



## Scheme of Delegated Governance Functions

| Who                            | Function                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b>STRATEGY &amp; PLANNING</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Trust Board                    | <p>Approval of the Trust's:</p> <ul style="list-style-type: none"> <li>- Vision, mission and values;</li> <li>- Strategic direction;</li> <li>- Strategic and annual operating plans.</li> </ul> <p>Approval of the Academy Development Plans, Post Inspection Action Plans and/or School Improvement Plans.</p> <p>Approval of new schools joining or existing academies leaving the Trust.</p>                                                                                                                                                |
| Local Governing Body           | Detailed scrutiny of the Academy Development Plans, Post Inspection Action Plan and/or School Improvement Plans.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Chief Executive Officer        | <p>Supporting the Trust Board in developing the Trust's overall strategy including:</p> <ul style="list-style-type: none"> <li>- Early consultation with the Trust Board;</li> <li>- Drafting proposals for Trust Board review;</li> <li>- Development of strategic and operational plans for approval by the Trust Board.</li> </ul> <p>Ensuring the Academy Development Plans align with the Trust's strategy.</p> <p>Supporting the Trust's growth strategy through presenting recommendations and completing appropriate due diligence.</p> |
| <b>GOVERNANCE</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Members                        | Appointment of up to seven Trust Directors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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| Trust Board          | <p>Review and approval of governance arrangements including:</p> <ul style="list-style-type: none"> <li>- Appointment of the Trust Board Chair and Vice Chair;</li> <li>- The schedule of Trust Board meetings and format of agendas;</li> <li>- Approval of minutes;</li> <li>- Trust Committee structures and terms of reference including those of the Local Governing Bodies (LGB);</li> <li>- Appointment (and removal) of members the of Trust Committees including LGBs;</li> <li>- Appointment (and removal) of the Chair of Trust Committees including LGBs;</li> <li>- Levels of delegated authority to the Chair / Vice Chair, and any other Director;</li> <li>- Creation and terms of reference of any panels and Task and Finish groups;</li> <li>- Framework for determining the schedule of Local Governing Body meetings, agendas and minutes;</li> <li>- Levels of delegated authority including limits of financial authority;</li> <li>- Director and Governor induction;</li> <li>- Director appraisal;</li> <li>- Trust Board self-evaluation, review and Director development;</li> <li>- Code of Conduct;</li> <li>- Conflict of Interest Policy;</li> <li>- Director Expenses Policy;</li> <li>- Appointment of the Trust Board and Audit Committee clerks;</li> <li>- Appointment of a Whistleblowing Director.</li> </ul> <p>Ensuring the development needs of Governors on Local Governing Bodies are met.</p> |
| Chair/Vice Chair     | <p>Review and approval of Trust Board agendas and draft minutes for circulation to the Trust Board.</p> <p>Independent decision making as allowed by agreed delegated authority for Chair's Actions (<i>see above</i>)).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Local Governing Body | <p>Review and approval of:</p> <ul style="list-style-type: none"> <li>- Membership of panels and working groups;</li> <li>- Schedule of meetings and agendas;</li> <li>- Minutes;</li> <li>- Governor appraisal and development;</li> <li>- Appointment of staff, parent and co-opted governors;</li> <li>- Nominate Board-appointed governors.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| Chief Executive Officer | <p>Advice to the Trust Chair and Board on:</p> <ul style="list-style-type: none"> <li>- Schedule of Trust Board meetings and agendas;</li> <li>- Director development programme options;</li> <li>- Consideration of schools requesting to join the Trust including completing comprehensive due diligence.</li> </ul> <p>Ensuring the effective clerical servicing and support of the Trust Board and its sub-committees.</p> <p>Developing a scheme of management delegation and its implementation.</p>                                                                                                         |
| <b>Policies</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Trust Board             | <p>Review and approve Trust wide policies for the following:</p> <ul style="list-style-type: none"> <li>- Health and Safety</li> <li>- Capability</li> <li>- Performance management</li> <li>- Admissions</li> <li>- Curriculum</li> <li>- Behaviour management</li> <li>- Safeguarding/Child Protection Policy</li> <li>- Staff Code of Conduct</li> <li>- Complaints</li> <li>- Freedom of Information</li> <li>- Data Protection</li> </ul> <p>To determine, annually, those policies which will be mandatory for all Trust Academies (including central services) and those that can be developed locally.</p> |
| Local Governing Body    | Review and approve those policies and procedures that are developed locally.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| Chief Executive Officer | To develop and implement procedures supporting Trust wide policies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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|                         | <p>To development and implement procedures for policies that are developed locally (<i>in most cases this will be delegated to Principals</i>).</p> <p>Advice to the Trust Board on which procedures should be mandatory and those that should be delegated.</p>                                                                                                                                                                                                                                            |
| <b>Risk Management</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Trust Board             | <p>To approve the Risk Management Strategy.</p> <p>To prepare and review the strategic risk register in line with the Risk Management Strategy.</p>                                                                                                                                                                                                                                                                                                                                                         |
| Audit Committee         | To review and monitor the effectiveness of the risk management arrangements.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Local Governing Body    | To review the academy risk register (operational risk register) in line with the Risk Management Strategy.                                                                                                                                                                                                                                                                                                                                                                                                  |
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| Chief Executive Officer | <p>Advice to the Trust Board on the strategic risk register including escalating any issues or concerns which might reasonably be expected to expose the Trust to significant risks.</p> <p>To review and manage the risks contained in the risk registers (both strategic and operational) and to ensure consideration of risk is in line with the arrangements set out in the risk management strategy (<i>in most cases the operational risk registers will be delegated to Principals</i>).</p>         |
| <b>Standards</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Trust Board             | To maintain oversight of standards of teaching and pupil outcomes across the Trust. Where the Board does not feel these levels are being met the Board can take intervening action.                                                                                                                                                                                                                                                                                                                         |
| Local Governing Body    | <p>To monitor standards of teaching and pupil outcomes within the academy and to report to the Board areas of concern.</p> <p>To monitor the adherence to following policies and procedures:</p> <ul style="list-style-type: none"> <li>- Curriculum;</li> <li>- Behaviour Management including permanent and fixed term exclusions;</li> <li>- Provision of RE in line with academies basic curriculum;</li> <li>- Collective worship;</li> <li>- Additional services (wrap-around care, clubs)</li> </ul> |
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| Chief Executive Officer | <p>To hold Principals to account for standards of teaching and pupil outcomes within their academies.</p> <p>To ensure the following policies are developed and implemented:</p> <ul style="list-style-type: none"> <li>- Curriculum;</li> <li>- Behaviour Management including permanent and fixed term exclusions;</li> <li>- Provision of RE in line with academies basic curriculum;</li> <li>- Collective worship;</li> <li>- Additional services (wrap-around care, clubs)</li> </ul>      |
| <b>Safeguarding</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Trust Board             | <p>Appointment of a Trust Safeguarding Director.</p> <p>To ensure that serious safeguarding issues are addressed and lessons have been learnt to prevent the incident occurring again.</p> <p>To ensure the Trust is compliant with all statutory requirements and guidance in relation to safeguarding.</p>                                                                                                                                                                                     |
| Local Governing Body    | <p>Report to Trust Board on:</p> <ul style="list-style-type: none"> <li>- Serious safeguarding issues</li> </ul> <p>Monitor safeguarding arrangements and ensure their compliance with statutory requirements and guidance including the Single Central Record.</p>                                                                                                                                                                                                                              |
| Chief Executive Officer | <p>Make decisions about safeguarding issues in academies <i>(in most cases this will be delegated to the Academy Principal)</i>.</p> <p>Report to the Board on serious safeguarding issues</p> <p>Appoint a Trust Safeguarding Lead Officer and ensure there are designated Safeguarding Lead's at each of the Trust's academies.</p> <p>To ensure all Trust academies maintain an up-to-date and complete Single Central Record which is compliant with statutory regulations and guidance.</p> |

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|                         | To ensure the security and privacy of data of pupils, employees and other individuals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Stakeholders</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Trust Board             | <p>Review and Approval of:</p> <ul style="list-style-type: none"> <li>- Changes to Pupil Admission Number (PAN) for an academy;</li> <li>- Opening or closing of a nursery;</li> <li>- Change in status or category of an academy;</li> <li>- Communications Strategy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Local Governing Body    | <p>Approval and implementation of:</p> <ul style="list-style-type: none"> <li>- Annual admission arrangements;</li> <li>- Additional services (e.g. afterschool clubs);</li> <li>- School prospectus;</li> <li>- Free school meals provision;</li> <li>- Home-school arrangements;</li> </ul> <p>Advice to the Trust Board on:</p> <ul style="list-style-type: none"> <li>- Opening or closing a nursery;</li> <li>- Change in status or category of an academy.</li> </ul> <p>Advice to the Chief Executive Officer on:</p> <ul style="list-style-type: none"> <li>- Time of school sessions and dates of school terms and holidays.</li> </ul> <p>To monitor the academy website to ensure it is compliant with all statutory obligations.</p> |
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| Chief Executive Officer | Set the times of school sessions and the dates of school terms and holidays ( <i>in most cases this will be delegated to the Academy Principal</i> ).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Central Services</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Trust Board             | To determine the scope of mandatory core support services and their funding arrangements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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|                                        | <p>To approve:</p> <ul style="list-style-type: none"> <li>- Trust Estates Strategy</li> <li>- Trust ICT Strategy</li> <li>- Trust PR Strategy</li> </ul>                                                                                                                                                                                                                                                                                      |
| Audit Committee                        | To ensure central services provide value for money.                                                                                                                                                                                                                                                                                                                                                                                           |
| Local Governing Body                   | <p>To determine additional services to be procured on behalf of individual academies.</p> <p>To approve and monitor implementation of:</p> <ul style="list-style-type: none"> <li>- Individual Academy Estates Plan;</li> <li>- Individual Academy ICT Plan;</li> <li>- Individual PR Plan.</li> </ul>                                                                                                                                        |
| Chief Executive Officer                | <p>To ensure appropriate insurance arrangements are in place, including governors' liability.</p> <p>To develop and implement an Estates Strategy and ICT Strategy with supporting individual academy plans.</p>                                                                                                                                                                                                                              |
| <b>Finance (including procurement)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Members                                | <p>Appoint the Trust's external auditors.</p> <p>To review the annual reports and accounts to gain assurance the Board is fulfilling their duties effectively.</p>                                                                                                                                                                                                                                                                            |
| Trust Board                            | <p>Appoint:</p> <ul style="list-style-type: none"> <li>- Accounting Officer of the Trust (usually the Chief Executive Officer or equivalent);</li> <li>- Chief Financial Officer.</li> </ul> <p>To approve:</p> <ul style="list-style-type: none"> <li>- Written scheme of delegated financial powers (Financial Regulations);</li> <li>- Reserves Policy;</li> <li>- Capital Funding Policy;</li> <li>- Annual Investment Policy;</li> </ul> |

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|                        | <ul style="list-style-type: none"> <li>- Contract Procedure Policy;</li> <li>- Annual budget for the financial year to 31 August for all academies and central support services including any amounts payable for these services;</li> <li>- Annual report and statement of accounts including the accounting policies;</li> <li>- Sale, purchase or disposal of any capital asset over £50,000.</li> </ul> <p>To receive and review quarterly financial performance reports.</p>                                                                       |
| Finance Lead Director  | <p>To approve:</p> <ul style="list-style-type: none"> <li>- Amendments to the Financial Regulations excluding any changes to delegated limits;</li> <li>- In year reserve requests in line with the Reserves Policy;</li> <li>- Virements in line with the Financial Regulations;</li> <li>- Write off of bad debts in line with the Financial Regulations;</li> <li>- Contract exemptions, extensions, or waivers.</li> </ul> <p>To Chair the Capital Funding Panel.</p>                                                                               |
| Audit Committee        | <p>To review the annual report and statements of accounts including the accounting policies and recommend to the Trust Board their approval.</p> <p>To receive and review the report from the external auditor.</p> <p>To receive and review reports from internal audit.</p>                                                                                                                                                                                                                                                                           |
| Local Governing Bodies | <p>To approve:</p> <ul style="list-style-type: none"> <li>- In year reserve requests in line with the Reserves Policy</li> <li>- Capital project business cases;</li> <li>- Contract exemptions, extensions, or waivers.</li> </ul> <p>To receive and review:</p> <ul style="list-style-type: none"> <li>- Annual budget to ensure that resources are deployed in line with academy improvement plan and risk register;</li> <li>- Quarterly financial performance reports to ensure that in year expenditure is in line with planned spend.</li> </ul> |



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| <p>Chief Executive Officer</p> | <p>Preparation of:</p> <ul style="list-style-type: none"> <li>- Financial Regulations;</li> <li>- Reserves Policy;</li> <li>- Capital Policy;</li> <li>- Investment Policy;</li> <li>- Contract Procedures Rules;</li> <li>- To set fees and charges;</li> <li>- Annual budget for each academy and central support services;</li> <li>- ESFA returns;</li> <li>- Monthly budget monitoring forecasts;</li> <li>- Quarterly financial performance reports;</li> <li>- Reserve requests in line with the Reserves Policy;</li> <li>- Budget virements in line with the Financial Regulations;</li> <li>- Bad debts that require writing off;</li> <li>- Exemptions, extensions or waivers to Contract Procedure Rules;</li> <li>- Capital bids to the Capital Funding Panel (<i>delegated to Academy Principals</i>)</li> </ul> <p>Opening and closing of trust bank accounts and liaising with the Trust bank.</p> <p>Management of trust finances in accordance with Academies Financial Handbook, law and regulations, the Trust Financial Regulations and best practice.</p> |
| <p><b>Human Resources</b></p>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>Trust Board</p>             | <p>Appointment of the Chief Executive Officer</p> <p>Appointment of Academy Principals with the creation of an Appointment Panel consisting of a minimum of three people including Chief Executive Officer, LGB governor and a Trust Board Director.</p> <p>Approval of:</p> <ul style="list-style-type: none"> <li>- Executive Leadership Team structure;</li> <li>- Pay policies;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

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|                       | <ul style="list-style-type: none"> <li>- Pay point values and allowances;</li> <li>- Settlement agreements or early retirement payments for Chief Executive Officer or Principals.</li> </ul> <p>Dismissal of Chief Executive Officer or Principal.</p> <p>Ensure that central team staff appraisal and salary review process is fair and transparent.</p>                                                                                                                                                                                                                                                                                                           |
| Chair/Vice Chair      | <p>Suspension of Chief Executive Officer or Principal.</p> <p>Undertaking Chief Executive performance management appraisal and salary review <i>(in most cases an external advisor will support the process)</i>.</p> <p>To receive appeals in relation to grievances, disciplinary and capability matters raised by the CEO or Principals and take the required action in line with Trust policies.</p>                                                                                                                                                                                                                                                             |
| Finance Lead Director | Approving settlement agreements or early retirement payments for staff except for Chief Executive Officer or Principals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Local Governing Body  | <p>Suspension or dismissal of staff except for the Principal.</p> <p>Advice to the Trust Board on:</p> <ul style="list-style-type: none"> <li>- Dismissal of Principal</li> <li>- Suspension of Principal</li> </ul> <p>Advice to the Chief Executive on:</p> <ul style="list-style-type: none"> <li>- Senior leadership appointments;</li> <li>- Other academy staff;</li> <li>- Suspension or dismissal of staff except for the Principal;</li> <li>- Staff compliment;</li> <li>- Principal annual performance management appraisal and salary review</li> </ul> <p>Review of staff appraisal and salary review process to ensure it is fair and transparent.</p> |

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|                         | To receive appeals in relation to grievances and disciplinary matters raised by staff (except for Principals) in line with Trust policies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Chief Executive Officer | <p>Appointment of:</p> <ul style="list-style-type: none"> <li>- Senior central support services staff;</li> <li>- School leadership team appointments (<i>in most cases this will be delegated to the Principal</i>)</li> <li>- Appointment of other academy staff (<i>in most cases this will be delegated to the Principal</i>)</li> </ul> <p>Determination of:</p> <ul style="list-style-type: none"> <li>- Senior leadership and central support service staff pay ranges</li> <li>- Staff compliment (<i>in most cases this will be delegated to the Principal</i>)</li> </ul> <p>Advice to the Trust Board on:</p> <ul style="list-style-type: none"> <li>- Dismissal of Principal</li> </ul> <p>Undertaking Academy Principal performance management appraisal and salary review (<i>in most cases an external advisor will support the process</i>).</p> <p>Undertaking staff appraisals, salary reviews and CPD requirements (<i>in most cases this will be delegated to the Principal</i>).</p> <p>Development of the Executive Leadership Team.</p> <p>To resolve appeals in relation to grievances, disciplinary and capability matters raised by Principals and other staff in line with Trust policies.</p> |

In circumstances where the Trust Board has serious concerns about a Local Governing Body's capacity and capability to discharge its delegated functions effectively, it reserves the right to remove some or all of these delegated functions. Circumstances which may lead to such action being taken by the Board include, but are not limited to:

- A sustained failure to improve performance or a significant decline in pupil outcomes;
- Major safeguarding issues or concerns; or

- Adverse external inspections or reviews.

In addition the Trust Board has the power to take the following actions in exceptional circumstances:

- Appointment of additional governors;
- Replacement of the Local Governing Body; or
- Any other action the Trust Board feels appropriate in line with this Scheme of Delegated Governance Functions.