal development of all staff.

Jigsaw Learning Trust
SCHEME OF DELEGATION
STAFFING (PERSONNEL)

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
	Approve the Trust staff structure and complement			Approve the school staff structure and complement
	Appoint, suspend and dismiss the CEO		Appoint teaching and non- teaching staff	
	Appoint, suspend and dismiss School Heads and members of the Executive Team acting through a panel (to include CEO and LGB representatives)	Participate in the process to appoint the School Head with the delegated authority of the Trust Board. (CEO)		Appoint the School Head / Deputy Head with the delegated authority of the Trust Board to the executive team plus the Chair of Governors and Chair of the Trust.
	Approve redundancy of school staff (committee)			
				Agree the restructuring of school staff
	Appoint a Personnel committee			
		Appoint, suspend and dismiss members of the Executive Team (excluding CEO) acting through a committee of Trustees		
	Appoint, suspend and dismiss the Company Secretary and Clerk			
	Define overarching management structures and budgets across The Trust	Monitor and review staffing changes across schools	Determine staffing requirements within the school and budget accordingly	Support the Head Teacher in the development and review of the staffing structure for the school and the for the appointment of school staff to ensure that the school is fully staffed in accordance with the Trust structure

Jigsaw Learning Trust

SCHEME OF DELEGATION

STAFFING (PERSONNEL)

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
	Adopt the Trust wide staff policies and procedures	Advise the Trustees on Trust wide principles, policies and procedures and ensure effective implementation	Implement Trust wide principles, policies and procedures in the school	Ensure that Trust Policies on all HR matters are implemented in the school
	Conduct Performance Management review of the CEO acting through a committee with support from sio			
	Conduct Performance Management of the Head teachers acting through a committee with support from the sio, and CEO			Advise the Trustees on the performance of the Head teacher at an operational level
	Approve HR, employment and staff related policies.			
	Approve employee terms and conditions.			
	Approve CEO, Head teacher and executive team annual pay awards			
	Approve Teachers' annual pay award			
	Approve support staff annual pay award			

Jigsaw Learning Trust
SCHEME OF DELEGATION
STAFFING (PERSONNEL)

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
			Conduct performance management of staff in the school	
			Suspend or dismiss teaching and non-teaching staff in consultation with the Executive Team and sio	
			Approve applications for early retirement and leave of absence in line with Trust policies	
	Approve pay review recommendations resulting from performance management for the CEO, Executive Team and Head teachers.		Pay review Recommendations resulting from performance management will be referred to the Trustees for ratification in line with the school pay policy.	
				Ensure that there is effective communication between the Head teacher and the Trustees and Executive Team

Jigsaw Learning Trust
SCHEME OF DELEGATION
HEALTH AND SAFETY

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
	Appoint a Finance/Audit & Premises Committee			Appoint a local governor for Health and Safety
	Review risk management and maintain a risk register	Prepare the risk register for The Trust	Prepare the risk register for the LGB having regard to the risks identified by the Executive Team and the Trust Board	
		Review the risk reports supplied by the HT/LGB and make any recommendation to the Trust Board	Ensure suitable risk assessments are prepared and appropriate actions taken	Review the implantation of the policy and ensure that appropriate risk assessments are being carried out in the school
				Participate in site inspections to review any health and safety issues and the security of premises and equipment
	Approve insurance arrangements	Procure buildings and related insurance and make proposals to the Trustees	Review security of premises and equipment and work with the Executive Team to ensure appropriate insurance cover is obtained	
	Review and maintain a buildings strategy and asset management planning arrangements	Prepare a buildings strategy and asset management planning arrangements		

Jigsaw Learning Trust
SCHEME OF DELEGATION
HEALTH AND SAFETY

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
		Monitor arrangements for the effective supervision of building maintenance and minor works	Ensure arrangements for the effective supervision of building maintenance and minor works	
		Draw up and agree an accessibility plan for each school in association with the Head Teacher and LGB	Liaise with the Executive Team on the accessibility plan for the school	
		Propose The Trust Health and Safety policy	Prepare a health and safety policy for the school consistent with The Trust policy	Adopt a health and safety policy for the school consistent with Trustprinciples.
		Monitor and support the implementation of the Trust Health and safety policy across schools		
			Maintain and monitor the accident book and agree appropriate actions	
		Propose The Trust Lettings policy	Implement The Trust Lettings policy	Develop a school Lettings policy in line with Trust principles.

Jigsaw Learning Trust
SCHEME OF DELEGATION
POLICIES AND PROCEEDURES

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
	Approve school times, terms and holidays as recommended by school LGB's			Determine School Times, Terms and Holidays
	Approve of a change to school age range		Recommend a change to the school age range in response to school specific need.	Consider and recommend the need to change the school age range, if applicable.
	Approve an increase/decrease in school PAN.			
	Approve the Child Protection Policy.	Produce the Trust Child Protection Policy.	Produce an outline of the school Child Protection Policy.	Appoint a local governor for Safeguarding. Conduct safeguarding checks periodically.
	Approve statutory school policisies			
				Approve non-statutory school policisies
			Agree short-term exclusions.	
				Approve return after a short-term exclusion (Chair)
				Approve a permamnent exclusion (Panel)
	Approve the Complaints Policy.	Produce the Complaints Policy.		
	Attend a Complaints hearing: Trust (Panel)	Attend a Complaints hearing: Trust / School (Panel)	Attend a Complaints hearing: School (Panel)	Attend a Complaints hearing: School (Panel)
	Approve the Admissions Policy.			Recommend any changes to the Admissions Policy.

Jigsaw Learning Trust
SCHEME OF DELEGATION
POLICIES AND PROCEEDURES

MEMBERS	DIRECTORS/TRUSTEES	EXECUTIVE TEAM (CEO, FD, sio, HEADTEACHERS, LEAD PRACTIONERS)	HEAD TEACHER	LOCAL GOVERNING BODY
			Manage the ranking of first admission applications	
			Manage in year admissions.	
				Approve the school prospectus.
				Monitor information on the school website.
				Approve the school logo and branding
				Approve school uniform