



# Collective Vision Trust

Governance Structure, Roles,  
Responsibilities and Scheme of  
Delegation

## **Governance Structure, Roles, Responsibilities and Scheme of Delegation**

### **Contents**

1.	Introduction	3
2.	Accountability: Governance and Management Structures	4
3.	Role of Members	5
4.	Role of Trustees	6
5.	Role of the Chair	7
6.	Role of the Clerk and Governance Professional	8
7.	Role of the CEO & Accounting Officer	8
8.	Role of Deputy CEO & Chief Finance Officer	9
9.	Role of Executive Team – Standards and Operations	10
10.	Role of Trust Board Committees:	12
	a) Finance and Audit	13
	b) Pay and Performance Management	14
	c) Education Standards	15
11.	Role of Local Governing Committee	17
12.	Table of Delegation	18

## **1. Introduction**

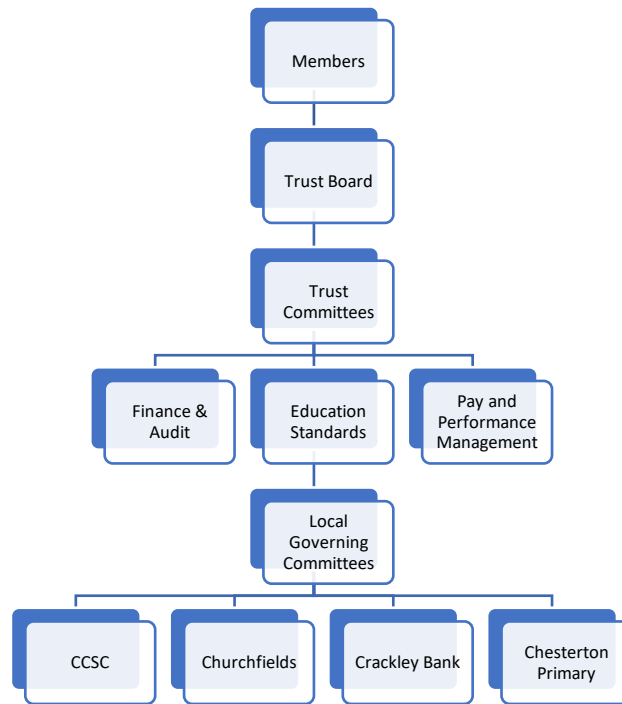
- 1.1. Collective Vision Trust was formed on 1<sup>st</sup> December 2013. It is a multi-academy trust capable of operation and maintaining a number of academies, both primary and secondary.
- 1.2. The Trust is a charitable company limited by guarantee and an exempt charity. The Trust's constitution and its charitable objective is set out in the Memorandum and Articles of Association.
- 1.3. It is the Trust, not individual academies that is the autonomous legal entity. It has a single legal and moral purpose – to advance education for the public benefit.
- 1.4. Trustees have an overriding duty to act freely and in the best interest of the Trust and the academies at all times.
- 1.5. The purpose of this document is to provide clarity as to the roles, responsibilities and authority of those who contribute to the governance and oversight of the academies and the Trust itself.
- 1.6. The Trustees reserve the right to review and alter this Scheme of Delegation and the level of delegated responsibility at any time, and will be formally reviewed for its effectiveness at least every two years.
- 1.7. The effective date of this document is 1<sup>st</sup> September 2020 and its review date would be by 1<sup>st</sup> September 2022.

## 2. Accountability: Governance and Management Structures

2.1 There are three major tiers of Governance in the Trust:

- Members
- Trustees
- Committees of the Trust, including local school committees

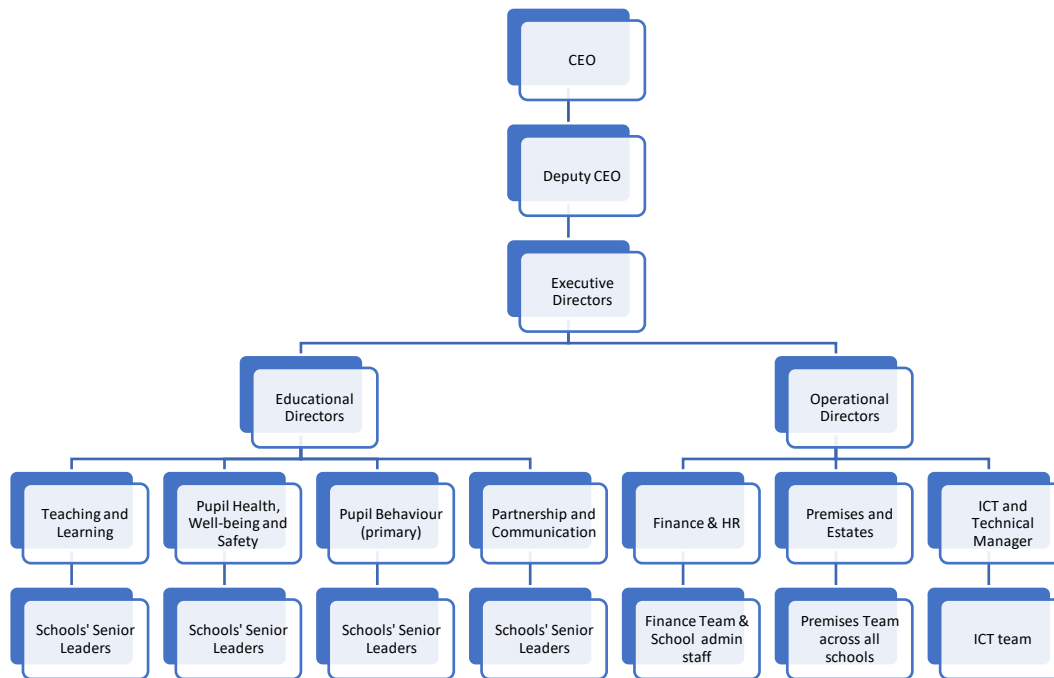
2.2 A diagram summarising the governance structure of the Trust is set out below:



2.3 Leadership and management of the Trust has three major tiers:

- CEO (and Accounting Officer)
- Deputy CEO (and Director of Finance)
- Executive Leaders, including both Educational and Operations Leaders

2.4 A diagram summarising the leadership and management structure of the Trust is set out overleaf (note all Headteachers of trust schools have an Executive Trust role so are part of this structure):



### 3. Role of Members

- 3.1 The members of the trust are the first signatories to the Articles of Association which includes definition of the trusts' charitable object and governance structure. They are the guardians of the trust's vision and values – the custodians of governance in the trust.
- 3.2 Members have the following powers:
- may, by special resolution, amend the articles of association, subject to any restrictions created by the trust's funding agreement or charity law
  - may, by special resolution (requiring 75% of members to agree) appoint new Members or remove existing Members
  - have power's to appoint trustees as set out in the trust's articles of association, and have power under the Companies Act to remove any or all serving trustees
  - may, by special resolution, issue direction to the trustees to take a specific action
  - appoint the trust's auditors and receive the trust's annual audited accounts
  - have power to change the name of the charitable company and ultimately, wind up the academy trust
- 3.3 Notwithstanding any provision of the Articles, the Members have formally delegated to the Trustees the power and responsibility to appoint and remove Trustees, and such appointments will be ratified at the next General Meeting of the Members. Any removal by the Trust Board of a Trustee appointed or ratified by the Members can only be undertaken by majority vote in a general meeting or by written resolution of a majority of Members.

- 3.4 Our members are:
- Michael Dolman (Chair)
  - Sarah Gribbin (Vice-chair)
  - John Cooper
  - Roy Dutton
  - Ian Sharp

#### **4. Role of Trustees**

- 4.1 Trustees are both charity-law trustees and company-law directors. They must comply with the trust's charitable object, with Company and Charity Law and with their funding agreement.
- 4.2 The Trustees have overall responsibility and ultimate decision making authority for all the work of the Trust.
- 4.3 The Trust Board will set the strategic direction of the Trust, maintain legal oversight, monitor all activities, assess the performance of the academies and establish and review material policies and practices governing the life of all its academies
- 4.4 The specific tasks and responsibilities of the Trust Board are as follows:
- To determine the vision and ethos of the Trust whilst acknowledging the uniqueness of each individual academy and the needs of the communities they serve
  - To, in conjunction with the Chief Executive Officer (CEO), develop a strategic plan for the Trust and to ensure the effective communication of that plan so it can be implemented across the Trust and in all the academies
  - To establish and maintain the academies (including considering expansion)
  - To determine and ensure the implementation of material policies and procedures. The purpose of which is to ensure a consistently high standard of education, financial prudence and value for money across all areas of the Trust
  - To make or ratify suitable appointments of individuals who serve or will serve on the Local Governing Committees of its academies, including removing such individuals who fail to fulfil the expectations of the role
  - To approve the overall trust budget and budgets of each academy, having regard to any recommendations of the Finance Committee which will be responsible for conducting a thorough review of all budget proposals
  - To formally point the CEO
  - To provide challenge and support to the CEO and through her to the academies
  - To undertake the performance management of the CEO and to set relevant goals for her.
  - To hold the CEO to account for effectively overseeing the objectives and outcomes of each of the academies

- To ensure appropriate performance management systems are in place and are effective across the Trust with linked professional development for all staff
- To regularly receive and review key performance indicators from the academies
- To oversee the collaborative working, common approaches and common systems across the academies
- To ensure there are robust financial systems and procedures in place that are adhered to by the Trust and each academy
- To oversee the performance and delivery of all Trust central services and contracts
- To ensure that proper advice is available to the trust in relation to legal and compliance matters
- To ensure a comprehensive risk management framework and appropriate risk management strategies are put in place and maintained across the Trust

4.5 The Trust Board will hold at least three meetings per year, one per term, but reserves the right to call additional meetings if it needs too. A quorum for a meeting is three Trustees.

4.6 Our Trustees are:

- Sarah Gribbin (Chair)
- Roy Dutton (Vice-chair)
- Lynn Jackson (CEO)
- Emma Searl
- Sue Phillips
- Louise Davenport

## **5. The role of the Chair**

5.1 The Chair has a fundamental role in leading the business of the Trust and is a vital link between the Board and the CEO

5.2 The Chair is first amongst equals but has no defined individual power, except in emergencies or where there is a tied vote on the Board, where they hold a casting vote.

5.3 The specific tasks and responsibilities of the Chair are as follows:

- To ensure the Board provides a strategic focus to the Trust and its academies
- Manage the business of the Board in between meetings
- Build the Trustee team, taking account of recruitment, succession and professional development needs
- Work in partnership with CEO, developing a professional relationship which provides appropriate encouragement, challenge and support

- Promote a culture of robust evaluation and continuous improvement across the Trust with the purpose of advancing the education and life chances of the children and young people in its care
- Ensure the trust meets all its legal requirements by working closely with the Executive Directors
- To represent the Trust to key external partners

5.4 The Chair is Sarah Gribbin and the Vice-chair is Roy Dutton

## **6. The Role of the Clerk and Governance Professional**

6.1 The Trust has appointed Entrust Governor Services to act as a The Clerk to the Trust Board.

6.2 In addition Julia Revell acts as Company Secretary to support this function

6.3 The role of the Clerk and the Company Secretary is to help the Board understand its role, functions and legal duties and to provide clear impartial advice to the trust board.

6.4 The Clerk is accountable to the Chair

6.5 Duties include:

- Supporting the Chair and Trust Board with organising meetings
- Circulating papers
- Minuting meetings
- Advising board on their compliance with the Articles of association, funding agreement and with relevant legislation and regulations
- Helping the Trust Board exercise its functions appropriately and confidently so that it can stay focussed on its core functions

## **7. The Role of the Chief Executive Officer (CEO) & Accounting Officer**

7.1 The Academies financial Handbook states that the Trust Board must appoint a named Accounting Officer who is the senior executive leader – that is the CEO

7.2 The accounting officer is personally responsible to Parliament and must be able to assure Parliament and the public of high standards of probity in the management of public funds.

7.3 The CEO is responsible for managing the Trust and its academies on a day to day basis. The role, function, responsibility and authority of the CEO is delegated by the Trust Board.

7.4 The specific tasks and responsibilities of the CEO are as follows:

- To support the Board in the formulation and development of its strategy



- To work as an Executive Headteacher or Headteacher (if required) and to undertake designated work as defined by the School Teachers Pay and Conditions
- To ensure that Board decisions are implemented in a timely and effective manner
- To actively promote the vision, ethos and values of the Trust through actions, policies and procedures
- To ensure that all across the trust are striving to provide the children and young people with the highest standard of education to achieve their personal best
- To provide direction and oversight to all of the Trust's operations
- To line manage various staff members including each Headteacher and Educational Executive Leader
- To oversee the management of the central operations of the Trust and the delivery of the key objectives of the functions delivered by the Executive Teams
- To provide strong and effective leadership to the Trust staff to achieve the highest levels of performance and ensure a culture of continuous improvement
- To work effectively with a range of stakeholders, including communities, parents, government, funding and regulatory bodies
- To ensure the highest standards of safeguarding and child protection are maintained across the Trust and in each academy
- To oversee the effective management of risk within the Trust
- To ensure, as Accounting Officer, robust financial systems are in place so that the Trust's funds are used properly, efficiently and effectively
- To ensure the Trust's internal communications with all stakeholders (staff, pupils, parents and governors) are effective
- To be the contact and communicator for the Trust with the external regulatory bodies with which it works, including the Department for Education, the Education and Skills Funding Agency, the Regional Schools Commissioner and Ofsted

7.5 The CEO and Accounting Officer is Lynn Jackson

## **8. The Role of the Deputy Chief Executive Officer and Chief Finance Officer**

8.1 The principle role of the Deputy Chief Executive Officer (Deputy CEO) is to support the CEO in performing the roles outlined above and to act as her Deputy, with the appropriate delegated authority if the CEO is unavailable.

8.2 The Deputy CEO will also act as the Chief Financial Officer for the Trust and will line manage the Trust Bursar and her team in order to ensure that the Trust has robust financial systems that are used properly and efficiently and provides good value for money.

- 8.3 The Deputy CEO will manage the central operations of the Trust and the delivery of key objectives of the functions delivered by the Executive Operations Team.
- 8.4 The Deputy CEO in his role as Chief Finance Officer for the Trust will be the contact and communicator for the Trust with the financial regulatory bodies eg Department of Education, ESFA and Regional Schools Commissioner
- 8.5 The Deputy CEO and Chief Finance Officer is Rob Swindells

## **9. The Role of the Executive Teams – Standards and Operations**

- 9.1 The Trust has two interlocking Executive Branches – Standards and Operations
- 9.2 The Executive Standards Team consists of the Executive Directors who are also the Headteachers of all the academies in the Trust.
- 9.3 The Executive Operations Team consists of the Executive Directors of the Operational Teams that work across the Trust – Finance, HR, Governance, Premises, ICT.
- 9.4 The Executive Teams will work directly with Heads and staff in each academy to ensure the Trust’s strategic plan is being implemented and the required outcomes are achieved in accordance with the strategy and vision of the Trust Board. The individuals who form the Executive Teams operate under the leadership and direction of the CEO
- 9.5 Each functional lead within the Executive Teams has individual responsibilities, performance targets and are managed directly by CEO (Executive Standards Team) or the Deputy CEO (Executive Operations Team). The Executive Teams as a body have no executive authority or responsibility, as all functions that it delivers are the responsibility of an individual within the team.
- 9.6 The Executive Teams will seek input and advice from internal and external experts and may on occasion seek to utilise and/or deploy staffing resources (on a temporary or permanent basis) for the benefit of the Trust as a whole.
- 9.7 The Executive Operations Team supports the CEO in delivering the following specific tasks and responsibilities:
- To advise on, facilitate, supplement or provide (as necessary) any operational or managerial support to each academy, with regard to the core functions overseen by the Team in accordance with the requirements of the Trust Board
  - To specify management controls and management reporting requirements, audit the associated processes, procedures and outcomes in each academy and identify and ensure the delivery of appropriate training and support
  - To provide operational and management support to the Heads and SLTs within the academies

- To assist the Trust by supporting the Local Governing Committees to achieve the collective strategic aims and objective of the academies
- To advise on staffing structures with each academies, identifying areas and implementing plans where collaboration will lead to improvements in efficiencies
- To implement and review systems of benchmarking of the academies in the Trust, developing systems and supporting the CEO in maximising the opportunities for resource sharing and collaboration
- To build and keep under review a risk management framework, ensuring risk management strategies are executed appropriately across the Trust in each academy (including the adequacy of insurance)
- To undertake the strategic management of the Trust's estate, including asset planning which identifies areas in need of expansion and/or development
- To take a lead on any capital bids and allocations, supporting each academy's premises team to carry out works safely and cost effectively
- To support each academy and Local Governing Committee in the development of its financial planning and reporting in the context of the respective academies strategic goals and vision and strategy of the Trust
- To seek out and apply for grant funds for the Trust and each academy and to raise further discretionary funds from the DfE/LA and third party sources
- To aid the CEO in reporting appropriately to the Trust Board

9.8 The Executive Standards Team supports the CEO in delivering the following specific tasks and responsibilities:

- To support academies to improve educational outcomes through the provision of academy improvement services
- To provide educational and management support to Heads and SLTs within the academies
- To assist the Trust by supporting the Local Governing Committees to achieve the collective strategic aims and objective of the academies
- To advise on staffing structures with each academies, identifying areas and implementing plans where collaboration will lead to improvements in teaching and learning
- To improve and sustain the standards of teaching and learning across the Trust
- To develop the professional competence of the staff
- To consider succession planning and career development of the staff
- To share good practice regarding improvement and ensure collaboration delivers better outcomes for children

9.9 The Executive Teams and individuals within them will operate in line with the Trust's rationale and principles, specifically:

- Activities will promote the Trust's vision, ethos, values and strategic objectives
- Work will be taken in a way that ensures collaboration through effective communication that means that all are consulted

- Formal meetings will be minimised to ensure time efficiency and minimise bureaucracy
- Trust Directors will have detailed knowledge of individual academies and will visit academies routinely as part of their role

9.10 For those Executive Directors who have more than one role (eg Trust Executive Director and Academy Headteacher) they must act first of all for the Trust before their own school on matters where they hold a Trust wide responsibility

9.11 The Executive Operations Team consists of:

- The CEO – Lynn Jackson
- The Deputy CEO – Rob Swindells
- Director of Finance and HR (Trust Bursar) – Julia Revel (responsible for finance, HR and other administrative aspects of the Trust)
- Director of Premises and Estates – Garry Gribbin (responsible for development, management of the Trust’s premises)
- Director of ICT infrastructure, Development and Technical Manger – David Lawton (responsible for ICT across the Trust and across other schools, buying into the service)
- Director of Health, Wellbeing and Safety – Diane Beardsmore (responsible for Health and Safety across the Trust and ensuring all academies achieve the highest standards in this respect)

9.12 The Executive Standards Team consists of:

- The CEO – Lynn Jackson
- The Deputy CEO – Rob Swindells (responsible for curriculum across the Trust)
- Director of Teaching and Learning – Stella Formosa (responsible for standards of teaching and learning, CPD and staff development, RQTs and NQTs across the Trust)
- Director of Pupil Health, Wellbeing and Safety - Diane Beardsmore (responsible for highest standards of safeguarding and Child Protection across the Trust, adequate training and standards for most vulnerable children, especially those with SEND)
- Director of Pupil Behaviour (primary sector) – Sara Stevenson (responsible for ensuring highest standards of behaviour and appropriate systems in place across the Trust’s primary academies)
- Director of Partnerships and Communications – Steph Waterhouse (responsible for maintain links with non-Trust primary schools, Trust website compliance and other promotional material)

## **10. The Role of Trust Board Committees**

10.1 In addition to Local Governing Committees, the Trust has the following committees: Finance and Audit, Pay and Performance Management, Education Standards.

10.2 Membership of committees , remit, terms of reference and delegation is determined by the Trust Board and is reviewed annually. Members of committees do not have to be Trustees.

**a) The Finance and Audit Committee Terms of Reference**

10.3 The Finance and Audit Committee membership is:

Sarah Gribbin (Chair)  
Roy Dutton (Vice-chair)  
Emma Searl  
Sue Phillips  
Louise Davenport

10.4 The following professionals also attend the Finance and Audit Committee meetings and provide the committee with information:

Chief Financial Officer  
Bursar  
Headteachers of all Academies  
Clerk to Trust

10.5 Other members of staff or Chairs of Local Governing Committees may be asked to attend if required.

10.6 Meetings will be held once each half term, with additional meetings being called at such other times as the Chair of the Committee shall deem appropriate. The quorum for a meeting will be three.

10.7 Information will be circulated via the Governor Portal with information (eg management accounts) being placed on the Portal as soon as they are available so that Committee Members can be kept up to date between meetings.

10.8 The clerk will take the minutes of the meeting which will include decisions taken and details of the scrutiny by the committee members, including questions raised in between meetings. Minutes will be circulated to committee members for approval and to Trustees via the Governor Portal as soon as possible after the meeting

10.9 The committee's role is one of oversight. It is tasked with reviewing the overall Financial position and risk profile of the Trust and receives the Auditors report before Board Approval

10.10 The committee will make whatever recommendations to the Board that it deems appropriateness within the context of these terms of reference

10.11 The committee has the following objectives:

- 10.12 External Auditors Report – The committee will receive and review the annual post audit report from the Auditors on any weakness/errors found during the course of the annual audit
- 10.13 Internal Assurance – The committee will review reports and documentation in order to discuss potential control and risk issues which could represent a significant weakness in the Trust’s internal control framework. In this regard the committee will take account of information from the external auditors undertaking the responsible officer function (Dains) and other external advice.
- 10.14 Risk Management – The committee will review the effectiveness of risk management systems within key areas of Trust operations. It will monitor the risk management process and ensure that risk registers are up to date and reflect the Board’s desired risk appetite.
- 10.15 Business Continuity – To develop and continually monitor the effectiveness of a business continuity plan
- 10.16 Finance –
- to receive regular financial reports from the Academies within the MAT and report on its Financial viability to the Board
  - to receive and recommend the annual budget to the Board
  - to receive and recommend the Annual Financial Statements
- 10.17 The committee has the authority to conduct or authorise investigations into any matters within its scope of responsibility. It is empowered to:
- investigate any activity within its terms of reference
  - seek any information that it requires from any employee and all employees are directed to cooperate with any requests made by the committee
  - obtain outside legal or independent advice and such advisors may attend meetings as necessary

#### **b) Pay and Performance Management Committee**

- 10.18 The Pay and Performance Management Committee consists of:
- Mick Dolman (Chair)
  - Sarah Gribbin (Vice-chair)
  - John Cooper
  - Roy Dutton
  - Ian Sharp
- 10.19 The committee will meet twice in the Autumn Term with additional meetings being called at such other times as the Chair of the Committee shall deem appropriate.
- 10.20 The committee has the following objectives:

- 10.21 Policy – to annually review the pay policy for the Trust, taking advice from professional and national bodies eg School Teachers’ Pay and Review Committee recommendations
- 10.22 Staff performance management – to review the policy and procedure for staff performance management in academies across the Trust and to oversee that appropriate CPD is provided for staff
- 10.23 CEO performance management – to receive a report from an external consult which gives an overview of the performance of the CEO and recommends targets for the coming year.
- 10.24 Pay recommendations – to receive recommendations from Headteacher’s regarding pay progression of staff with the academy. To uphold or reject these recommendations as appropriate. Also to receive recommendations from the CEO on pay recommendations for the Executive Leadership of the Trust and Headteachers in the individual academies. To make decisions on the CEOs pay, giving due regard to evidence provided by the external consultant, appropriate benchmarking information and any national guidelines.
- 10.25 These decisions are communicated to the Trust Board at their next meeting with information about staff below the Executive level anonymised and Executive staff information being treated as confidential.

### **c) Education Standards**

- 10.26 The Education Standards Committee consists of:
- Sarah Gribbin (Chair)
  - Roy Dutton (Vice-chair)
  - Ian Sharp
  - Lynn Jackson (CEO)
  - Rob Swindells (Deputy CEO)
- 10.27 The committee will meet once each half term with additional meetings being called at such other times as the Chair of the Committee shall deem appropriate. The quorum for the meeting will be three.
- 10.28 Information will be circulated via the Governor Portal with information (eg reports from external experts) being placed on the Portal as soon as they are available so that Committee Members can be kept up to date between meetings.
- 10.29 The clerk will take the minutes of the meeting which will include decisions taken and details of the scrutiny by the committee members, including questions raised in between meetings. Minutes will be circulated to committee members for approval and to Trustees via the Governor Portal as soon as possible after the meeting.

- 10.30 The Committee's role is one of oversight. It is tasked with reviewing the provision, standards, governance and leadership performance of all of the Trust's academies. It will provide a performance review to the Trust Board and agree/monitor the effectiveness of interventions to support relative under-performance.
- 10.31 The Committee shall make whatever recommendations to the Board that it deems appropriate within the context of its terms of reference to assist the decision making of the local governing committee/ Trust Board by enabling more detailed consideration to be given to the best means of fulfilling the role of ensuring a strategic and systematic approach to promoting high standards of educational achievement.
- 10.32 Major issues will be referred to the Trust Board for ratification
- 10.33 Subject to the requirements of current legislation and the policies adopted under the Funding Agreement, the committee is authorised:
- 10.34 To hold individual academies to account for their academic outcomes. This will be achieved by:
- Scrutiny of academy examination/ test results, progress and other key performance indicators using international, local and Trust benchmarks for achievement
  - Periodic reviews of the performance of academy leadership including governance
  - Review of academy self-evaluation and action plans
  - Reports from CEO monitoring visits
  - Commissioning external experts to carry out independent reviews into a particular area of activity in one or more academies across the trust
  - Receiving regular reports on predicted grades vs targets
- 10.35 To identify and manage risk associated with the under-performance of an Academy. This will be achieved by:
- Identifying academy deficits against Good and Outstanding Ofsted Criteria and Trust benchmarks
  - Challenging, reviewing and monitoring local governing committee / Academy improvement
  - Where necessary recommending direct leadership intervention direction and/or support
- 10.36 Monitoring the adherence to/compliance with statutory requirements and Trust policies
- 10.37 To contribute to the formulation of the Trust Development Plan through the consideration of curricular priorities and proposals, in consultation with the CEO within the stated and agreed vision, aims and objectives of the Trust



- 10.38 To monitor and review the Trust Development Plan including any associated strategic staff and governor training programmes
- 10.39 To monitor and keep under review the Trust policy on health and safety particularly in relation to educational visits and other out of school trips
- 10.40 To monitor and keep under review the Trust policy on attendance in particularly in relation to persistent absentees
- 10.41 The committee has the authority to conduct or authorise investigations into any matters within its scope of responsibility. It is empowered to:
- Investigate any activity within its terms of reference
  - Seek any information that it requires from any employee and all employees are directed to cooperate with any requests made by the committee
  - Commission external experts to undertake reviews into specified areas of the Trust and/or its academies performance in relation to any activity within its terms of reference. Such experts may submit their findings by written report or in person by attending meetings as determined by the committee

## **11 The Role of Local Governing Committees**

- 11.1 The Trust Board has determined to establish a 'Local Governing Committee' for each academy. The overarching purpose of an Academy Governing Body is to provide strategic direction and local accountability for the performance of the relevant academy within the framework and parameters set by the Trust Board. These are committees of the Trust with the main aim of supporting the Trust to deliver its responsibilities.
- 11.2 Those serving on Local Governing Committees are accountable to the Trust Boards and must ensure that at all times they act in good faith and in the best interests of the academies and the Trust, exercising reasonable care and skill having particular regard to personal knowledge and experience.
- 11.3 The core duties of Local Governing Committees are:
- Ensuring clarity of vision, ethos and strategic direction
  - Holding the Headteacher to account for educational performance of the academy and its students
  - Overseeing the financial performance of the academy and making sure its money is well spent; ensuring that funds that are allocated to it are used only in accordance with the law, the Article of Association, the academy Funding Agreement and the ESFA academies Financial Handbook
- 11.4 To achieve their objectives the Local Governing Committee should follow the lead of the Trust Board to and address matters such as:
- Monitoring performance and achievement of objectives and ensuring that plans for improvement are acted on including the quality of provision

- Policy development and strategic planning, including target-setting to keep up momentum on continual school improvement
- Ensuring the sound management and administration of the academy
- Ensuring that managers are equipped with essential skills and guidance
- Ensuring compliance with legal requirements
- Helping the academy be responsive to the needs of parents and the community and making it more accountable through consultation and reporting
- Assessing and managing risk within the academy

11.5 Specific areas which the Local Governing Committee will oversee include:

- Approve the academy development plan, ensuring compliance of the curriculum and making sure the longer term budget plans take account of and deliver it.
- Reviewing the academy improvements in terms of quality of curriculum and teaching
- Monitoring the academy safeguarding and equalities procedures and compliance
- Approving specific academy policies
- Recommending the academy budget for approval by the Trust Board
- Monitoring the attainment of the academy against objectives that it has been set
- Monitoring financial performance against the approved budget and approving or recommending changes or additions to the planned expenditure within the financial limits set by this scheme of delegation

11.6 The LGCs are a formal part of the Trust Structure and can:

- Support the effective operation of the trust and its policies
- Provide a vehicle for Trust Board engagement with the school, its parents and local community, to help ensure the Trustees stay connected.
- Bring issues and risks to the attention of the trust board.
- Provide constructive feedback to the board where a policy may not be effective in the local context, and suggest alternative approaches.
- Help ensure the trust works as one entity in the interests of all its schools equally

## 12. Scheme of delegation – table

Key:

1. Members
2. Trustees
3. CEO (Accounting Officer)
4. Deputy CEO (Chief Finance Officer)
5. Local Governing Committee (recommended delegation although Trust may vary in specific cases, eg performance or financial concerns)
6. Academy Headteacher (recommended delegation although Trust may vary in specific cases, eg performance or financial concerns)

Area		Task	1	2	3	4	5	6	Notes
Trust Governance	1	Approve changes to the MAT constitution, ie Articles of Association	✓						
	2	Recommend to Members changes to Articles of Association		✓					
	3	Approve and/or remove Trustees	✓						
	4	Establish and approve changes to Scheme of Delegation		✓					
	5	Appoint the Chair & Vice-chair of the Trust		✓					
	6	Appoint Chair of Trust Committees		✓					Includes Chairs of Local Governing Committees, following consultation with Local Governing Committee
	7	Commission clerking to Trust and Committees		✓					Includes Local Governing Committees
	8	Set up Register of Trustees' and Governors' Business Interests			✓				
	9	Appoint CEO & Accounting Officer		✓					
	10	Consider/Approve all budget plans for the coming years		✓					
	11	Propose MAT expansion opportunities	✓	✓	✓	✓	✓	✓	
	12	Consider/Agree MAT expansion		✓					Following due diligence process
	13	Approve Trust Development Plan		✓					
	14	Review progress against Trust Development Plan		✓					
Oversight of Local Governance	15	Recommend appropriate Governors for Local Governing Committees (excluding staff/parent governors)					✓		
	16	Approve local Governors for Local Governing Committees (excluding staff/parent governors)		✓					
	17	Approve the appointment of staff and parent governors to LGCs					✓		Having due regard to skillset as well as stakeholder views
	18	Review performance of Local Governing Committee		✓					
	19	Suspend and/or dismiss LGC Governors		✓					
	20	Propose changes to the Scheme of Delegated Authority		✓	✓	✓	✓	✓	All stakeholders able to propose changes. Approval lies with Trust (4)
Finance	21	Recommend LGC Budget Plan for financial year					✓		
	22	Approve LGC Forecast for Current Year and Budget Plan for following year		✓					
	23	Monitor Trust Budget and forecast and forecast for year at least monthly		✓					To meet requirements of Academies Financial Handbook. Monitoring via monthly management accounts on Governor Portal
	24	Monitor LGC Budget and forecast for remaining year at least monthly					✓		
	25	Monitor academy monthly expenditure						✓	
	26	Spending below £1,000						✓	May be delegated to appropriate Senior staff
	27	Spending below £1,000 to £5,000						✓	Must be discussed with CFO with evidence of appropriate price checking
	28	Spending between £5,000 to £20,000				✓		✓	Must be agreed with CFO with quotes (see finance policy)
	29	Spending between £20,000 to £35,000				✓	✓		Must be agreed by CFO and short tender process overseen by LGC (see finance policy)
	30	Spending above £35,000		✓		✓			Must be approved by CFO and Trust Board and full tender process (see finance policy)
	31	Tender and approve the appointment of auditors subject to relevant member approval		✓					
	32	Approve MAT banking arrangements		✓					
	33	Produce and review year end accounts		✓					
A pp	34	Approve Trust Senior Staff Appointments		✓	✓				
	35	Approve other central staff appointments		✓	✓	✓			

	36	Appoint Academy Headteacher		✓	✓					For Headteacher appointments the Trust must consult with the chair of LGC
	37	Appoint Academy Senior Leadership appointments			✓	✓	✓	✓		
	38	Approve TLR appointments						✓	✓	
	39	Approve Teacher appointments							✓	
	40	Approve all other academy appointments							✓	Note any appointments that have not been budgeted for in the first instance require the advice of the CFO and approval from the LGC
Pay Determination, Performance and Pay Progression	41	Pay Determination, Performance Review and Pay Progression of CEO		✓						Trust approves recommendations from Pay and Performance Management Committee with regard to external consultant review
	42	Pay Determination, Performance Review and Pay Progression of Central Trust Staff		✓	✓	✓				Pay and PM Committee approves pay determination and progression on CEO and/or CFO recommendation/ CEO & CFO must ensure all central staff PM is in line with Trust's policy
	43	Pay Determination, Performance Review and Pay Progression of Academy Headteacher		✓	✓					Pay and PM Committee approves pay determination and progression on CEO recommendation. PM undertaken by CEO with input from LGC Chair if required
	44	Pay Determination, Performance Review and Pay Progression of Academy Senior Leadership		✓	✓				✓	Pay and PM Committee approves pay determination and progression recommended by CEO and Headteacher. PM undertaken by Headteacher with advice from CEO in line with Trust's PM Policy
	45	Pay Determination, Performance Review and Pay Progression of Academy Teachers		✓					✓	Trust Pay Policy/job evaluation determines Teachers salary.
	46	Pay Determination, Performance Review and Pay Progression of Academy Support Staff						✓	✓	Progression recommendations made by line manager to Headteacher whose recommendations are ratified by Trust Pay and PM Committee(teachers) LGC (support staff). PM undertaken by line manager in line with Trust's PM Policy
Suspension	47	Suspension /end suspension of CEO		✓						In the <b>first instance in ALL cases</b> HR advice must be sought from the CEO and HR advisor. In cases involving CEO/Headteacher Trust Board support will need to be sought. Before suspension is decided, all other alternatives must be considered including suspension from central duties. Outcomes must be placed in writing with clear reviews.
	48	Suspension /end suspension of Headteacher			✓					
	49	Suspension /end suspension of Academy Staff							✓	
	50	Suspension/end suspension of Trust Staff			✓					
Hearing Panels and Dismissals	51	CEO		✓						In the <b>first instance in ALL cases</b> HR advice must be sought from the CEO and HR advisor. All hearings require a three person panel. The panel Chair must be in accordance with this scheme of Delegation
	52	Trust Senior Staff			✓					
	53	Other Central Staff				✓				
	54	Academy Headteacher			✓					
	55	Academy Senior Leadership Team					✓			
	56	All other Academy staff					✓			
Appeals Panels	57	CEO	✓							In the <b>first instance in ALL cases</b> HR advice must be sought from the CEO and HR advisor. All appeals require a three person panel. The panel Chair must be in accordance with this scheme of Delegation
	58	Trust Senior Staff		✓						
	59	Other Central Staff			✓					
	60	Academy Headteacher			✓					
	61	Academy Senior Leadership Team				✓				
	62	All other Academy staff					✓			
Other	63	Approval of Trust wide HR Policies		✓						ALL HR Policies are Trust wide and use Staffordshire Policies as a

									guide in order to comply with TUPE regulations
	64	Management of employment relation cases						✓	In the <b>first instance in ALL cases</b> HR advice must be sought from the CEO and HR advisor.
	65	Review and approval of TU Recognition Agreement			✓				
	66	Determining Terms and Conditions of Service and Employment Contracts		✓					Contract template terms should only be amended on advice of CEO, CFO and HR advisor
	67	Revision to Trust standard contracts, pay and conditions		✓					Led by CEO with HR advisor support
	68	Staffing restructures and re-organisation approval			✓	✓	✓		All restructures require a business case and from the outset advice must be sought from CEO and HR advisor
	69	Approval to make redundancies			✓	✓			Redundancy costs £50,000 or over require Trust Board and ESFA approval
	70	Approve settlement agreement payments equal to or below contractual notice						✓	In the <b>first instance in ALL cases</b> HR advice must be sought from the CEO, CFO and HR advisor.
	71	Approve settlements above contractual notice but below six months' pay (and below £50,000)			✓	✓			Above £50,000 requires ESFA and Trust Board approval and have to be reported in the annual accounts
	72	Approve settlement agreement payments above £50,000		✓					
	73	Approve compensation payments		✓					These provide redress for loss or injury. All such should be considered and managed by the Central Team with advice from HR
	74	Re-grading/increase in hours – Academy salaries in excess of £50,000		✓					Must involve HR advice
	75	Authorisation of pension payments						✓	✓
	76	Authorisation of redundancy/early retirement payments			✓	✓			In the <b>first instance in ALL cases</b> HR advice must be sought from the CEO, CFO and HR advisor.
Curriculum Performance	77	Approve Academy Development Plan						✓	
	78	Review progress against Academy Development Plan						✓	
	79	Report progress across the Trust against all Academy Development Plans			✓				Progress against KPIs/Success criteria to be reported to Trust
	80	Review progress across the Trust against all Academy Development Plans		✓					
	81	Approval of curriculum policy						✓	Deputy CEO must be involved in curriculum intent, implement and impact of curriculums
	82	Establish and implement curriculum policy						✓	
	83	Propose performance and curriculum policies						✓	
	84	Responsibility for standards of teaching						✓	Any concerns must involve Director of Teaching and Learning
	85	Provision of sex education						✓	
	86	Arrangements for collective worship						✓	
	87	Propose targets for pupil achievement						✓	
		88	Approve LGC targets for pupil achievement and recommend to Trust			✓			
	89	Monitor targets for pupil achievement						✓	Trust through CEO/Deputy CEO will monitor
	90	Report, monitor and if necessary intervene to support the delivery of pupil achievement			✓				
Discipline	91	Approve pupil behaviour policies						✓	
	92	Monitor implementation of pupil behaviour policies						✓	
	93	Monitor issues implementation of pupil behaviour policies & take relevant actions arising from them						✓	Director of Pupil Behaviour (Primary) to be involved in primary sector monitoring
	94	Exclude a pupil up to 15 days						✓	
	95	Exclude a pupil above 15 days or permanently						✓	Advice sought from CEO prior to HT recommending this
Admissions	96	Propose admissions policy						✓	
	97	Consult on admissions policy						✓	
	98	Approve admissions policy		✓					
	99	Approve PAN annually, consulting with LGCs		✓					

	100	Admissions: application decisions						✓		
Premises/ Insurance	101	Approval of appropriate buildings and other relevant insurance		✓						
	102	Develop and recommend to The Trust capital strategy					✓			CFO will assess capital stock, depreciation and future need. Trust will approve
	103	Develop and recommend to the Trust the school maintenance strategy					✓			
	104	Approve Trust wide capital development strategy		✓						
	105	Approve Trust school maintenance strategy		✓						
	106	Approve academy premises related policies					✓	✓		CFO involved in policy development
Health and Safety	107	Approve local health and safety policy and procedures						✓		Director of Pupil, Health, Safety and Well-being to recommend the Trust wide policy and ensure individual policies are in-line; also must be involved in monitoring and reporting to Trust
	108	Monitor implementation of and compliance with health and safety policy and procedures						✓		
	109	Review Trust-wide implementation/ compliance with school H&S policies		✓						
	110	Approve school risk management plan						✓		
	111	Monitor school risk management plan						✓		
	112	Monitor implementation of school risk management plans						✓		
	113	Review Trust-wide implementation of schools risk management plans			✓					
	114	Approve Trust risk management plan		✓						
	115	Monitor Trust risk management plan		✓						
	116	Approve business continuity plan		✓						
Organisation	117	Monitor implementation of school business continuity plans						✓		
	118	Review Trust-wide implementation of school continuity plans					✓			
	119	Recommend dates of school terms and holidays (excluding training days)						✓		
	120	Approve dates of school terms and holidays (excluding training days)		✓						
	121	Recommend academy training days							✓	
	122	Approve academy training days							✓	
Extended Provision	123	Recommend academy extended provision – outline and logistics							✓	Headteacher will ensure that activities and effectiveness are reported to Trust. Trust may challenge on grounds of efficiency, value for money
	124	Approval of extended provision						✓		
	125	Monitoring delivery and effectiveness of extended provision							✓	
Safeguarding	126	Complete and maintain Single Central Record							✓	CEO through Trust Bursar ensures all academy SCRs are compliant
	127	Appoint Safeguarding Governor						✓		
	128	Annual Approval of School Safeguarding Review (including ensuring all training is up to date)						✓		
	129	Undertake annual review of School Safeguarding to Trust Board as required (including all training is up to date)			✓					Delegated to Director of Pupil Health, Safety and Wellbeing