

## Scheme of Delegation

### **Introduction:**

A Multi Academy Trust's (MAT) Board of Trustees is accountable in law for all major decisions about their academies. However, this does not mean that the board is required to carry out all the Trust's governance functions, and many can and should be delegated, including to the CEO, the board's committees and to academy committees.

The Scheme of Delegation (SoD) is the key document defining the lines of responsibility and accountability within the Hamwic Education Trust (HET) and is designed to ensure that the Members, Trustees, and Local Governing Committees (LGCs), Executive Leadership and School Leaders are all clear about their roles and responsibilities.

The purpose of the SoD is to:

- Promote a culture of honesty and accountability
- Ensure the executive leadership is clear about which decisions the trust board remain in control of
- Identify responsibility for the appointment and performance management of the CEO, the executive team and academy school leaders
- Ensure that the role of the executive leadership is fully understood throughout the MAT
- Identify responsibility for policy and practice in each academy
- Identify responsibility for oversight of educational performance in each academy
- Identify responsibility for oversight of each academy's budget
- Identify responsibility for assessment of risk in each academy

### **Review:**

As the Trust matures and grows the needs of the organisation, both in terms of governance and management are likely to change. The SoD will be reviewed annually, with changes made as the context changes. This recognises the need to be responsive to changing circumstances and to adapt accordingly.

All stakeholders involved in the governance of the Trust will be made aware of any changes and what these mean in practice.

### **Vision**

Hamwic Education Trust is a Trust which celebrates the uniqueness of our pupils, our staff, and our schools and where everyone achieves their full potential through the pathways of opportunities available.

## All about the child

The Department for Education have devised the following document [Understanding your data: a guide for school governors and academy trustees - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/602222/Understanding_your_data_a_guide_for_school_governors_and_academy_trustees.pdf). This document identifies seven data themes that will consistently feature in the work of Governors. These are recorded below. Hamwic Education Trust Governance has placed the entitlement of the child at the centre of its work. The Hamwic entitlement eight sit alongside the data themes.

	1	2	3	4	5	6	7
<b>Seven Themes</b>	Pupil numbers/ attendance and exclusions	Attainment and progress	Curriculum planning – staff and class sizes	Financial management and governance	Quality assurance	Safeguarding and well-being	The school community – staff, pupils, parents and the governing board
<b>HET Entitlement</b>	Help me to be present in every way	Enable me to be successful	Develop my knowledge and skills	Prepare me for my future	Give me great opportunities and experiences	Keep me safe and well Respect me, treat me and know me as an individual	Enable me to be a good citizen

At the Hamwic Education Trust, we aim to put the child at the centre of everything we do. We believe that by doing this, it drives our ethos and values to do the best we can for our children. We use two phrases to drive this message across the Trust. We use “all about the child” to reinforce that we put the child at the heart of our decision making and we use “what about Sam?” where Sam is the notional Hamwic child to ensure our decision making is child focussed.

### We will do this by:

- Supporting and challenging our leaders, staff, and pupils to achieve their best, ensuring the Trust has the skills and expertise to do this
- Providing a safe and enabling learning environment for all
- Ensuring that every pupil has the same opportunities to be successful
- Providing opportunities for the complete learning journey for our pupils and staff
- Ensuring schools have the resources they need for learning
- Recognising and respecting the individuality of each school and setting
- Facilitating communities of schools working together for the benefit of all, both in partnerships and across the wider Trust.

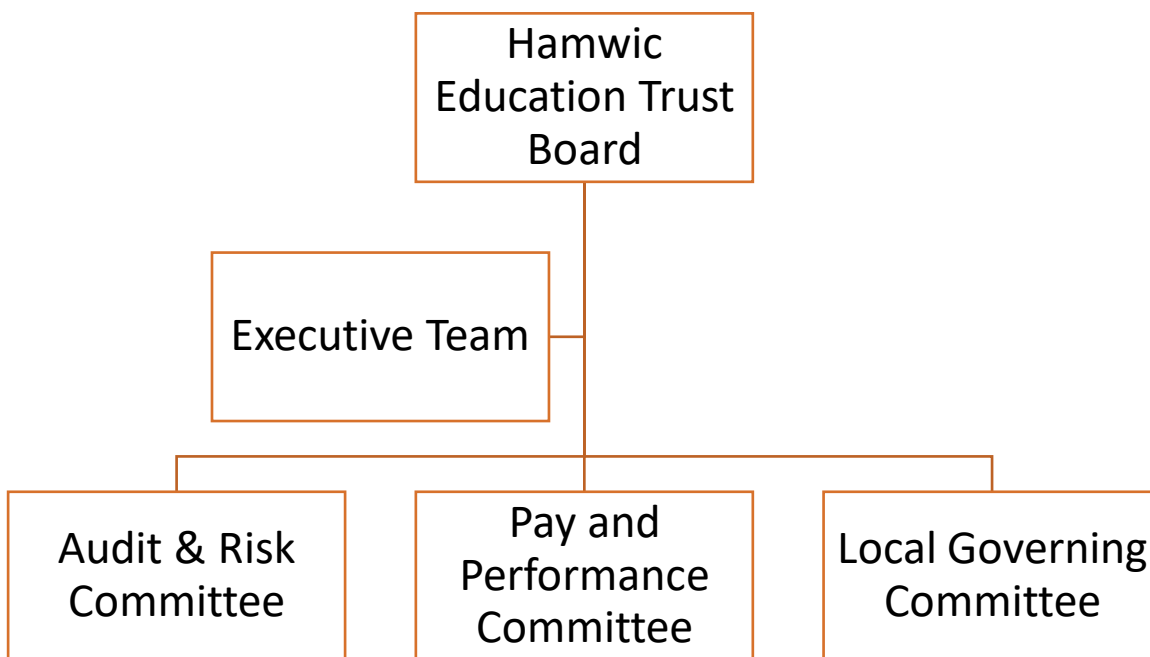
### Our ethos:

- Inclusive – opportunities for all
- Supportive – health and well-being
- Collaborative – recognising that the sum is bigger than the individual parts
- Respectful – of each other, our people, and pupils
- Outward-facing – learning from each other and outside of the Trust
- Empowering – staff and pupils to take a collective responsibility for learning
- Open and honest – transparent in our decision making

### Aspirations:

- All pupils to make expected progress or better
- All schools to be judged good or better by Ofsted
- To be an Employer of Choice – recruit, develop and retain the best
- All schools and Trust to be financially sustainable
- All schools to have a safe learning environment to support learning and development

### **Trust Governance Structure:**



### **Lines of accountability:**

The Board of Trustees is responsible for the three core governance functions:

1. ensuring clarity of vision, ethos, and strategic direction
2. holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff
3. overseeing the financial performance of the organisation and making sure its money is well spent

The Board of Trustees appoint the Chief Executive (CEO), to who it delegates responsibility for delivery of its vision and strategy and will hold the CEO to account for the conduct and performance of the Trust, including the performance of the schools within the Trust, and for its financial management.

In turn, the CEO is responsible for the line management of other senior executives and the school leaders, the setting of their targets and performance managing them. The line management of the school leaders is exercised through delegated responsibility by the Managed Services Education Team in conjunction with the Local Governing Committee (LGC).

The Trust Board constitutes committees for audit and risk and for pay and performance of the executive. At least three Trustees must sit on these board committees.

The Trust Board delegates some of its school level monitoring and scrutinising functions to LGCs and uses these committees to promote stakeholder engagement and as a point of consultation and representation. It is not the intention for Trustees to sit on LGCs but there may be exceptional circumstances where this is required. Where this is the case, the intention will be for the Trustee to be on the LGC for the shortest possible time and so lines of communication to the Board of Trustees must be clearly established.

The school leaders are line managed by the CEO via delegated authority to the Managed Services Education Team with input from the LGC. Whilst the LGC does not have the delegated responsibility to carry out the governance function of holding the school leader to account, there is however, an expectation that they will

be part of the process and must still be confident that the Trust performance management systems are working well, and if not, how they can make the Trust aware of their concerns.

## **Stakeholders, Roles and Responsibilities:**

### ***Salisbury Diocese Board of Education:***

HET works in partnership with the Salisbury Diocese Board of Education (SDBE) and, together, both organisations ensure that designated Church of England schools can act in accordance with the principles, practices, and tenets of the Church of England. In particular, this relates to the arrangements for religious education and daily acts of worship.

### ***Members:***

The Members of the Trust are guardians of the ethos, values and governance of the Trust and as such have a different status to Trustees. Originally, they will have been the signatories to the Memorandum of Association and will have agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

The Trust will endeavour to ensure that there is at least five Members, and while Members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the Members and the Trust Board, and in line with DfE expectations, the majority of Members should not be Trustees. Members are not permitted to be employees of the Trust.

### ***Trustees:***

Hamwic Education Trust is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company Directors. Trustees are bound by both charity and company law, the terms "Trustees" and "Directors" are often used interchangeably. The Trust uses the term Trustees as the title Director is used for operational roles.

The Trust Board has overall responsibility and accountability for the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

- Ensure clarity of vision, ethos and strategic direction
- Hold the executive to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff
- Oversee the financial performance of the Trust and make sure its money is well spent.

The Trust Board has the right to review and adapt its governance structure at any time which includes removing delegation.

The Trustees recognise that HET's ethos is built upon the creation of local communities of schools working together through the establishment of local partnerships.

The Trustees undertake to work with the Salisbury Diocese, partnerships, and local boards to protect, as far they are able and is within their control, this aspect of HET's ethos.

***Trust Board Committees:***

The Trustees may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees) and responsibilities of board committees are set out in the committee's terms of reference.

The Trust committees are:

- Audit and Risk
- Pay and Performance
- Local Governing Committee

***Local Governing Committee (LGC):***

The Trust Board has established Local Governing Committee (LGCs) within the Trust which have specific delegated governance functions as outlined in this document. The type of delegated functions includes pupil and staff wellbeing, stakeholder engagement, attendance and whether the curriculum is meeting the needs of the pupils.

The LGC have a pivotal role in supporting the Trust to engage with stakeholders and is a point of consultation and representation.

As a sub-committee of the board, delegation can be removed at any time.

Where a school does not have an LGC the governance of the school is coordinated centrally by the Trust in conjunction with the school leader (See appendix 2)

***Partnership Boards:***

Each Partnership Board is comprised of a community of schools based in a specific geographical area. The schools work together within each Partnership to drive school improvement and collaborate on community initiatives. The Partnership Boards are not part of the formal governance structure and have no delegated governance responsibilities.

***Chief Executive Officer (CEO):***

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's schools. The CEO performance manages school leaders via the Education Team with input from the LGC.

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

The CEO leads the Executive Team of the Trust. The CEO may delegate executive management functions to the Executive Team and is accountable to the Trust board for their performance.

**School Leader:**

The school leader is responsible for the day-to-day management of the school and is managed by the CEO. The school leader reports to the LGC on matters which have been delegated to it, which may include an element of monitoring and scrutiny of the school's management processes.

**Scheme of Delegation Format:**

The following grid outlines each layer of governance, which enables stakeholders to quickly determine who is responsible for each strategic decision within the Trust. The grid is in five key areas to reflect both the governance framework and the three core functions of the Trust.

- Ensure clarity of vision, ethos, and strategic direction (Being strategic)
- Hold the executive to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff (Holding to account)
- Oversee the financial performance of the Trust and make sure its money is well spent. (Ensuring financial probity)

Draft Scheme of Delegation 2022

Area	Decision	Members	Delegation				
			Trust Board	Committee Delegation	CEO/Exec Team	Local Governing Committee	School Leader
People	Appointment/Removal of Members	Responsible/ Action					
	Appointment/Removal of Trustees	Approve	Action/ Inform				
	Role Descriptions for Members	Responsible		Action for members approval			
	Role Descriptions for Trustees/Local Board Members		Responsible/ Action				
	Election of Parent Governors				Responsible/ Action		
	Appointment Trust Board Committee Chair		Responsible/ Action				
	Appointment of Local Governing Committee Chair		Responsible		Action		
	Appointment of Clerk to Trustees		Responsible		Action for TB approval		
	Appointment of Clerk to Local Governing Committee		Responsible		Action for TB	Action to inform TB	Informs LGC
	Approve terms and conditions of employment		Responsible		Inform TB		
Appointment of School leaders				Responsible/ Action	Inform CEO/Exec Team		
Systems & Structures	Articles of Association	Responsible/ Approve	Inform Members		Inform Members		
	Review and establish Trust governance structure (annually)		Responsible		Inform TB	Inform CEO/Exec Team	
	Terms of reference for Trust Board Committees & Scheme of Delegation (annually)		Responsible		Inform TB	Inform CEO/Exec	
	Complete skills audit and recruit/develop to fill gaps		Responsible			Responsible	
	Annual self-review of Trust Board		Responsible/ Action				
	Annual self-review of Local Governing Committee					Responsible/ Action	
	Chair's performance review and Local Committee review (annually)		Responsible/ Action			Responsible/ Action	

	Review impact of Trust Board (annually)		Responsible/ Action			
	Review impact of Local Governing Committee (annually)		Responsible	Head of G&C to inform TB	Responsible/ Action	
	Ensure succession planning is considered regularly and in place (at least annually)		Responsible/ Action	TB Clerk Inform TB	Responsible/ Action LGC Clerk inform LGC	
	Agree annual schedule of business Trust Board		Responsible/ Action	Inform TB		
	Agree annual schedule of business Local Governing Committee to support the work of the Trust Board		Responsible	Inform LGC	Responsible/Action	

	<b>Decision</b>	<b>Members</b>	<b>Trust Board</b>	<b>Committee Delegation</b>	<b>CEO/Exec Team</b>	<b>Local Governing Committee</b>	<b>School Leader</b>
Reporting	Ensure compliance of school and trust websites governance arrangements		Responsible		TB Clerk Inform TB	Responsible LGC Clerk inform Head of G&C	
	Annual report on performance of the trust submitted to members and published		Responsible		Inform TB		
	Submit annual report and accounts including accounting policies, signed statement on regularity, propriety, and compliance, incorporating governance statement demonstrating value for money		Responsible		Inform TB		
Being Strategic	Establish & publish register of business, pecuniary and loyalty for members/ trustees/ and local board members		Responsible		TB clerk Inform TB	Responsible LGC clerk inform LGC	
	Determine trust wide policies which reflect the ethos, and values (facilitating discussions with unions where appropriate) as detailed in appropriate appendices		Responsible inform TB clerk		TB clerk inform LGC	Action	
	Determine school level policies which reflect the ethos and values as detailed in the appropriate appendices					Responsible	Responsible
	Agree central spend/ Managed Services charge		Responsible		Inform TB		
	Establish risk register to manage risk, monitor and review		Responsible		Audit & Risk	Report to TB	Inform (top risks)
	Engage with stakeholders	Responsible	Responsible		Responsible	Responsible	Responsible
	Determine Trust vision and strategy key priorities and KPIs to measure progress		Responsible		Action/Inform TB		



	Determine school vision and strategy key priorities and KPIs to measure progress		Responsible	Inform TB & LGC		Inform (Exec Team)
	Appoint or dismiss CEO		Responsible	Pay & Performance		
	Appoint or dismiss School Leader			Responsible	Inform	
	Agree budget plan to support delivery of Trust key priorities		Responsible	Inform		
	Agree budget plan to support delivery of school key priorities		Responsible	Responsible		Inform
	Agree Trust staffing structure			Responsible		
	Agree school staffing structure					Responsible /inform LGC

Holding to account	Decision	Members	Trust Board	Committee Delegation	CEO/Exec Team	Local Governing Committee	School Leader
	Reserve Matters (see appendices)		Responsible		Inform		
	Auditing and reporting arrangements on matters of compliance (as detailed in appendices)		Responsible	Audit & Risk	Inform TB	Responsible	Inform LGC
	Agree and monitor reporting arrangements for performance and progress on key priorities		Responsible		Inform TB		Inform Exec team
	Undertake performance management of CEO & Executive Team		Responsible	Pay and Performance			
	Undertake performance management of School Leader				Responsible	Inform Exec team	
	Holding to account for the educational performance of the trust schools and their pupils		Responsible		Inform		
	Agree trust arrangements for monitoring curriculum, student issues, pupil premium, quality of teaching, attendance, exclusions, budgets & complaints		Responsible		Inform		
	Agree school arrangements for monitoring curriculum, student issues, pupil premium, attendance, exclusions, complaints and stakeholder engagement				Responsible		Inform
Ensure appropriate levels of support, challenge & intervention to support the quality of teaching in delivering educational outcomes		Responsible		Inform		Inform	

Review and challenge the impact of pupil premium, sports premium and catch-up funding in terms of educational outcomes		Responsible	Inform	Responsible	Inform
Ensure collective worship arrangements and religious education provision is in place				Responsible	Inform
Undertake admissions appeals and processes				Responsible	Inform
Agree arrangements for local governing committee overall performance monitoring i.e. statutory duties (Ofsted/SIAMS)		Responsible	Inform		

Ensuring financial probity	Decision	Members	Trust Board	Committee Delegation	CEO/Exec Team	Local Governing Committee	School Leader
	Appoint Chief Financial Officer to deliver Trust's detailed accounting process		Inform Exec team		Responsible		
	Establish and review the Trust scheme of financial delegation		Responsible	Audit & Risk	Inform		
	Establish and review the school scheme of financial delegation		Responsible		Inform		
	Receive and respond to external auditors' report		Responsible	Audit & Risk	Inform	Responsible	Inform
	Agree Executive Team (including CEO) pay award		Responsible	Pay & Performance			
	Agree School Leader pay award if outside of agreed range in pay policy				Responsible	Inform	
	Review and agree staff appraisal procedure and pay progressions		Responsible	Pay & Performance	Responsible		Responsible/inform LGC
	Ensure robust benchmarking and Trust wide value for money		Responsible		Inform		
	Ensure robust benchmarking and school value for money				Responsible/inform LGC		Inform
	Develop Trust wide procurement strategies and efficiency savings programme				Responsible		
	Review and approve Trust wide procurement strategies and efficiency savings programme				Responsible		
	Ensure premises adequately maintained within asset and premises management strategy to meet the objects of the Trust		Responsible		Inform	Inform	Inform

Area	Decision	Members	Trust Board	Committee Delegation	CEO/Exec Team	Local Governing Committee	School Leader
Engagement with stakeholders	Engage parents about the quality of the school's provision.					Responsible/ Action	
	Review strategies in place for the wellbeing of the Headteacher to secure a reasonable work/ life balance.					Responsible/ Action	
	Consider the wellbeing of all staff and how the strategies employed secure a reasonable work/ life balance.					Responsible/ Action	
	Establish a coherent plan around collecting pupil views. Ensure this plan represents all pupil groups.					Responsible/ Action	

## Appendix 1: Reserved Matters

The Reserved Matters are:

### Members

(subject to such other consents/requirements as might be required by law or the Funding Agreement)

- 1 To change the name of the Academy Trust
- 2 To change the Objects (which would require Charity Commission and Secretary of State consent in any event)
- 3 To change the structure of the Board of Trustees
- 4 To amend the Articles of Association
- 5 To amend this Scheme
- 6 To pass a resolution to wind up the Academy Trust
- 7 To appoint the auditors (save to the extent that the Trustees may make a casual appointment)

### Trustees

(subject to such other consents/requirements as might be required by law or the Funding Agreement)

- 1 To change the name of the Schools
- 2 To determine the educational character, mission or ethos of the Schools
- 3 To adopt or alter the constitution and terms of reference of any committee of the Board of Trustees
- 4 To terminate a supplemental funding agreement for a School
- 5 To establish a trading company
- 6 To sell, purchase, mortgage or charge any land in which the Trust has an interest
- 7 Change use of capital assets i.e. from which the Trust derives benefit from more than one year e.g. land, buildings, IT in line with the Funding Agreement, Academy Trust Handbook and legislation
- 8 To approve the annual estimates of income and expenditure (budgets) and major projects
- 9 To appoint investment advisors
- 10 To sign off the annual accounts
- 11 To appoint or dismiss, The Chief Executive Officer, the Deputy Chief Executive Officer, the Company Secretary or the Clerk to the Trustees
- 12 To settle the division of executive responsibilities between the Trustees on the one hand and Chief Executive Officer, the Deputy Chief Executive Officer, and the school leaders on the other hand
- 13 To do any other act which the Funding Agreement expressly reserves to the Board of Trustees or to another body (including for the avoidance of doubt, terminating the Funding Agreement or any part of it)

14	To do any other act which the Articles expressly reserve to the Board of Trustees or to another body
15	To do any other act which the Board of Trustees determine to be a Reserved Matter from time to time

## **Appendix 2: Protocol Where a School Does Not Have an LGC**

### **The purpose of governance:**

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for the educational performance of the organisation and its pupils and the effective and efficient performance management of staff.
- Overseeing the financial performance of the organisation and making sure its money is well spent

*(Governance Handbook, DfE, March 2019)*

### **Expectations of Trustees and Leaders of the MAT:**

In a MAT, the trustees are responsible for governance. Inspectors will ask to speak to one or more of the trustees. It may be that, on occasion, the trustees have chosen to delegate some of their powers to the members of the “academy committee” or “Local Governing Board” at school level. If inspectors are informed that a local governing body has delegated responsibilities, they should establish clearly which powers are with the trustees, which are with the leaders of the MAT and which are with the local governing board. They should then ensure that both their inspection activities and the inspection report reflect this.

*(School Inspection Handbook November 2019)*

### **Scheme of Delegation:**

In line with the HET Scheme of Delegation, the Trust Board delegate functions including wellbeing, stakeholder engagement, attendance and whether the curriculum is meeting the needs of the pupils.

### **Trust Oversight Mechanisms (in place for all schools):**

- Initial school audits including areas to focus on
- Reports from linked Standards Officers regarding visits
- Records of visits from wider Education team
- Budget monitored by Finance Manager, CFO, DCEO Business, Finance & Audit Committee
- HT performance management carried out by Standards Officer and Deputy CEO Education
- Safeguarding audits
- Pupil Premium audits
- Website audits
- Attendance audits
- IT & HR internal audits on a bi-annual schedule
- H&S Workplace inspections
- Finance Internal audit
- Financial external audit conducted on an annual basis in line with ESFA requirements and reporting
- Training for School Leaders – termly Leadership conferences
- Trust wide complaints procedure and policy, which makes provision for schools without an LGC

**Meetings and Reporting Mechanism:**

The School Leader provides a report using the School Leaders template report for the CEO and Standards Officers to review each half term. Minutes of the meeting will be taken and made available to the Trust Board. The CEO will report to the Trust Board on schools without Local Governing Committees at each Trust Board meeting.

The Head of Governance & Compliance will prepare summary questions and comments to be returned to the school leader for a response. The Standards Officer will follow this up with the School Leader following the meeting.

**Ofsted:**

If a school without an LGC, receive notification from Ofsted that an inspection will take place, the Trust representative will be a member of the Executive Team and the school's Standards Officer.

**Complaints:**

For complaints, please refer to the HET Complaints Policy and Procedure, which explains the process for those schools without an LGC.

**Exclusions:**

For any hearing panel that would be formed from members of the LGC, the Trust will ask for representatives from across the relevant Partnership or wider Trust.

**Grievance:**

For any hearing panel that would be formed from members of the LGC, the Trust will ask for representatives from across the relevant Partnership or wider Trust.

**School Website:**

Under the Governance Section of the school website, the following information will be published:

**XX School's governance is undertaken by Hamwic Education Trust (HET). The School Leader provides a report to the Trust each half term.**

**Please click on the link to below to the governance arrangements for HET**

**<https://www.hamwic.org/page/?title=Governance&pid=8>**

**Please contact the School Leader or Head of Governance and Compliance ([louise.newman@hamwic.org](mailto:louise.newman@hamwic.org)) for further information.**

Scheme of Delegation Responsibilities for Schools without a Local Governing Committee	Trust Mechanism	Who
<b>Governance Framework</b>		
Election of Parents Members to Local Governing Committee	Not applicable if no LGC	n/a
Appointment of Clerk to Local Governing Committee	Not applicable if no LGC	n/a
Completion of annual skills audit and recruit/develop to fill gaps	Not applicable if no LGC	n/a
Annual self-review of Local Board	Not applicable if no LGC	n/a
Annual Chair's performance review	Not applicable if no LGC	n/a
Annual review of the impact of the Local Governing Committee	Not applicable if no LGC	n/a
New Board development pathway	School Leader in association with Executive Team	School Leader in association with Trust Senior Leaders
Annual schedule of business of Local Governing Committee to support the work of the Trust Board	Not applicable if no LGC	n/a
Ensure compliance of school website regarding governance arrangements	Website Audits	Head of Governance and Compliance
Establish and publish a register of business, pecuniary and loyalty for Local Governing Committee Members	Not applicable if no LGC	N/A
Approve school level policies as required by the Trust	Half termly meeting	Trust senior leaders
Report to Trust Board on top priorities to include on risk register	Half termly school leader report	Executive Team
Engagement with all stakeholders (parents, pupils, staff and community)	Half termly school leader report	School Leader in association with Trust Senior Leaders
Agree auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment law, compliance with Academy Trust Handbook)	Half termly school leader report	
Review and challenge the impact of pupil premium/sports premium and catch up funding in terms of educational outcomes	Standards Officer Visits, Inclusion Team Visits reports half termly school leader report	Managed Services Education Team
Approve collective worship arrangements and ensure this and religious education provision is in place	Half termly school leader report	Executive Team
Undertake admissions appeals and processes	Half termly school leader report	Executive Team
Receive and respond to external auditors' report	Received centrally and comments made	Finance Team/ Audit & Risk Committee
Ensure robust benchmarking and school value for money	Finance Team provide regular report (3 times a year)	Finance Team
Ensure premises adequately maintained within asset and premises management strategy to meet the objects of the trust	Produce a regular report (3 times a year).	Trust Senior Leaders
Holding to account for the educational performance of the trust schools and their pupils	Half termly school leader report	Managed Services Team

### Appendix 3: Delegated Responsibilities

#### Responsibilities Grid

	1	2	3	4	5	6	7
<b>Seven Themes</b>	Pupil numbers/ attendance and exclusions	Attainment and progress	Curriculum planning – staff and class sizes	Financial management and governance	Quality assurance	Safeguarding and well-being	The school community – staff, pupils, parents and the governing board
<b>Entitlement Eight</b>	Help me to be present in every way	Enable me to be successful	Develop my knowledge and skills	Prepare me for my future	Give me great opportunities and experiences	Keep me safe and well Respect me, treat me and know me as an individual	Enable me to be a good citizen

#### Trustees

##### Trustees Responsibilities

- Inform Members on the appointment/removal of Trustees
- Inform Members on any changes to the Articles of Association to Members
- Role Descriptions for Trustees/Local Board Members
- Appointment Trust Board Committee Chair
- Appointment of Local Governing Committee Chair
- Appointment of Clerk to Trustees
- Appointment of Clerk to Local Governing Committee
- Approve terms and conditions of employment
- Review and establish Trust governance structure (annually)
- Terms of reference for Trust Board Committees & Scheme of Delegation (annually)
- Complete skills audit and recruit/develop to fill gaps
- Annual self-review of Trust Board
- Chair’s performance review and Local Committee review (annually)
- Review impact of Trust Board (annually)
- Review impact of Local Governing Committee (annually)
- Ensure succession planning is considered regularly and in place (at least annually)
- Agree annual schedule of business Trust Board
- Agree annual schedule of business Local Governing Committee to support the work of the Trust Board
- Ensure compliance of school and trust websites governance arrangements
- Annual report on performance of the trust submitted to members and published
- Submit annual report and accounts including accounting policies, signed statement on regularity, propriety, and compliance, incorporating governance statement demonstrating value for money
- Establish & publish register of business, pecuniary and loyalty for members/ trustees/ and local board members
- Determine trust wide policies which reflect the ethos, and values (facilitating discussions with unions where appropriate) as detailed in appropriate appendices
- Agree central spend/ Managed Services charge
- Establish risk register to manage risk, monitor and review
- Engage with stakeholders
- Determine Trust vision and strategy key priorities and KPIs to measure progress
- Determine school vision and strategy key priorities and KPIs to measure progress
- Appoint or dismiss CEO
- Agree budget plan to support delivery of Trust key priorities
- Agree budget plan to support delivery of school key priorities
- Reserve Matters (see appendices)
- Auditing and reporting arrangements on matters of compliance (as detailed in appendices)



Agree and monitor reporting arrangements for performance and progress on key priorities  
Undertake performance management of CEO & Executive Team  
Holding to account for the educational performance of the trust schools and their pupils  
Agree trust arrangements for monitoring curriculum, student issues, pupil premium, quality of teaching, attendance, exclusions, budgets & complaints  
Ensure appropriate levels of support, challenge & intervention to support the quality of teaching in delivering educational outcomes  
Review and challenge the impact of pupil premium, sports premium and catch-up funding in terms of educational outcomes  
Agree arrangements for local governing committee overall performance monitoring i.e. statutory duties (Ofsted/SIAMS)  
Establish and review the Trust scheme of financial delegation  
Establish and review the school scheme of financial delegation  
Receive and respond to external auditors' report  
Agree Executive Team (including CEO) pay award  
Review and agree staff appraisal procedure and pay progressions  
Ensure robust benchmarking and Trust wide value for money  
Ensure premises adequately maintained within asset and premises management strategy to meet the objects of the Trust

## Executive Team

### Executive Team Responsibilities

Appointment of School leaders  
Engage with stakeholders  
Appoint or dismiss School Leader  
Agree budget plan to support delivery of school key priorities  
Agree Trust staffing structure  
Agree school staffing structure  
Undertake performance management of School Leader  
Agree school arrangements for monitoring curriculum, student issues, pupil premium, attendance, exclusions, complaints and stakeholder engagement  
Appoint Chief Financial Officer to deliver Trust's detailed accounting process  
Agree School Leader pay award if outside of agreed range in pay policy  
Review and agree staff appraisal procedure and pay progressions  
Ensure robust benchmarking and school value for money  
Develop Trust wide procurement strategies and efficiency savings programme  
Review and approve Trust wide procurement strategies and efficiency savings programme  
Agree school arrangements for monitoring curriculum, student issues, pupil premium, attendance, exclusions, complaints and stakeholder engagement

### Executive Team Inform/Advise

Advise Members on their role descriptions  
Advise Trust Board on appointment of Clerk to Trustees  
Advise Trust Board on appointment of Clerk to Local Governing Committee  
Advise Trust Board on approval of terms and conditions of employment  
Advise on Articles of Association  
Advise on review and establishment of Trust governance structure (annually)  
Advise on terms of reference for Trust Board Committees & Scheme of Delegation (annually)  
Advise Trust Board around reviewing impact of Local Governing Committee (annually)  
Ensure Trust Board consider succession planning regularly (at least annually)  
Agree annual schedule of business Trust Board  
Advise on annual report on the performance of the trust submitted to members and published  
Agree annual schedule of business Local Governing Committee to support the work of the Trust Board  
Ensure compliance of school and trust websites governance arrangements  
Submit annual report and accounts including accounting policies, signed statement on regularity, propriety, and compliance, incorporating governance statement demonstrating value for money  
Establish & publish register of business, pecuniary and loyalty for members/ trustees/ and local board members  
Determine trust wide policies which reflect the ethos, and values (facilitating discussions with unions where appropriate) as detailed in appropriate appendices  
Agree central spend/ Managed Services charge  
Establish risk register to manage risk, monitor and review  
Determine Trust vision and strategy key priorities and KPIs to measure progress  
Determine school vision and strategy key priorities and KPIs to measure progress  
Agree budget plan to support delivery of Trust key priorities  
Advise Trust Board on appointment of Clerk to Trustees  
Advise Local Governing Committee on appointment of Clerk to Local Governing Committee  
Advise Trust Board on approval of terms and conditions of employment  
Advise Members on changes to Articles of Association  
Advise Trust Board on review and establishment of Trust governance structure (annually)  
Inform Trust Board on terms of reference for Trust Board Committees & Scheme of Delegation (annually)  
Advise Trust Board on review impact of Local Governing Committee (annually)  
Advise Trust Board to ensure succession planning is considered regularly and in place (at least annually)

Inform Trust Board on annual schedule of business  
Inform Local Governing Committee around LGC annual schedule of business to support the work of the Trust Board  
Inform Trust Board to ensure compliance of school and trust websites governance arrangements  
Advise Trust Board on submission of annual report and accounts including accounting policies, signed statement on regularity, propriety, and compliance, incorporating governance statement demonstrating value for money  
Advise Trust Board to establish & publish register of business, pecuniary and loyalty for members/ trustees/ and local board members  
Inform Trust Board to determine trust wide policies which reflect the ethos, and values (facilitating discussions with unions where appropriate) as detailed in appropriate appendices  
Inform Trust Board to enable agreement of central spend/ Managed Services charge  
Advise Trust Board to establish risk register to manage risk, monitor and review  
Advise Trusts Board to determine Trust vision and strategy key priorities and KPIs to measure progress  
Advise both Trust Board and LGCs to determine school vision and strategy key priorities and KPIs to measure progress  
Inform Trust Board to agree budget plan to support delivery of Trust key priorities  
Inform Trust Board regarding Reserve Matters (see appendices)  
Advise Trust Board on auditing and reporting arrangements on matters of compliance (as detailed in appendices)  
Advise Trust Board on monitor reporting arrangements for performance and progress on key priorities  
Advise Trust Board on the educational performance of the trust schools and their pupils  
Advise Trust Board on Trust arrangements for monitoring curriculum, student issues, pupil premium, quality of teaching, attendance, exclusions, budgets & complaints  
Inform the Trust Board on levels of support, challenge & intervention to support the quality of teaching in delivering educational outcomes  
Inform Trust Board on the impact of pupil premium, sports premium and catch-up funding in terms of educational outcomes  
Inform Trust Board on arrangements for local governing committee overall performance monitoring i.e. statutory duties (Ofsted/SIAMS)  
Advise Trust Board on the Trust scheme of financial delegation  
Inform Trust Board on external auditors' report and responses  
Ensure robust benchmarking and Trust wide value for money  
Advise Trust Board on premises maintenance within asset and premises management strategy to meet the objects of the Trust

## Local Governing Committee

### Local Governing Committee Responsibilities

Election of Parent Governors to Local Governing Committee  
Complete skills audit and recruit/develop to fill gaps  
Complete Annual self-review of Local Governing Committee  
Complete Chair's performance review and Local Committee review (annually)  
Review impact of Local Governing Committee (annually)  
Ensure succession planning is considered regularly and in place (at least annually)  
Complete annual schedule of business Local Governing Committee to support the work of the Trust Board  
Ensure compliance of school website governance arrangements  
Establish & publish register of business, pecuniary and loyalty for members/ trustees/ and local board members  
Determine school level policies which reflect the ethos and values as detailed in the appropriate appendices  
Establish risk register to manage risk, monitor and review and report to Trust Board  
Engage with stakeholders  
Ensure auditing and reporting arrangements on matters of compliance (as detailed in appendices)  
Review and challenge the impact of pupil premium, sports premium and catch-up funding in terms of educational outcomes  
Ensure collective worship arrangements and religious education provision is in place  
Undertake admissions appeals and processes  
Receive and respond to external auditors' report  
Engage parents about the quality of the school's provision.  
Review strategies in place for the wellbeing of the Headteacher to secure a reasonable work/ life balance.  
Consider the wellbeing of all staff and how the strategies employed secure a reasonable work/ life balance.  
Establish a coherent plan around collecting pupil views. Ensure this plan represents all pupil groups.

### Local Governing Committee Inform/Advise

Advise Trust Board on review of Trust governance structure (annually)  
Responsible for the appointment of Local Governing Committee Chair  
Action and inform the Trust Board on the appointment of Clerk to Local Governing Committee  
Liaise with CEO/Executive team on appointment or dismissal of School leaders  
Liaise with CEO/Executive team regarding annual review of governance structure  
Liaise with CEO/Executive team regarding annual review of scheme of delegation.  
Ensure LGC is aware of trust wide policies  
Advise Executive team on performance management of School Leader  
Inform Trust Board on School Leader pay award if outside of agreed range in pay policy  
Inform Trust Board to ensure premises adequately maintained within asset and premises management strategy to meet the objects of the Trust

## School Leader

### School Leader Responsibilities

Determine school level policies which reflect the ethos and values of the school including admissions, charging and remissions and health and safety  
Engage with all stakeholders (parents, pupils, staff and community)  
Review and agree staff appraisal procedure and pay progression  
Agree the school staffing structure

### School Leader Inform/Advise

Advise Local Governing Committee regarding appointment of clerk to Local Governing Committee  
Advise Local Governing Committee regarding completing of skills audit and recruitment and development to fill gaps  
Advise Local Governing Committee on top identified risks to inform Trust risk register  
Advise Executive Team on school vision and strategy key priorities and KPIs to measure progress  
Advise Local Governing Committee on auditing and reporting arrangements on matters of compliance (e.g., safeguarding, H&S, employment law, compliance with Academy Trust Handbook)  
Advise Local Governing Committee on monitoring and reporting arrangements for performance and progress on key priorities  
Advise Local Governing Committee on school arrangements for monitoring curriculum, student issues, pupil premium, attendance, exclusions, complaints, and stakeholder engagement  
Inform Executive Team on the quality of teaching in delivering educational outcomes  
Advise Local Governing Committee on impact of pupil premium, sports premium and catch-up funding in terms of educational outcomes  
Advise Local Governing Committee on collective worship arrangements and religious education provision in place  
Advise Local Governing Committee regarding admission appeals and processes  
Inform Local Governing Committee regarding staff appraisal procedure and pay progression  
Inform Local Governing Committee regarding robust benchmarking and school value for money  
Inform Local Governing Committee regarding use of school premises, ensuring adequate maintenance within the asset and premises management strategy  
Agree budget plan to support the delivery of school key priorities with Executive Team  
Advise Local Governing Committee on responses to external auditors' report

Policy Approval

Statutory Policies delegated to LGCs for approval	Statutory Policy approved as templates by Trustees and delegated to LGCs for approval
Charging and Remissions	Accessibility
Careers Provision (secondary only)	Health and Safety (including first aid and lone working)
Behaviour	School Emergency Response Plan
EYFS	E-Safety
SEND	Safeguarding and Child Protection
	Equalities Statement
	Early Career Teachers
	Relationship Education