



The Talentum Learning Trust

SCHEME OF DELEGATION

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1.0 Delegation Statement

As at 1st April 2023, The Talentum Learning Trust (TTLT) formally appointed the Chief Executive Officer, Mr Ian Wilson, as Accounting Officer.

The Board of Directors formally delegated the day-to-day financial management of the budget and the responsibilities of the Accounting Officer to the Chief Executive Officer of TTLT. The appointment of a CEO/Accounting Officer does not remove the responsibility of Trustees, both individually and as a Board, for the proper conduct and financial operation of the Trust.

In accordance with the current Academies Financial Handbook, the responsibilities of the CEO/Accounting Officer are listed below:

2.0 Roles and Responsibilities

2.1 Chief Executive Officer / Accounting Officer

The role of Accounting Officer includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to EFSA's Accounting Officer, for the financial resources under the Trust's control. The CEO as Accounting Officer must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly:

- regularity – dealing with all items of income and expenditure in accordance with legislation, the terms of the Trust's funding agreement and the Academies Financial Handbook, and compliance with the trust's internal procedures. This includes spending public money for the purposes intended by Parliament;

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- propriety – the requirement that expenditure and receipts should be dealt with in accordance with Parliament’s intentions and the principles of parliamentary control. This covers standards of conduct, behaviour and corporate governance; and
 - value for money – this is about achieving the best possible educational and wider societal outcomes, within the Trust’s objects, through the economic, efficient and effective use of resources, the avoidance of waste and extravagance, and prudent and economical administration. A key objective is to achieve value for money not only for the Trust but for taxpayers generally.

The CEO / Accounting Officer must complete and sign a statement each year demonstrating how the Trust has secured value for money, using the published template. Trusts must send the statement to EFSA by 31 December, and publish it on the Trust’s website by the end of January following the financial year to which the statement relates. EFSA will also publish these statements.

The CEO / Accounting Officer must also complete and sign a statement on regularity, propriety and compliance each year and submit this to EFSA with the audited accounts.

Whilst the Trust’s CEO / Accounting Officer is accountable for the Trust’s financial affairs, for keeping proper financial records and for the management of opportunities and risks, the delivery of the Trust’s detailed accounting processes will be delegated to a Chief Finance and Operations Officer, who will perform the role of Finance Director, Business Director or equivalent.

The CEO / Accounting Officer must take personal responsibility (which must not be delegated) for assuring the Board that there is compliance with the Academies Financial handbook and the funding agreement. The CEO / Accounting Officer must advise the Board in writing if, at any time, in his opinion, any action or policy under consideration by them is incompatible with the terms of the articles, funding agreement or the Academies Financial handbook. Similarly, the Accounting Officer must advise the Board in writing if the Board appears to be failing to act where required to do so by the terms and conditions of the Academies Financial handbook or funding agreement. Where the Board of Trustees is minded to proceed, despite the advice of the CEO / Accounting Officer, the CEO / Accounting Officer must consider the reasons the Board gives for its decision. If, after considering those reasons the CEO / Accounting Officer still considers that the action proposed by the Board is in breach of the articles, the funding agreement or the Academies Financial handbook, the CEO / Accounting Officer must notify EFSA’s Accounting Officer immediately and in writing.

More detailed guidance on the role of an Accounting Officer is set out in Chapter 3 of HM Treasury’s Managing Public Money. HM Treasury’s handbook, Regularity, Propriety and Value for Money describes what these concepts mean in a financial context. It also describes the ‘seven principles of public life’ to which the CEO / Accounting Officer should adhere.

Under the guidance of the Board, the CEO / Accounting Officer and must have appropriate oversight of financial transactions, by:

- ensuring that all TTLTs property is under the control of the trustees, and measures are in place to prevent losses or misuse, including maintenance of fixed asset registers;

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- ensuring that bank accounts, financial systems and financial records are operated by more than one person;
 - keeping full and accurate accounting records; and
 - preparing accruals accounts, giving a true and fair view of the trust's use of resources, in accordance with existing accounting standards.

Accounting Officer's Statement

An Accounting Officer's statement on regularity, propriety and compliance must be included in the Trust's annual report. This is a formal declaration by the Trust's Accounting Officer that they have met their personal responsibilities to Parliament for the resources under their control during the year. It includes a responsibility to ensure that:

- public money is spent for the purposes intended by Parliament (regularity);
- appropriate standards of conduct, behaviour and corporate governance are maintained when applying the funds under their control (propriety); and
- there is efficient and effective use of resources in their charge (value for money).

The format of the statement is included within EFSA's accounts direction. The Accounting Officer also has a responsibility to advise the Board of Trustees and EFSA of any instances of irregularity or impropriety, or non-compliance with the terms of the Trust's funding agreement and/or the Academies Financial Handbook.

2.2 Chief Finance and Operations Officer

The Trust must have a Chief Finance and Operations Officer (CFOO), appointed by the Trust's Board, who is the Trust's Finance Director, Business Director or equivalent, to lead on financial matters. The CFOO should play both a technical and leadership role, including ensuring sound and appropriate financial governance and risk management arrangements are in place, preparing and monitoring of budgets, and ensuring the delivery of annual accounts.

The Trust's finance staff must be appropriately qualified and/or experienced. The Trust will assess whether the CFOO, and others in the trust holding key financial posts, should have a business or accountancy qualification dependent on the risk, scale and complexity of financial operations. Whilst a formal accountancy qualification may often serve as a proxy for the necessary skills, experience and personal qualities required for this role; there is no presumption that there will always be a perfect match. EFSA recognises that many CFOs combine their specific financial responsibilities with a range of other support and leadership responsibilities in which the existence of formal accountancy qualification may be less relevant.

The CFOO need not discharge all of their duties personally. The Trust may decide that its needs are adequately served by employing staff or contractors with the relevant skills and knowledge at the appropriate time (e.g. when accounts are being prepared).

3.0 Financial planning, monitoring and budgeting

The CEO and CFOO will prepare and submit an annual balanced budget plan on behalf of each of the TTLT Academies annually during the summer term to the Board for approval. Any significant changes to those

budgets, for the financial year to 31st August, will be brought to the attention of the Board through the provision of monthly management accounts.

Budgets may be planned drawing on unspent funds brought forward from previous years with the consent of the Board. The Board must minute their approval(s) of annual budgets.

The Accounting Officer of the EFSA is required to provide assurance that the bodies EFSA funds on behalf of the Secretary of State are in sound financial health. For this reason, the CFOO on behalf of the Trust must submit to the EFSA a copy of the budget forecast in a form specified by the EFSA by a date to be notified.

The Board and Local Governing Bodies', must:

- ensure good financial management and effective internal controls;
- comply with their funding agreement and the Academies Financial handbook;
- receive and consider information on financial performance at least three times a year, monthly in the case of the Board, and take appropriate action to ensure ongoing viability.

The Board must notify EFSA within 14 days if it is formally proposing to set a deficit revenue budget for the current financial year, which it is unable to address after funds from previous years are taken into account.

The CFOO will be responsible for managing the Trusts cash position, ensure it avoids going overdrawn and that the bank and control accounts are reconciled regularly.

The CEO and CFOO will ensure that the Trust prepares an annual report and accounts, incorporating accounting policies approved by the Board of Trustees, and have them audited by a statutory auditor.

The CEO and CFOO will prepare an annual three Year Strategic Financial Plan in line with the TTLT Strategic Development Plan and reflecting the financial and resource consequences for each year including options, where appropriate, for consideration by the Board.

The CEO may undertake virements and budget revisions up to a value of £30,000 per Academy which should be retrospectively reported to the Board. Should there be emergency requests relating to staff costs the CEO may obtain the approval of the Chair of the Board until a Board meeting can be arranged.

The CFOO may undertake virements and budget revisions up to a value of £20,000 per Academy which should be retrospectively reported to the Board

Virements and budget revisions by other staff, up to:

- Secondary Academy Headteachers £10,000
- Primary Academy Headteachers £5,000
- Secondary Academy SSMs £5,000
- Primary Academy SSMs £1,000
- Secondary TTLT/Academy Finance Officers £2,000
- Primary TTLT/Academy Finance Officers £1,000

All virements and budget revisions must be retrospectively reported to the Board.

Who is responsible for?	Responsible Body or Role								
	EFSA	Trust Board	Chair of Trust Board	CEO	CFOO	LGB	Headteacher	Academy SSM	TTLT / Academy Finance Officers
Regularity and propriety of all expenditure of funds and ensuring value for money	✓	✓	✓	✓	✓	✓	✓	✓	✓
Produce and publish annual audited accounts		✓							
Complete, sign and publish annually a Value for Money Statement				✓					
Complete and sign an annual statement of regularity, propriety and compliance				✓					
Assuring the Trust Board of compliance with the handbook and funding agreement				✓	✓				
Approval of the written scheme of delegation		✓				Recommend to Board			
Financial scrutiny & oversight, appropriate segregation of duties, timely management accounts, cash flow forecast		✓		✓	✓	✓		✓	✓
Who is responsible for?	Responsible Body or Role								
	EFSA	Trust Board	Chair of Trust Board	CEO	CFOO	LGB	Headteacher	Academy SSM	TTLT / Academy Finance Officers
Ensuring maintenance of fixed asset registers				✓	✓			✓	✓
Ensuring all bank accounts, financial systems and financial records are operated by more than one person				✓	✓				
Keeping full and accurate accounting records				✓	✓			✓	
Approving the individual Academies / MAT balanced budgets		✓		Recommend to Board		Recommend to Board			

Providing regular financial monitoring reports to the Trust Board (at least three times per year)				✓	✓				
Notification to EFA within 14 days if proposing to set deficit budget (after reserves are taken into account)		✓							
Manage the Trust cash position, avoid going overdrawn, reconcile the bank monthly and control accounts regularly					✓			✓	✓
Approving financial policies such as Debt Recovery, Governors Allowance, Charges & Remissions, Pay, Fraud, LGPS Discretionary, Treasury management, Procurement & Tendering, Reserves, Credit / Charge Card, E-safety, Whistleblowing, Gifts		✓		Recommend to Board	Recommend to Board				
Prior approval of investment transactions which are novel and / or contentious	✓								
Maintenance of a risk register		✓		✓		✓	✓		
	Responsible Body or Role								
Who is responsible for?	EFSA	Trust Board	Chair of Trust Board	CEO	CFOO	LGB	Headteacher	Academy SSM	TTLT / Academy Finance Officers
Ensuring contingency and business continuity plans are in place		✓		✓		✓	✓		
Ensure adequate insurance cover in compliance with legal obligations		✓			✓	✓	✓		
Notifying the Trust Board of any new insurance risks or any loss or any event likely to lead to a claim					✓	✓	✓		
Ensure completion of the register of interests		✓		✓	✓	✓	✓		

Requirements for managing connected party transactions are applied across the Trust & sufficient records are maintained		✓		✓	✓			✓	✓
Senior employees' payroll arrangements meet tax obligations and comply with HM Treasury's guidance					✓	Recommend to Board		✓	
Prior approval for borrowing (including finance leases and overdraft facilities)	✓	✓							
Approving the writing off of any debt that has proved to be irrecoverable (see limits in Financial Handbook)	✓	✓		Recommend to Board	Recommend to Board	Recommend to Board			
Approval in advance for all ex-gratia transactions / special / severance payments	✓	✓		Recommend to Board					
Acquisition and disposal of fixed assets (see Financial Handbook)	✓	✓		Recommend to Board	Recommend to Board				
Authorising a virement (adjustment of budget) subject to stated limits		✓		< £30,000	< £15,000		< £10,000(S) or < £5,000(P)	< £5,000(S) or < £1,000(P)	< £2,000 or < £1,000(P)
Setting up and maintaining effective systems of internal control and reporting all instances of irregularity					✓			✓	✓
	Responsible Body or Role								
Who is responsible for?	EFSA	Trust Board	Chair of Trust Board	CEO	CFOO	LGB	Headteacher	Academy SSM	TTLT / Academy Finance Officers
Responding to recommendations in audit report		✓		✓	✓	✓	✓	✓	✓
Authorising an order, non-order invoice or other liability to expenditure subject to stated limits		✓	< £40,000	< £30,000	< £20,000		< £10,000(S) or < £5,000(P)	< £10,000 or < £1,000(P)	< £5,000 or < £1,000(P)
Ensuring the imprest account is reconciled each month					✓			✓	✓

Using the TTLT procurement cards subject to stated limits				✓	✓			✓	✓
Setting the salary scales of the Headteacher's and other members of the Executive Team's		✓		Recommend to Board					
Appointing or varying contracts of the Headteacher's of the Executive Team's		✓		Recommend to Board					
Authorising appointments, variations of contract, dismissals, secondments and transfers of members of staff		✓		✓	✓	✓			
Authorising travel & subsistence claims				✓	✓		✓	✓	
Raising invoices within 30 days of the goods being supplied or the service carried out					✓			✓	✓
Authorising the issue of a credit memo		✓		✓	✓				
Checking the Fixed Asset inventory on an annual basis						✓	✓		
Writing off items from the inventory following a written report of the CEO or CFO		✓							
Notification to EFA of losses through fraud or theft in excess of £5,000, individually or cumulatively, in any year		✓							
Holding keys to safes, cash boxes, etc					✓		✓	✓	✓
Deciding how to deal with the sale of any spare equipment the school holds		✓		✓		Recommend to Board			
Operating any voluntary or trust funds held by the TTLT (eg: school fund)		✓		✓	✓	✓	✓	✓	✓
Setting up a trading company		✓		Recommend to Board	Recommend to Board				

THIS DECISION PLANNER SHOWS DELEGATION OF RESPONSIBILITIES WITHIN THE MAT. THE ACTUAL LEVEL OF DELEGATION CAN BE AMENDED BY THE BOARD TRUSTEES ON A SCHOOL BY SCHOOL BASIS.

The Trust Board, who are the Directors of all the academies in the MAT, have the right to alter a school's level of delegated responsibilities if that Local Governing Body (LGB) is a cause for concern, as defined by the Trust.

The LGB has responsibility for monitoring the school budget. However, TTLT has responsibility to ensure that this monitoring is taking place and must also monitor the overall budgets of each school. The detailed monitoring is conducted at LGB.

Key:

Responsible: Those people responsible for carrying out the task, who ensure that it is done.

Accountable: Those answerable for the correct and thorough completion of deliverables or tasks, and who delegates the work to those responsible.

Support: Those who will be asked to have an active part in ensuring that the activity is fulfilled.

Function	Activity	Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher	
Structures	1	To determine the scope of central services for the Trust	A	R	S			
	2	To identify additional services to be procured on behalf of the Trust	A	R	S			
	3	To ensure centrally produced services provide value for money	A	R	S			
	4	To set the times of school sessions and the dates of school terms and holidays		A	A		S	R
	5	To ensure that the school is open for (380) sessions in a school year		A	S		S	R
	6	To consider requests from other schools to join the company		A	R	S		
	7	To decide upon the admission of other schools to the Trust	A	R	S	S		

			Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher
Ways of working	1	To propose targets for pupil achievement for reporting		A	A		S	R
	2	To agree targets for pupil achievement for reporting		A	S		A	R
	3	To decide on the initial exclusion of pupils		A	S		A	R
	4	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions		A			R	S
	5	To direct reinstatement of excluded pupils, where appropriate		A	S		R	
	6	To convene an exclusions independent review panel, where appropriate		A/R	R			
	7	To notify the LA of the removal of an excluded pupil from the school register		A			A	R
	8	Production of the School Improvement Plan and additional statutory plans (e.g. Pupil Premium)		A	S		A	R
	9	Agree the School Improvement Plan		A	S		R	S
	10	Production of Trust Strategic Plan		A	R	S	S	S
	11	Approval of Trust Strategic Plan		A/R	S			
	12	Monitoring of Trust Strategic Plan		A/R	R	S	S	S
	13	To draw up governing documents and any amendments thereafter		A/R	R	S		

14	To appoint (and remove) the chair of an LGB		A/R			S	
15	To hold a full LGB meeting at least six times in a school year or a meeting of the temporary governing body as often as required.		A	S		R	S
16	To appoint, remove and actively seek members of the LGB		A/R	S		S	
17	To set up a register of Trustees', Members' and central team's personal/business interests		A/R	S			
18	To set up a register of LAC members' personal/business interests		A	S		R	
19	To set up a register of school staff personal/business interests		A				R
20	To approve and set up a Governors' Expenses Scheme		A	R		S	
21	To consider whether or not to exercise the delegation of functions to individuals/committee		A	R		R	
22	To determine the development needs of governors and put in place an appropriate programme		A	R		R	S
23	To provide to the Trust, on an annual basis, copies of all current		A	R			

		polices and procedures and a schedule for their review.						
24		To review and update Trust-wide policies		A/R	R			
25		To review and update policies allocated to each School		A	S		A R	
26		To decide to offer extended services and to decide what format these should take		A	R	S	S R	
27		To put into place any extended services to be provided		A		S	S R	
28		To ensure delivery of services offered		A	R	S	A R	
29		To implement the Trust's safeguarding policy		A	R	S	A R	
30		Maintain accurate and effective and secure pupil records in partnership with the LGB		A			S R	
31		Set the cycle for monitoring and evaluation of teaching and learning		A	S		A R	
32		Comply with all Data Protection legislation and good practice		A	R	R	A R	
33		Assemble data for pupil assessment and other returns		A	S			R
34		Consideration of data relating to pupil performance in an individual School		A	S		A	R
35		Consideration of data relating to pupil		A	R			

		performance across the Trust		A	S			
	36	Minutes of Local Governing Committees (LGBs) submitted to the Trustees		A	S		R	
			Members	Trustees	CEO/DCEO	CFO	LGB	Headteacher
Education	1	To implement a balanced and broadly based curriculum policy across the Trust		A	R		S	S
	1a	To implement a balanced and broadly based curriculum policy in an individual School		A	S		S	R
	2	To prohibit radicalisation, and promote equality and diversity, and tolerance and ensuring the balanced treatment of political issues		A	R		A	R
	3	Ensuring provision of RE in line with the school's basic curriculum		A	A		A	R
	4	To discharge duties in respect of pupils with special educational needs, disabilities and vulnerable groups		A	A		A	R
	5	Ensure that the Quality of teaching is at least good		A	A		A	R
	6	Ensure the good Quality of each individual child's education		A	A		A	R
	7	Pupils' outcomes at or above national standards		A	R		A	R

	8	To ensure Christian Distinctiveness permeates through the work of the Trust's Church of England schools		A	A		A	R
			Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher
Board Improvement and Inspection	1	Consideration of the schools' readiness for statutory inspections		A	R		R	R
	2	Creating a Post-Inspection action plan for Ofsted and SIAMS		A	R		A	R
	3	Monitoring a Post-Inspection action plan for Ofsted and SIAMS		A/R	S		R	S
			Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher
Pupil Wellbeing	1	To ensure that all pupils take part in a daily act of collective worship		A	R		A	R
	2	To ensure provision of free school meals to those pupils meeting the criteria		A		S	A	R
			Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher
Staffing	1	Maintain accurate and effective and secure employee records		A	R	S		R
	2	To secure statutory appraisal of all school staff		A	A		S	R
	3	To appoint a Headteacher and central team including pre-recruitment checks		A/R	S	S	S	
	4	To appoint a Deputy Headteacher		A	R	S	S	R

5	To undertake Pre-recruitment checks		A	R	S	A	R
6	To appoint teachers other than Headteachers and SLT within the agreed budget plan for the school		A	S	S	S	R
7	To appoint other school staff within the agreed budget plan for the school		A	S	S	S	R
8	To exercise pay awards for CEO		A/R				
9	To exercise pay awards CET and Headteachers		A	R			
10	To exercise pay award for all other teachers		A	S	S	S	R
11	The Establishment of disciplinary/capability procedures		A/R	S			
12	Dismissal of a Headteacher		A/R	S		S	
13	Suspension of a Headteacher		A	R		S	
14	Ending of suspension of Headteacher		A	R		S	
15	The Formulation of Employment Policies		A	R			
16	The Formulation of Staff Code of Conduct		A	R	S	S	S
17	The Dismissal of school staff other than Headteacher		A	R		S	S
18	The Suspension of school staff other than Headteacher		A	R		S	R
19	Ending of suspension of school staff other than Headteacher		A	R		S	R
20	Suspension process for CEO		A/R				

	21	Suspension process for central team other than CEO		A	R			
	22	Dismissal of CEO		A/R				
	23	Dismissal of central team members other than CEO		A	R			
	24	Determining dismissal payment/early retirement of a Headteacher		A	R	S		
	25	Determining dismissal payment/early retirement of staff other than a Headteacher		A	S	S		R
	26	Conduct of CEO appraisal		A/R				
	27	Conduct of appraisal of Headteacher		A	R		S	
	28	Conduct of central team appraisals		A	R	R		
	29	Conduct of school staff appraisals		A	A	S		R
	30	Monitoring of staff wellbeing and workload		A	R	S	A	R
			Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher
Admissions	1	Drawing up and determining admission arrangements		A	R		S	R
	2	Admissions: application decisions		A	S		S	R
	3	If appropriate to appeal against LA directions to admit pupil(s)		A	S		S	R
	4	Ensure an independent admission appeals panel is available for hearing appeals		A	R		R	S

			Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher
Control and community use of school premises	1	To implement a health and safety policy and ensure that relevant regulations are followed		A	A	R	S	R
	2	To ensure appropriate Building insurance and public liability		A	R	S		R
	3	Developing School buildings and facilities estate long term strategy or master plan		A	R	S	S	R
	4	Producing and maintaining building, including developing properly funded maintenance plans		A	R	S	S	R
	5	To manage Premises security		A	R	S	S	R
	6	To ensure good Premises management		A	R	S	S	R
			Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher
School Finance	1	To develop and propose the individual School budget		A	S	S	S	R
	2	To approve the first formal budget plan each financial year		A	R	S	S	S
	3	To plan, manage and monitor monthly expenditure and financial reports, and identify actual potential items of budget overspend/underspend		A	R	S		R
	4	To approve any amount to be transferred between budget		A	R	S		

	heading and/or likely budget overspends		A	R	S		
5	To establish financial decision levels and limits		A	R	S		
6	To appoint the internal auditor for the School		A	R	S		
7	To enter into additional contracts which exceed the agreed annual budget allocation within limits specified in the Financial Regulations Manual		A	R	S		
8	To authorise the acquisition of assets within limits specified in the Financial Regulations Manual		A	R	S		
9	To authorise disposal of assets within limits specified in the Financial Regulations Manual		A	R	S		
10	To appoint internal and external auditors for the Trust	A/R	R	S	S		
11	To make payments within agreed financial limits		A	R	S		R
12	To collect income due to the Trust		A	R	R		R
13	To maintain proper financial records for the Trust		A	R	R		
14	To monitor compliance with approved financial Procedures		A	R	R		R
15	To develop risk management strategies		A	R	R		R
		Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher

Information Sharing	1	To ensure The Talentum Learning Trust website is fully compliant		A	R	S		
	2	To ensure school website is fully compliant		A	S		A	R
	3	To produce an Annual report and accounts on the performance of the Trust		A	R	R		
	4	To approve the Annual report and accounts on the performance of the Trust		A/R	S	S		
	5	To receive the Annual report and accounts on the performance of the Trust	A/R	R				
	6	To ensure regular communication pathways between the Trustees and LGBs		A	R	S	S	S
			Members	Trustees	CEO/DCEO	CFOO	LGB	Headteacher
Governance	1	The appointment and removal of Members	A/R					
	2	The appointment and removal of Trustees	A/R	S				
	3	The development of Role descriptions for trustees, chair, specific roles and committee members		A/R	S			
	4	Agree the Articles of Association	A/R					
	5	The development of Committee structures for the Trust		A/R	S			
	6	The development of Terms of reference for the Trust		A/R	S			

	7	The development of Terms of reference for the LGB		A/R	S		S	
	8	Complete skills audit and recruit to fill gaps for LGB, Trustees and Members	A/R	A/R	S		R	
	9	Monitor trustee committee member and LGB attendance		A/R	S		S	
	10	The appointment and removal of a clerk to the Trust Board and LGBs		A/R	S		S	S

