



SCHEME OF DELEGATION

1 UNDERLYING PRINCIPLES

This Scheme of Delegation (SoD) identifies the key decisions required in connection with the overall governance and management of the Trust and its academies.

The SoD sets out the delegation by the Trustees under Article 105 of the Trust's Articles of Association. It is designed to set out clearly the respective roles and responsibilities across all layers of governance. The different layers of governance are explained in more detail in section 4 (Layers of Governance: Roles and Responsibilities) of this SoD.

This SoD should be read in conjunction with the Trust's Articles of Association and Local Governing Body Handbook.

This SoD will be reviewed on an annual basis by the Board of Directors, or more frequently if required. In the event that any material changes are proposed to this SoD, the Board of Directors will have regard to any representations of the Local Governing Body (LGB). However, this SoD may only be altered or revoked by the Board of Directors.

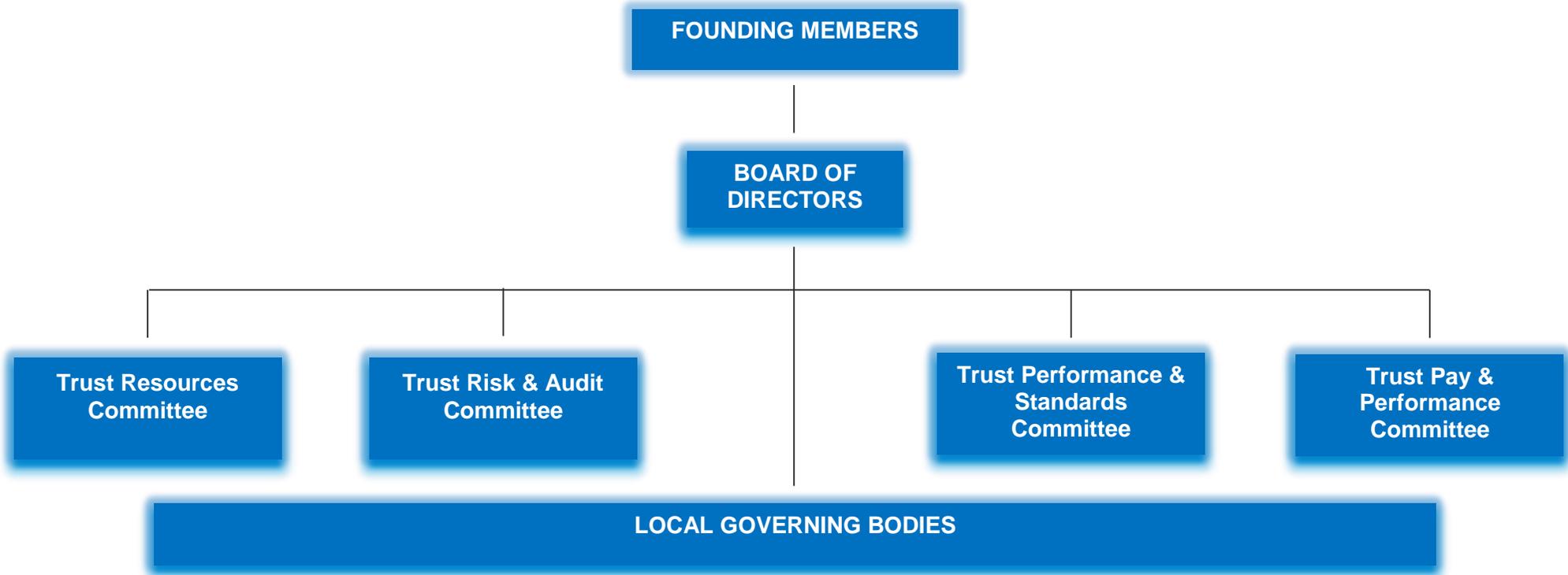
2 TRUST VISION & STRATEGIC PRIORITIES

- Vision – Flourishing Communities
- Mission – To enable schools to work in partnership as communities, within communities to provide every pupil with a high quality, principled education
- Values – Collaboration, Humility, Respect, Inclusion, Stewardship, Trust

Strategic Priorities

- Operational Effectiveness
- School Improvement Through Collaboration
- Sustainable Trust Growth

3 GOVERNANCE OVERVIEW



4 LAYERS OF GOVERNANCE: KEY ROLES AND RESPONSIBILITIES

The Trust is a company limited by guarantee and in accordance with the Academies Act 2010 is an exempt charity.

The Trust's three core layers of governance are Members, Directors and Local Governing Bodies.

Members

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. The Members have ultimate control over the Trust, with the ability to appoint some of the Directors and the right to amend the Trust's Articles of Association (a document that sets out the powers of the Trust itself and those of the Members and Directors). The Board of Directors submits an annual report to the Members on the performance of the Trust.

Directors

The Board of Directors is the accountable body for the performance of all Academies within the Trust and, as such, must:

1. Ensure clarity of vision, ethos and strategic direction;
2. Hold the CEO to account for the educational performance of the Academies and their pupils, and the performance management of staff; and
3. Oversee the financial performance of the Trust, ensuring financial probity and value for money.
4. Comply with company, education and charity law requirements. This results in the terms 'Trustees' and 'Directors' being used interchangeably. However, the Articles of Association refer to 'Directors'.

The Board of Directors is permitted to exercise all the powers of the Trust. The Board of Directors will delegate, to the CEO, responsibility for the day-to-day operations of the Trust.

CEO (Chief Executive Officer)

The CEO is the accounting officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness and stability, avoiding waste and securing value for money.

The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's Academies and is responsible for all staff across the Trust.

The CEO reports to the Board of Directors on the performance of the Trust including performance of the Trust's Academies, which is also supplemented by monitoring reports from the LGBs.

DFO (Director of Finance and Operations)

The DFO reports to the CEO and the Board of Directors and has oversight for financial and operational aspects of the Trust. The DFO leads on all aspects of the day to day support functions of the Academy Trust; to oversee financial monitoring, planning and operations; to oversee academies safety and maintenance enabling the senior staff in our trust academies to focus on the leadership of teaching and learning.

A number of compliance and monitoring tools are used to enable the DFO to discharge her duties, to hold senior leaders to account and report to the CEO and Board of Directors.

Headteacher

The Academy Headteachers are responsible for the day-to-day management of their Academies. Headteachers are directly line-managed by and accountable to the CEO.

Local Governing Bodies

The Local Governing Bodies (LGBs) are Committees of the Board of Directors and have delegated decision-making powers in accordance with this SoD and their Ofsted grading (see Table of Responsibilities). The LGBs shall each hold at least three meetings in every school year.

There are eight elements to effective governance:

1. The right people around the table;
2. Understanding the role and responsibilities;

3. Good chairing;
4. Professional clerking;
5. Good relationships based on trust;
6. Knowing the school – its data, staff, parents, children and community;
7. Commitment to asking challenging questions; and
8. Confidence to have courageous conversations in the interests of the pupils.

Each LGB meeting shall be minuted and a copy of those minutes and a summary sheet must be provided to the Board of Directors within fourteen days. If the minutes cannot be provided, the Clerk to the Board of Directors must be notified immediately.

The Clerk to the Board of Directors shall ensure that copies of minutes and summary sheets of all meetings of the LGB are provided promptly to the Board of Directors when requested.

As set out in the Trust's Articles of Association, the Board of Directors establishes the LGBs and ensures that, as a minimum, two parents are elected or appointed to them. The Board of Trustees will determine what will be delegated to the LGBs.

Clerking

Each LGB and the Board of Directors has a Clerk. The Clerk to the Board of Directors supports the Clerks to the LGBs. As a team, these bodies will communicate appropriately to facilitate sharing of best practice strategies, common processes and systems. They may discuss documentation needed to be produced, and will provide support, guidance and assistance to each other when needed.

The Clerks will provide:

- Administrative and organisational support
- Guidance to ensure that the board works in compliance with the appropriate legal and regulatory framework, and understand the potential consequences for noncompliance
- Advice on procedural matters relating to the operation of the board

All clerks will work in line with the DfE Clerking Competency Framework.

5 COMPOSITION OF LOCAL GOVERNING BODIES

The Board of Directors are responsible for approving the constitution and membership of a LGB. The total number of governors on the LGB shall not be less than 3 and the number of employees of the Trust on the LGB, including the Headteacher, cannot exceed one third of the total number of governors on the LGB. When seeking to find new governors to join the LGB, the existing LGB governors should seek to ensure that the governors serving on the LGB between them have an appropriate range of skills and experience and that due attention is given to succession planning.

In the case of the church schools, foundation governors will be proposed by the LGB and approved by the Board of Directors. The foundation governors will have especial care for the church schools' Christian character.

A person appointed to the LGB must be over eighteen at the date of appointment. In addition, no current pupil of the Academy is entitled to serve as an LGB governor.

The number of governors for each role is dependent on each school's LGB Composition.

LOCAL GOVERNING BODY		
Type of Governor	Term of Office	How they are appointed
Headteacher	Indefinite	N/A
Parent governors	4 years	Parent governors shall be appointed or elected by the parents of the Academy. In the event that the number of parents standing for election is less than the number of vacancies, the LGB may appoint Parent governors.
Staff governors	4 years	Staff governors shall be elected by the staff of the Academy.
Co-opted governors	1 year	Co-opted governors that can be appointed by the LGB for a particular skill set
Director Appointed Co-opted Governors	4 years	Co-opted governors that can be proposed by the LGB and approved by the Board of Directors for a particular skill set
Foundation governors	4 years	Proposed the LGB and appointed by the Board of Directors to uphold the foundation of the church schools.

6 INTERVENTION TRIGGERS

The Trust is ultimately responsible for all aspects of the provision of education in each of its academies in accordance with its legal obligations. The Trust desires to delegate many areas of decision making to individual academies but reserves the right to change the level of authority delegated in order to fulfil its legal obligations.

For academies Ofsted rated level 1 (Outstanding) and level 2 (Good), the Board of Directors delegates high levels of autonomy to the LGB as set out in section 7 (Table of Responsibilities).

However, if at any time:

- a) Ofsted rate the Academy as a level 3 (Requires Improvement) or 4 (Inadequate);
- b) the Academy is predicted to have or has an in-year material deficit budget except where any such deficit is planned and has been approved in advance by the Board of Trustees;
- c) an event occurs at or in relation to the Academy which is significantly damaging to the reputation of the Trust; This is without question if it relates to the safety of our pupils
- d) the LGB fails to act in a way which frequently would be considered normal behaviour for a governing body; or
- e) any event analogous to the above events occurs at or in relation to the Academy,

the Board of Directors may alter or revoke the authority delegated to the LGB until such time as the Board of Directors is satisfied that the event that has occurred has been rectified or ceases to cause concern. When making such decisions, the Board of Directors shall have regard to any representations made by the LGB.

In addition, the school improvement teams will use key performance indicators (KPIs) as a tool for determining where support is required.

7 TABLE OF RESPONSIBILITIES

Duties are delegated through: a Headteacher's Job Description, one of the Trust's Terms of Reference, through a Trust Policy or through this SoD. This SoD will clarify that a duty has been delegated; the Trust Policy will detail the process for how this duty is delegated and undertaken.

Delegated Duties	
People	
Members Appoint/Remove	The Members appoint and remove members in accordance with the Articles of Association.
Directors Appoint/Remove	The Members appoint Directors in accordance with the Articles of Association. Directors can appoint co-opted Directors. Directors can cease to hold office if they are removed by the person who appointed or elected them or otherwise by ordinary resolution of the Members. Co-opted Directors can be removed by resolution of the Directors, excluding other co-opted Directors who are not entitled to vote on the matter. Directors can be disqualified in accordance with the Articles of Association.
Chair and Vice Chair of the Trust Board Appoint/Remove	The Directors elect the Chair and Vice Chair of the Board, who can resign office at any time or be removed in accordance with the Articles of Association.
Clerk to the Board of Directors Appoint/Remove	The Directors appoint and remove the Clerk to the Board of Directors.
LGB Chairs Appoint/Remove	The LGB is responsible for the appointment and removal of the Chair of the LGB. The Chair of the LGB shall be elected annually.
Clerk to the LGB	The LGB appoints and removes the Clerk to the LGB.
LGB Parent Governor Election Appoint/Remove	The LGB undertakes the election process for the appointment of the parent governor and is responsible for the removal of the parent governor.
LGB Staff Governor Election Appoint/Remove	The LGB undertakes the election process for the appointment of the staff governor and is responsible for the appointment and removal of the staff governor.

LGB Co-opted Governor Appoint/Remove	The LGB appoints and removes the LGB Co-opted governors.
LGB Foundation Governor Appoint/Remove	The LGB makes recommendations to the Trust Board who agree the appointment. The Trust Board would be responsible for removal.
LGB Director Appointed Co-opted Governor Appoint/Remove	The LGB makes recommendations to the Trust Board who agree the appointment. The Trust Board would be responsible for removal.

FOR ALL LGB RECRUITMENT PLEASE REFER TO TRUST PROCESSES

Systems and Structures	
Articles of Association Agree and Review	The Members agree, review and update the Articles of Association; the Board of Directors recommends amendments to the Members for approval.
Governance Structure for the Trust Agree and Review	The Board of Directors is responsible for reviewing Governance annually and for approving the Governance Structure of the Trust.
Scheme of Delegation Agree and Review	The Board of Directors is responsible for producing and approving the Scheme of Delegation. The LGB recommends amendments to the Board of Directors for approval.
Register of Business Interests	The LGB compiles and updates the register; individual Directors, LGB governors and senior leadership staff are responsible for completing, submitting and reviewing their own Business Interest forms.
Publishing the Trust's Governance Information on the Trust's Website	The Clerk to the Board is responsible for publishing and maintaining governance documents and information on the Trust website, with compliance to be monitored by the Board of Directors.
Publishing LGB Governance Information on the Academy's Website	The Clerk to the LGB is responsible for publishing and maintaining governance documents and information on the Academy's website, with compliance to be monitored by the LGB.
Terms of Reference for the Board of Directors Agree/Review	The Clerk to the Board is responsible for producing the Terms of Reference (Director Handbook) and taking it to the Board of Directors for approval.

Terms of Reference for the LGBs and Committees Agree/Review	The Clerk to the Board is responsible for producing the Terms of Reference (LGB Handbook) and taking it to the Board of Directors for approval.
Annual Cycle of Business for Trust Board Agree/Review	The Clerk to the Board is responsible for producing the Annual Cycle of Business and taking it to the Board of Directors for approval.
Annual Cycle of Business for LGB Agree/Review	The Clerk to the Board is responsible for producing the Annual Cycle of Business as part of the LGB Handbook.
LGB Agenda Template	The Clerk to the Board is responsible for producing the LGB Agenda Template and taking it to the Board of Directors for approval.
LGB Minute Template	The Clerk to the Board is responsible for producing the LGB Minute Template and taking it to the Board of Directors for approval.

Holding to Account	
Monitoring and evaluating the effectiveness of compliance with statutory requirements, such as H&S, Fire Management, and Information Governance.	<p>The LGB is responsible for monitoring and evaluating the effectiveness of compliance with these statutory requirements for its individual Academy and to report to the Board of Directors.</p> <p>The DFO provides oversight and reports accordingly to the CEO and Board of Directors where monitoring is not effective and academies are not compliant in any area of finance and operations</p>
Appraisal of the CEO/DFO	The Board of Directors is responsible for the appraisal of the CEO and DFO.
Appraisal of the Academy Headteacher	The CEO, Chair of the LGB and one other LGB representative are responsible for the appraisal of the Academy Headteacher in accordance with the Trust's Pay Policy and terms of reference.
CEO/DFO pay award	The Board of Directors approves the pay award for the CEO, in line with the Trust's Pay Policy.
Academy Headteacher pay award	The Trust Pay and Performance Committee determines the Academy Headteacher's pay award in line with the Trust's Pay Policy, in conjunction with recommendations from the CEO and LGB Headteacher Appraisal Management Committee.

Academy Headteacher Appoint and Dismiss	The Board of Directors determines the selection panel and appoints and dismisses the Academy Headteacher, taking into account recommendations of the LGB.
Senior Leadership Team Appoint and Dismiss	The LGB/CEO appoint and dismiss the SLT.
Academy Staff Appoint and Dismiss	The Academy Headteacher appoints Academy teaching and teaching support staff within the agreed staffing structure. The DFO appoints academy administration support staff, together with the Headteacher within the agreed staffing structure

Trust Strategy	
The Trust Vision and Strategy, Determine, Deliver and Performance Manage	The Board of Directors determines and performance-manages the Trust Vision and Strategy, delegating responsibility for the delivery of the strategy to the CEO.
School Improvement, Determine, Deliver and Performance Manage	The LGB approves and delivers the School Improvement Plan for the Academy, with the Board of Directors monitoring delivery and performance.
The Trust Policies Determine, Review & Update	The Board of Directors or the Trust Committees determine, review and approve the Trust Policies. The LGB is responsible for adoption and compliance within its Academy.
Academy Policies Determine, Review & Update	The LGB proposes the Academy Policies if they are not covered by a Trust Policy and is responsible for writing, reviewing and compliance with these policies. The Board of Directors reserves the right to amend any such policy as it feels appropriate.
Contribution to the Central Fund, Agree and Manage	The Board of Directors determines, approves and manages the level of shared services contribution. Academies will be given reasonable notice of any change to the level of contribution.
Centrally procured contracts and SLAs	The Board of Directors determines the contracts and SLAs to be procured on behalf of the Academies and ensures that centrally procured services provide value for money. The Trust Resources Committee puts in place and manages the centrally procured contracts and SLAs, and the LGB monitors the effectiveness of the delivery of these contracts and SLAs for its Academy.

Trust Risk Register, Establish, Monitor and Review	The Board of Directors establishes, monitors, and approves the Trust Risk Register.
Academy Risk Register, Establish, Monitor and Review	The LGB establishes and monitors the Academy Risk Register, using the Trust Risk Register template. The LGB is responsible for reporting any issues which arise to the Directors.
Budget Setting For Academy; Determine, Approve and Monitor	The LGB is responsible for setting the budget for its academy. Non- negotiables are set by the Board of Directors. The DFO approves the draft budgets which are approved by the LGB and then the Board of Directors The DFO reports to the Resources Committee and Board of Directors for ongoing monitoring and scrutiny.
Budget Setting for the Trust; Determine, Approve and Monitor	The Board of Directors prepares and submits the Trust's budget. The DFO and Financial Controller submit ongoing financial monitoring reports to the Board of Directors and Trust Resources Committee for scrutiny and challenge.
Academy Staffing Structure	The LGB proposes changes to the Academy staffing structure within the Academy's' agreed budget.
Academy staff Appraisal and Pay Progression (except Administration Staff)	The Board of Directors establishes and annually reviews the Appraisal Policy and the LGB implements the policy and awards pay progression in line with the Trust Pay Policy.
Administration staff Appraisal and Pay Progression	Appointment of administration staff, appraisal, and salary awards should be submitted to the DFO for approval.
The Trust Central Staff appraisal and Pay Progression	The Board of Directors establishes and annually reviews the Appraisal Policy and the CEO implements the policy and awards pay progression in line with the Trust Pay Policy.

Ensuring Financial Probity	
Trust Policy on Financial Regulations, Establish and Review	The Board of Directors establishes the Financial Regulations Policy and the LGB implements the policy within its individual Academy.

Appointment of External Auditors	The Board of Directors is responsible for the appointments of external auditors.
External Auditor Reports Receive and Respond	The Board of Directors receives and responds. The LGB implements the actions that are relevant to its Academy, in accordance with instruction from the Board of Directors.

Performance and Curriculum

Academy Development Plan	The Headteacher produces the development plan in consultation with the School Improvement Leads, which is approved by the LGB, who monitors delivery.
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School Organisation

Academy Day Times	Proposed by the LGB, in consultation with the CEO and approved by the Board of Directors.
Dates of Academy Terms and Holiday	Proposed by the LGB, in consultation with the CEO and approved by the Board of Directors.
INSET Days	Proposed by the LGB in consultation with the CEO.

Admissions

Admissions Policy	The LGB is responsible for consulting annually prior to proposing an Admissions Policy for approval by the Board of Directors.
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Safeguarding

Managing and monitoring Safeguarding statutory requirements	The performance and standards committee is responsible for ensuring compliance across the Trust. The LGB's are responsible for ensuring the Safeguarding policy is operating compliantly within their academy.
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Managing the Single Central Records	The LGB's are responsible for reviewing the SCR for their academy, the DFO is responsible for reviewing the SCR for the Trust Board, Leadership Team and Central Staff. The performance and standards committee monitors compliance overall. The DFO is responsible for ensuring SCR compliance across the Trust.
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Exclusions

Exclusions	The LGB considers representation of parents and carers, considers the reinstatement of an excluded pupil in accordance with the exclusions policy and statutory guidance. Where necessary the LGB shall also organise an independent review panel. The Exclusions Policy provides guidance regarding the process that will be followed.
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Complaints

Complaints	The LGB is responsible for investigating complaints from parents/carers. The Trust Complaints Policy provides guidance regarding the process that will be followed.
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