

## Scheme of Delegation (September 2023)

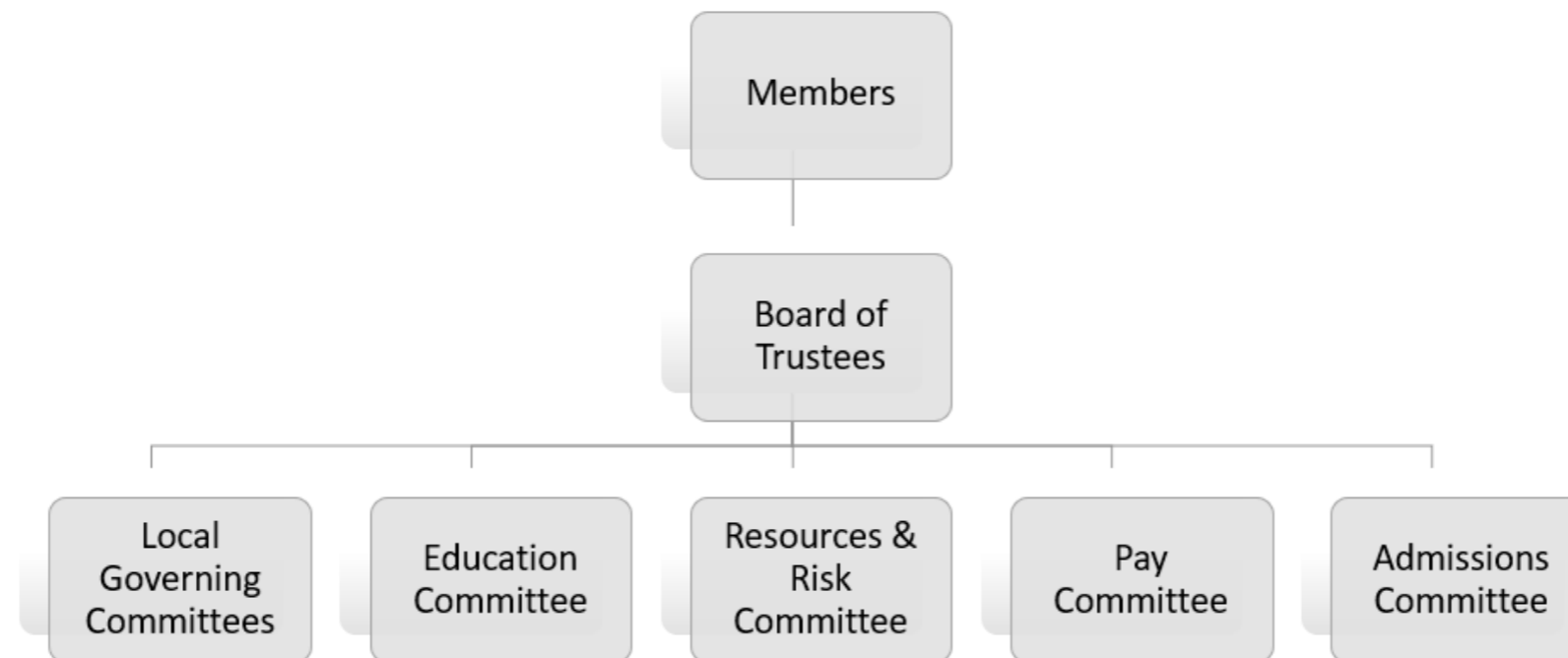
### Mission

We believe in the potential of every child. Our mission is:

- To nurture and develop the ambition, talents and interests of every child
- To break down the barriers that inhibit the opportunities and achievements of disadvantaged pupils so that they can go on to lead lives of choice and opportunity
- To create a family of schools that are deeply and purposefully connected to their communities.

This Scheme of Delegation is granted to schools by the Board of Trustees. The Trustees will withdraw this delegation or part of it if there is significant concern supported by robust data around the actual or predicted outcome for students, the safety and welfare of students or the financial stability of the school.

### GOVERNANCE STRUCTURE



## **Members**

The Members of the Trust are guardians of the governance of the Trust and must ensure it carries out its charitable objective. There must be at least three Members, although the DfE prefers at least five; Members are not permitted to be employees of the Trust. The Members agree the Trust's articles of association, appoint Trustees and appoint the Trust's external auditors. The members receive information about the Trust's business and receive the annual report and accounts. If they have concerns that the Trust is not carrying out its charitable objective, Members will remove Trustees who are failing to fulfil this responsibility.

## **Board of Trustees**

The Trust is a charitable company, and so Trustees are both charity trustees and company directors. Trustees are responsible for the general control and management of the Trust and, in accordance with the articles of association and the funding agreement, are legally accountable for all statutory functions and for the performance of all the schools within the Trust. The Board of Trustees is the statutory Governing Body for all schools within the Trust but will delegate according to the provisions set out in the Trust Articles and this Scheme of Delegation. Only the Board of Trustees can take decisions on the delegation of powers, including the establishment of Local Governing Committees (LGCs) or committees and the approval of Terms of Reference. The appointment of governors (with the exception of elected parent or staff governors and Diocesan/Foundation representatives on Church School Local Governing Bodies) and Co-opted Trustees will be made by the Board of Trustees. The Board of Trustees will also review the constitution and membership of any Local Governing Body, committee or sub-committee annually.

## **Chair's Action**

The Chair of the Trust is delegated authority to make urgent decisions on behalf of the Board of Trustees when it is not possible for the Board to meet (either virtually or in person). The definition of 'urgent' is when a delay would be seriously detrimental to the Trust, a member of staff, any student or their parent. Chair's Action cannot be carried out to discontinue a school, approve the budget, suspend a governor, make a decision on admissions, or agree a policy regarding the management of staff.

## **Education Committee**

The Board of Trustees will establish and appoint an Education Committee.

## **Resources and Risk Committee**

The Board of Trustees will establish and appoint a Resources and Risk Committee.

## **Pay Committee**

The Board of Trustees will establish a Pay Committee and will delegate all matters relating to pay progression to this Committee.

## **Academy Committees (Local Governing Committees)**

The Board of Trustees will establish an academy committee, called a Local Governing Committee, in each school. The Local Governing Committee (LGC) is empowered, as a Committee of the Board of Trustees, to act and exercise the powers and responsibilities set out in this scheme of Delegation and in its Terms of Reference. Each LGC will have a Chair appointed by the Board of Trustees and will report to the Board as a delegated committee of the Board.

## **CEO (Chief Executive Officer)**

The Trustees delegate the day to day management of the Trust to the CEO. It is also the role of the CEO to implement the strategic framework established by the Trust Board. The CEO is the Accounting Officer and so is not only responsible for the performance of the Trust as a whole, but has personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the Board of Trustees about compliance with the funding agreement and Academy Trust Handbook.

## **CFO (Chief Financial Officer)**

The Board of Trustees appoints a CFO and delegates responsibility to the CFO for the Trust's detailed financial procedures. This is a critical position in the Trust, ensuring that resources are used wisely to achieve value for money and ensuring regularity and propriety.

## **COO (Chief Operating Officer)**

The Board of Trustees appoints a COO and delegates responsibility to the COO for the Trust's estates and health and safety.

## **Headteachers**

The CEO delegates the day to day management of the Trust's schools to the headteachers, line managing them in accordance with the Trust's appraisal and performance management policies. Headteachers share information about how the Trust is managing the school with the LGC so that the members of the LGC build an understanding of how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in progress.

**Matters which cannot be completely delegated**

There are some roles, decisions and powers on which the Board of Trustees must retain the final say:

- The Board of Trustees is the employer of all staff and therefore is the final appeal body in most matters of pay and staff discipline;
- The Board of Trustees is the admissions authority for all schools in the Trust;
- The Board of Trustees will agree the final budget for each school.

The Board of Trustees may delegate such authority as it deems appropriate to a Local Governing Body but the Board of Trustees remains collectively and personally responsible for every decision made by a Local Governing Body.

Consequently, the Trust will not:

- restrict its own ability to withdraw such delegation at any time, with or without notice or
- delegate authority to the Local Governing Body to:
  - set a budget without the approval of the Board of Trustees;
  - appoint or remove a headteacher;
- act in a way inconsistent with any of the Trust’s published policies and procedures.

	GOVERNANCE FUNCTION	MEMBERS	TRUST BOARD	CEO/ACCOUNTING OFFICER	CHIEF FINANCIAL OFFICER (CFO)	CHIEF OPERATIONS OFFICER (COO)	LOCAL GOVERNING COMMITTEES (LGC)	HEADTEACHERS
<b>Governance framework: people</b>	Appointment/removal of Members	Approve						
	Appointment/removal of Trustees	Approve (as per the Articles of Association)	Consulted Approve (as per the Articles of Association)	Consulted				
	Appointment/removal of Governors		Approve				Consulted (CoG)	Consulted
	Appointment of Chair and VC of the Trust Board	Consulted (in the case of the Chair)	Approve					
	Appointment of Committee Chairs		Approve					
	Appointment/removal of LGC Chairs		Approve				Recommend	
	Appointment/removal of named Safeguarding Trustee		Approve					
	Appointment/removal of Governance Professional		Approve	Responsible				
	Establish and Appointment of Board Committees		Responsible					
Establish and appointment of LGCs		Responsible						

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<b>Governance framework: systems and structures</b>	Changes to the Articles of Association or Funding Agreement	Approve	Recommend	Recommend				
	Changes to the governance structure, Scheme of Delegation and Terms of Reference		Approve	Consulted			Consulted (for LGC Terms of Reference)	
	Annual review of Trust Board and Committees	Approve	Review					
	Annual review of LGCs		Approve				Review	
	Submit review of Governance to Members		Responsible					
	Chair's performance: carry out 360° review periodically		Review				Contribute	
	Trustee/Governor contribution: review annually		Review				Review	
	Review governance membership to ensure a diverse and appropriate skill set		Review periodically				Contribute	
	Establish and monitor the annual cycle of business at both Trust Board and LGC level		Accountable Responsible	Consulted			Consulted	Consulted
	Ensure adequate insurance cover is in place		Accountable	Responsible		Responsible		
<b>Governance framework: reporting</b>	Ensure governance arrangements are published on Trust and school websites		Responsible (delegated to the Governance Professional)					
	Maintain register of interests		Responsible (delegated to the Governance Professional)					
	Ensure Members receive the annual report on the performance of the Trust		Responsible	Responsible				
	Annual report and company accounts	Receive	Approve. Ensure submitted to Companies House		Contribute. Submit to Companies House			
	Submit ESFA required reports and returns		Responsible	Responsible	Recommend	Recommend		

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<b>Being strategic</b>	Trust policies		Approve	Recommend	Recommend	Recommend		
	School policies						Approve	Recommend
	Risk register		Review and approve Responsible	Contribute	Contribute	Contribute		
	Approve, develop and determine Trust's vision and strategy, including culture, ethos and values	Informed	Approve	Recommend	Contribute	Contribute	Contribute	Contribute
	Monitor progress and impact of strategy		Responsible	Responsible			Contribute	Contribute
	Admission of new schools to the Trust	Informed	Approve	Contribute	Contribute	Contribute		
	Determine and monitor marketing and communications strategy		Approve	Responsible			Contribute	
	Determine significant changes for schools within the Trust (eg SLT structures, sharing leadership across the Trust, catchment areas, PANs to check the stability and sustainability of the schools)		Approve	Recommend	Contribute	Contribute	Contribute	Contribute
	Engage with key stakeholders		Informed	Responsible	Contribute	Contribute	Informed	Informed
	<b>Holding to account</b>	Compliance auditing and reporting arrangements (including safeguarding, equalities, H&S, employment, risk)		Approve	Responsible	Contribute	Contribute	Informed
Ensure suitable safeguarding policies and procedures are in place			Approve	Responsible			Monitor	Responsible
Monitor effectiveness of safeguarding policies			Scrutinise	Responsible			Scrutinise	Responsible
Ensure a Designated Safeguarding Lead (DSL) is in post in all schools				Responsible			Approve	Recommend
Ensure annual safeguarding audits take place and are appropriately reported			Monitor	Responsible			Scrutinise	Approve
Ensure staff/Trustees/ Governors/Volunteers receive safeguarding training appropriate to their role			Monitor	Responsible			Monitor	Responsible
Performance management of CEO			Approve					

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	Performance management of HTs		Approve (via Pay Committee)	Recommend			Contribute	
<b>HR/Finance</b>	Appoint/dismiss CEO	Contribute	Approve					
	Appoint/dismiss Accounting Officer		Approve Responsible					
	Appoint/dismiss Headteachers and Deputy Headteachers		Approve	Recommend			Contribute	
	Appoint/remove external auditors	Approve	Recommend					
	Appoint Chief Financial Officer (CFO)		Approve	Recommend				
	Review external auditors' report	Informed	Approve	Consulted				
	CEO pay award		Approve					
	HTs' pay award		Approve	Recommend			Contribute	
	Staff appraisal and pay awards		Approve	Recommend				Recommend
	Trust staffing structure (Refer to Trust Finance Policy for financial implications/decisions)		Approve	Recommend				
	Appoint central Trust staff		Approve	Recommend				
	School staffing structure			Approve				Recommend
	Changes to school staffing structure (senior staff)		Approve	Recommend	Contribute			
	Ensure Safer Recruitment procedures are implemented and adhered to		Monitor	Responsible			Monitor	Responsible
	Benchmarking and Trust wide value for money		Approve	Responsible	Responsible	Contribute		
	Approve Trust budget		Approve	Contribute	Responsible			
Monitor Trust budget		Approve	Contribute	Responsible				
Appoint/remove internal auditors		Approve	Contribute	Responsible				
<b>Premises</b>	Oversee health and safety of staff and students		Approve	Accountable		Contribute		Responsible
	Scrutinise and approve the premises development strategy and priorities		Approve	Contribute		Contribute Recommend	Contribute	
	Review, approve and monitor annual capital projects		Approve			Contribute Recommend		
	Review asset management plan and maintenance plans		Approve			Contribute		

Education	GOVERNANCE FUNCTION	MEMBERS	TRUST BOARD	CEO/ACCOUNTING OFFICER	CHIEF FINANCIAL OFFICER (CFO)	CHIEF OPERATIONS OFFICER (COO)	LOCAL GOVERNING COMMITTEES (LGC)	HEADTEACHERS
	Approve curricular direction		Approve	Responsible				Responsible
	Curriculum and assessment: planning, implementation and review		Informed	Responsible			Review	Responsible
	Deliver Early Years Foundation Stage (EYFS) in line with statutory requirements		Accountable	Accountable Responsible			Informed	Responsible
	Approval and monitoring of Trust improvement activities		Approve	Responsible				Contribute
	Monitor Pupil Premium and Year 7 Catch-up funding, expenditure and impact		Scrutinise	Responsible			Scrutinise	Responsible
	Monitor achievement and outcomes		Approve	Responsible			Responsible	Responsible
	Monitor and review student attendance		Approve	Responsible			Monitor	Responsible
	Deliver support for all vulnerable children		Accountable	Responsible			Informed	Responsible
	Receive SEND Information Report		Approve (Trust report)	Responsible			Approve (School report)	Responsible
	Ensure compliance with SEND Code of Practice		Accountable	Accountable Responsible			Informed	Responsible
	Review and approve admission arrangements		Approve	Contribute			Informed	Contribute
	Ensure admission appeals process is in place		Responsible	Responsible				Contribute
	Issue suspensions		Informed	Informed			Informed	Responsible
	Issue permanent exclusions		Informed	Consulted			Informed	Responsible
	Hold suspension/permanent exclusion review meetings						Approve	Contribute
	Set term dates		Approve	Responsible				Consult
Set length/organisation of school day		Informed	Responsible			Informed	Recommend	