

Scheme of Delegation

Document Ref:

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Name of Responsible Committee: Board of Trustees

Trade Union Representative Approval: NA

Implementation Date: 1st September 2018

Review Date: September 2019

Version: 3

Trustee Approval Date: 16th July 2018

Target Audience: Members, Trustees, CEO, LGBs and Principals

Related Documents: Articles of Association

References:

Revision History

Version	Date	Summary of Revision	Revision Author
1	01/05/2018	<ul style="list-style-type: none">Trust Version Created	CJH
2	13/07/2018	<ul style="list-style-type: none">Removed supported academies provisionAdded 'What it is' and 'What it isn't'	CJH
3	02/07/2019	Completed 'What it is' and 'What it isn't'	CJH

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SWANLAND EDUCATION TRUST

Introduction

- 1.1. This scheme of delegation has been developed to clarify the responsibilities and powers of Members, Trustees and Local Governing Boards at the school in respect of key aspects of the leadership and management of the Trust and its Academies and to ensure compliance with legal requirements.
- 1.2. It sits alongside the MAT Financial Policies and Procedures manual which covers all financial delegations and the suite of policies through which the Trust operates that further define individual and collective roles and responsibilities.
- 1.3. The delegations set out in this scheme are delegated to the specific committees and any individuals unless otherwise directed or agreed by the Board of Trustees.
- 1.4. Delegations cannot be exercised other than by the designated committee or individual unless otherwise directed or agreed by the Trust Board.
- 1.5. The Chair, or in the absence of the Chair, Vice-Chair has power to carry out functions of the Trust Board or Local Governing Board in extreme circumstances where a delay in exercising a function is likely to be seriously detrimental to the interests of the Trust or School, a child at the School or their parents, or a person who works at the School. However, this power does not include matters relating to the alteration and closure of the School, a change of school category, approval of budget, discipline policies and admissions.

Governance Framework

- 2.1. In a Multi-academy trust (MAT) there is only one legal entity accountable for all the academies (schools) within the Trust, i.e. the multi academy trust (MAT). The MAT has one set of Articles which govern all the academies in that trust. The MAT has a master funding agreement with the Secretary of State. Each academy also has a Supplemental Funding Agreement.
- 2.2. The academy trust is a charitable company and is responsible for the strategic direction of the academy and has 4 main layers of governance: the members of the trust, the board of trustees, trustee scrutiny/advisory committees and Local Governing Boards.

Members

- 2.3. The members ensure the charitable company achieves its objectives, sign off the financial accounts and annual report, and appoint some of the Trustees.

Trustees

- 2.4. The Trustees have delegated responsibility for the 3 core strategic functions (strategic direction, holding the head teachers to account for educational performance and overseeing the financial performance and compliance of the academies).
- 2.5. Trustees are responsible for governance within each academy. A trustee must also ensure compliance with charity and company law and the academy trust's funding agreement.
- 2.6. The MAT Board of Trustees can delegate to any committee (scrutiny, advisory committees), Local Governing Boards, the Head Teacher or any other holder of an

executive office, any of its powers or functions, subject to any prescribed restrictions imposed by the MAT and management of conflicts of interest.

- 2.7. The MAT board will establish scrutiny committees who report to the Trustees and advise Local Governing Boards. The constitution, membership and proceedings of the scrutiny committees are decided by the Trustees. MAT scrutiny committees may co-opt governors from local governing boards who have specific skills related to the needs of the committee. The establishment, terms of reference, constitution and membership of any committee must be reviewed every 12 months.
- 2.8 The MAT board may be guided, through the Trust structure which consists of the Executive Leadership Board and any such committee which may be convened at the request of the Trustees. These committees may be convened in response to a specific need of the Trust.

Local Governing Boards

2.9. Structure of Local Governing Boards

The Trust encourage all their academies to be self-governing. The structure of each Local Governing Board will be agreed taking into consideration the unique status of each individual school. The number of each LGB will be either 8 or 12. Most LGBs will be formed following the structures listed below:

Community Schools

8 governors: 4 Trust Appointed, 2 parents, 1 staff, 1 HT/HofS

12 governors: 6 Trust Appointed, 3 parents, 2 staff, 1 HT/HofS

Church schools

8 governors: 2 foundation, 2 Trust appointed, 2 parents, 1 staff, 1 HT/HofS

12 governors: 3 foundation, 3 Trust Appointed, 3 parents, 1 staff, 1 HT/HofS

- 2.10. Local Governing Board are committees of the Trust's board. Their members are not trustees of the academy trust. The Governors of a local governing board are appointed members of a sub-committee and are referred to as Governors.
- 2.11. The Trust Board emphasises its commitment (wherever possible and appropriate) to individual academies sustaining their distinctive ethos and character, with strong and effective Governing Boards working to support their Head Teachers. In the case of an Academy designated with a C of E religious character, the Academy shall be conducted in accordance with the principles, practices and tenets of the C of E, preserving and developing its religious character.
- 2.12. It is important to remember however, that even where responsibility is delegated to a local level, it is the academy trust as the legal entity (not the local governing Board) that is ultimately accountable, for example in terms of finance and performance, and as the employer of staff.

- 2.13. To achieve this, it also recognised the need for an effective Board of Trustees with strong sub-committees to –
- Provide support on strategy;
 - Business planning and direction;
 - Support financial planning;
 - Enable resources to be used more effectively;
 - Seek efficiencies in e.g. procurement;
 - Provide “umbrella” services more efficiently;
 - Ensure compliance with legal and statutory obligations;
 - Ensure that the outcomes and experiences of children and young people are as good as they can be.

Framework

- 2.14. The governance framework of the Trust is built upon the ethos of ensuring that governors govern and managers manage. This framework enables all parties to fulfil their roles and responsibilities, and provides clarity on individual and collective responsibilities, and delegated responsibilities, as outlined below.

Ethos

- 2.15. The Local Governing Board will govern with an emphasis on:
- a) Outward vision rather than internal preoccupation;
 - b) Encouragement of equality and diversity;
 - c) Strategic leadership over administrative detail;
 - d) Distinction between Local Governing Board and executive roles;
 - e) Decision making that is collective rather than individual;
 - f) A focus on the future, as well as the present;
 - g) Pro-activity rather than reactivity;
 - h) Promoting, at all times and through all its actions, positive academic and social outcomes and vibrant experiences for children and young people.

Measures for schools at risk

2.16

- a) Schools may be judged at risk if:
 - The school has been judged RI or put in a category by Ofsted;
 - The data trends have been highlighted by the Trust as cause for concern;
 - The review of teaching and/or leadership has been highlighted by the Executive Leadership Board as cause for concern;
 - The review of governance has been highlighted as cause for concern.
- b) Measures may include:
 - Establishing an interim Local Governing Board;
 - For sponsored schools (RI, Special Measures) the CEO and or Board of Executive Leadership will approve all staffing appointments, Leadership structure and School Improvement strategy;
 - For other schools at risk, the Trust will decide whether accountability will be given to an Executive Head Teacher;
- c) Measures will be determined by the Board of Trustees on recommendation from the CEO.

Core Governance and Operational Structure

SET - Members

SET - Board of Trustees

Strategic

Operational

Business Development

Finance and Audit

Personnel

Premises, health and safety.

Board of Executive Leaders

Local Governing Boards

Airmyn Park Primary

Dunswell Academy

Hook C E Primary

Swanland Primary School

Terms of Reference for a Meeting of the Trust Board

The Trust Board shall act subject to the Articles of Association.

Any delegation of powers by the Trust Board under this document shall be made subject to any conditions the Trust Board may impose and may be revoked or altered by it. The functions, meetings and proceedings of the Committees shall be subject to regulations (if any) made by the Trust Board from time to time.

Chair

The Chair and Vice Chair of the Trust Board will be appointed by the Trust Board

If the Chair or Vice Chair is absent from any meeting of the Trust Board, those Trustees present shall appoint one of their number to chair the meeting. The provisions of paragraph below as to quorum for meetings shall apply.

Meetings of the Committees of the Board

The Trust Board shall hold such meetings as may be necessary.

All meetings shall be convened by the Clerk, who shall send to the Trust Board members written notice of the meeting and a copy of the agenda (and any relevant papers) at least seven clear days in advance of the meeting.

A meeting of the Trust Board shall be called by the Clerk whenever requested by the Chair or at the request in writing of any three Trustees. Where there are matters demanding urgent consideration, the Chair or, in his or her absence, a Trustee may waive the need for seven days' notice of the meeting and substitute such notice as they think fit.

The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

Quorum

No meeting of the Trust Board may be held unless at least three Trustees are present. If in the course of a meeting of the Committee the number of Trustees present ceases to constitute a quorum, the meeting shall be terminated forthwith or will continue as a discussion forum with no decision making authority.

Proceedings of the Meetings

Every question to be decided at a meeting of the Trust Board shall be determined by a majority of the votes of the Trustees present and voting on the question. Trustee shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have the casting vote.

No resolution of the Trust Board may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.

Any Trustee shall be able to participate in meetings of the Trust Board by telephone or video conference provided that they have given reasonable notice to the Clerk and that the Trust Board has access to the appropriate equipment.

Minutes and Publications

Minutes will be taken of every Committee meeting.

At every meeting of the Trust Board, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Trustees present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.

The Clerk shall ensure that a copy of the agenda for every meeting of the Trust Board, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Trust Board.

The Trust Board may invite attendance by persons who are not Trustees where such attendance is considered by the Trustee to benefit its deliberations.

Decisions by Email/post

On rare occasions a decision or approval is needed for a resolution at short notice. Approval can be provided by a majority of the Trust Board confirming approval of the resolution by email/post.

Amendments to these Terms of Reference

These Terms of Reference will be subject to review in each academic year and may be subject to amendment by the Trust Board.

Terms of Reference for a Committee of the Trust Board

Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles and to any directions given by the Trust Board, the Committees of the Trust Board, that are not Local Governing Boards (LGBs) shall take delegated responsibilities as set out in this document.

Any delegation of powers by the Trust Board under this document shall be made subject to any conditions the Trust Board may impose and may be revoked or altered by it. The functions, meetings and proceedings of the Committees shall be subject to regulations (if any) made by the Trust Board from time to time.

Composition of a Committee of the Trust Board

The membership of the Committees shall be determined by the Trust Board. In some cases, the Trust Board may co-opt an LGB member to act for it on recruitment panels, appeals committees related to staff and student discipline and grievance or in relation to complaints. Any trustee may attend any committee meeting providing they note any declarations of interest.

Chair

The Chair of the Committee will be appointed by the Trust Board

If the Chair is absent from any meeting of the Committee, those Trustees present shall appoint one of their number to chair the meeting. The provisions of paragraph below as to quorum for meetings shall apply.

Meetings of the Committees of the Trust Board

The Committee shall hold such meetings as may be necessary.

All meetings shall be convened by the Clerk, who shall send to the Committee members written notice of the meeting and a copy of the agenda (and any relevant papers) at least seven clear days in advance of the meeting.

A meeting of the Committee shall be called by the Clerk whenever requested by the Chair or at the request in writing of any three Trustees. Where there are matters demanding urgent consideration, the Chair or, in their absence, a Trustee may waive the need for seven days' notice of the meeting and substitute such notice as they think fit.

The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

Quorum

No meeting of the Committee may be held unless at least three Trustees are present or two Trustees and one co-opted member of the LGB throughout the meeting. In all cases Trustees must form a majority of the Committee. If the number of Trustees assembled for a meeting of the Committee does not constitute a quorum, the meeting shall not be held. If in the course of a meeting of the Committee the number of Trustees present ceases to constitute a quorum, the meeting shall be terminated forthwith or will continue as a discussion forum with no decision-making authority.

Proceedings of the Meetings

Every question to be decided at a meeting of the Committee shall be determined by a majority of the votes of the Trustees present and voting on the question. Trustee shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have the casting vote.

No resolution of the Committee may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.

Any Trustee shall be able to participate in meetings of the Committee by telephone or video conference provided that he or she has given reasonable notice to the Clerk and that the Committee has access to the appropriate equipment.

Minutes and Publications

Minutes will be taken of every Committee meeting.

At every meeting of the Committee the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Trustees present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.

The Clerk shall ensure that a copy of the agenda for every meeting of the Committee, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Trust Board.

The Committee may invite attendance by persons who are not Trustees where such attendance is considered by the Trustee members of the Committee to benefit its deliberations.

Amendments to these Terms of Reference

These Terms of Reference will be subject to review in each academic year and may be subject to amendment by the Trust Board.

Terms of Reference for a Local Governing Board

Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles and to any directions given by the Trust Board, the Local Governing Board shall take delegated responsibilities as set out in this document.

Any delegation of powers by the Trust Board under this document shall be made subject to any conditions the Trust Board may impose and may be revoked or altered by it. The functions, meetings and proceedings of the Committees shall be subject to regulations (if any) made by the Trust Board from time to time.

Composition of the Local Governing Board

The Local Governing Board may continue to act notwithstanding a temporary vacancy in its composition.

Elections for the post of LGB Staff member shall be held every four years by secret ballot of persons who are members of staff of the Local School (either teaching or non-teaching staff) on the date of the election. Any candidate must be a member of staff of the Local School at the date of the election and, if elected, throughout their term of office.

In the event that there is one or no candidates for the role, the Trust Board will decide how best to fill the vacancies.

The Trust Board may make such rules concerning the administration of an election. The decision of the Trust Board in relation to any disputed matter concerning such an election shall be final.

Resignation and Removal

An LGB member may at any time resign his or her office by giving notice in writing to the Clerk to the Committee

An LGB member shall cease to hold office if he or she is removed by the person or persons who appointed him. This provision does not apply in the case of an LGB Staff member, except that an LGB Staff member shall resign from office if and as soon as he or she ceases to be a member of staff at the Local School, whether or not their term of office has expired.

The Trust Board may terminate the appointment of any LGB member whose presence or conduct is deemed by the Trust Board not to be in the best interests of the Company or the Local School.

The Head Teacher shall automatically cease to hold office if he or she ceases to be associated with the Local School in the capacity in which he or she was appointed.

Persons Ineligible to be LGB Members

No person shall be qualified to be a **LGB** member unless he or she is aged 18 or over at the date of his or her election or appointment.

An **LGB** member shall cease to hold office if he or she becomes incapable by reason of mental disorder, illness or injury of managing or administering his or her own affairs.

An **LGB** member shall cease to hold office if he or she is absent without the permission of the **LGB** members from all their meetings held within a period of six months and the Trust Board resolve that this office be vacated.

An **LGB** member shall cease to hold office if he or she is disqualified from acting as a trustee by virtue of section 72 of the **Charities Act 1993** (or any statutory re-enactment or modification of that provision).

A person shall be disqualified from holding or continuing to hold office as an **LGB** member:
If at any time when he or she is:

- Included in the list of teachers and workers with children or young persons whose employment is prohibited or restricted under section 1 of the **Protection of Children Act 1999**; or
- Disqualified from working with children under section 35 of the **Criminal Justice and Court Services Act 2000**.

If he or she is a person in respect of whom a direction has been made under section 142 of the **Education Act 2002**.

Where he or she has, at any time, been convicted of any criminal offence, including any that have been spent under the **Rehabilitation of Offenders Act 1974** as amended, but excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the **Charities Act 1993**.

If he or she has not provided to the Chair of the Trust Board a **Disclosure Barring Service** criminal record certificate at an enhanced disclosure level under the **Safeguarding Vulnerable Groups Act 2006** as amended by the **Protection of Freedoms Act 2012**. In the event that the certificate discloses any information which would in the opinion of the Chair of the Trust Board confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the **Secretary of State** to determine the matter. The determination of the **Secretary of State** shall be final.

Where a person becomes disqualified from holding or continuing to hold office as an LGB member and he or she is, or is proposed to become, such an LGB member, he or she, shall upon becoming so disqualified, give written notice of that fact to the Clerk.

Term of Office

Any LGB member shall hold and vacate office in accordance with the terms of his or her appointment but (except in the case of the Head Teacher) the length of his or her term of office shall not exceed four years.

LGB members (other than Staff members) retiring at the end of their term of office shall be eligible for re-appointment at the discretion of the Local Governing Board. LGB Staff members may be re-elected for one further term only.

Conflicts of Interest

The income and property of the Local School must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the Trustees with regard to having a Personal Financial Interest shall also apply to the LGB members.

Any LGB member who has any duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his or her duties as an LGB member shall disclose that fact to the Local Governing Board and to the Clerk as soon as he or she becomes aware of it. An LGB member must absent himself or herself from any discussions of the Local School Committee in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the Local School and any duty or personal interest (including but not limited to any Personal Financial Interest).

Chair

The Chair of the Local Governing Board will be appointed by the Trust Board every year for a 1-year term.

The Vice-Chair of the Local Governing Board will be appointed by the Trust Board every year for a 1-year term.

If both the Chair and the Vice-Chair are absent from any meeting of the Local Governing Board, those LGB members present shall appoint one of their number to Chair the meeting.

The Chair of the Local Governing Board will meet with representatives of the Trust Board at the beginning of each School year to discuss the roles and responsibilities of the Local Governing Board.

Meetings of the Local Governing Board

The Local Governing Board shall meet at least three times in every academic year and shall hold such other meetings as may be necessary.

All meetings shall be convened by the Clerk, who shall send to the LGB members written notice of the meeting and a copy of the agenda (and any relevant papers) at least seven clear days in advance of the meeting.

A meeting of the Local Governing Board shall be called by the Clerk whenever requested by the Chair or at the request in writing of any three LGB members. Where there are matters demanding urgent consideration, the Chair or, in their absence, the Vice-Chair may waive the need for seven days' notice of the meeting and substitute such notice as they think fit.

The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

Any Trustee may attend any meeting of the Local Governing Board and may, with the approval of the Chair of the meeting, speak and vote on any issue raised in the agenda or papers of the meeting or any issue raised at the meeting.

Quorum

No meeting of the Local Governing Board shall be quorate if less than three of its members are present.

If the number of LGB members assembled for a meeting of the Local Governing Board does not constitute a quorum, the meeting shall not be held or will continue as a discussion forum with no decision making authority. If in the course of a meeting of the Local School Committee the number of LGB members present ceases to constitute a quorum, the meeting shall be terminated forthwith or will continue as a discussion forum with no decision making authority.

If for lack of a quorum a meeting cannot be held or, as the case may be, cannot continue, the Chair shall, if they think fit, determine the time and date at which a further meeting shall be held and shall direct the Clerk to convene the meeting accordingly.

Proceedings of Meetings

Every question to be decided at a meeting of the Local Governing Board shall be determined by a majority of the votes of the LGB members present and voting on the question. Every LGB member shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote. An LGB member may not vote by proxy.

No resolution of the LGB may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.

Any LGB member who is also an employee of the Company or an LGB Staff member shall withdraw from that part of any meeting of the Local Governing Board at which any recommendation to the Trust Board as to his or her remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.

A resolution in writing, signed by all the LGB members, shall be valid and effective as if it had been passed at a meeting of the Local Governing Board duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the LGB members.

Any LGB member shall be able to participate in meetings of the Local Governing Board by telephone or video conference provided that he or she has given reasonable notice to the Clerk and that the Committee has access to the appropriate equipment.

Minutes and Publication

Minutes will be taken of every Local Governing Board meeting.

At every meeting of the Local Governing Board the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the LGB members present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.

The Clerk shall ensure that a copy of the agenda for every meeting of the Local Governing Board, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Trust Board.

The Local Governing Board may invite attendance by persons who are not LGB members where such attendance is considered by the members of the Local Governing Board to benefit its deliberations.

Amendment to these Terms of Reference

These Terms of Reference will be subject to review in each academic year and may be subject to amendment by the Trust Board.

Scheme of Delegation

Trust Governance

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
1.1	Review and amend the Articles of Association	X					Reviewed as and when needed. Reviewed in light of change in legislation Reviewed when a change in status of Trust	A routine exercise;
1.2	To change the name of the Academy Trust	X					Only changed if circumstances around the Trust change	An opportunity to regularly change the name;
1.3	To Receive the Annual Report from Trustees and the CEO on the Trusts Performance and Standards	X					A report/presentation in December of each year, outlining the current standing of each school and the Trust as a whole Opportunity to give feedback to the Board of Trustees and CEO	To make operational decisions based on the report;
1.4	To appoint External Auditors	X					Through a tendering process; Based on best value; Fulfilment of strict criteria; In consultation with the Trust's CFO	Simply re-appointing previous contractors;
1.5	To approve any contracts between the Academy Trust and Trustees	X					Oversee Pecuniary interests related to Trustees.	Preventing Trustees from seeking approval
1.6	To appoint/remove Trustees	X					In accordance with the Articles of Association When a vacancy arises When the Board of Trustees raise a concern about a Trustee	An opportunity to make regular changes
1.7	To appoint/remove new Members	X					In accordance with the Articles of Association When a vacancy arises When a concern is raised about a member.	An opportunity to make regular changes

Finance

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
2.1	Approve formal budget plan for each financial year		X				Is completed in conjunction with Head Teachers and local finance teams.	It should not be specific to how funding is spent.
2.2	Set financial policy and procedures		X				Is in line with national guidance and policy. Is specific to the structure of the Trust.	XXXXX
2.3a	Investigate financial irregularities at academy level		X				When a concern is raised	A routine task
2.3b	Investigate financial irregularities at Trust level	X					When a concern is raised	A routine task
2.4	Agree contracts and make payments Trust wide, not relating to a single academy		X				Through a tendering process; Based on best value; Fulfilment of strict criteria; In consultation with the Trust's CFO	Simply re-appointing previous contractors; Simply awarding to the cheapest provider;
2.5	Agree contracts or other binding agreements		X	X	X	X	As per the Trust's Financial Procedures	An opportunity to operate outside of the Trust's agreement
2.6	Make payments		X	X		X	As per the Trust's Financial Procedures	An opportunity to operate outside of the Trust's agreement
2.7	Approve charging policy in school		X				Is in line with national guidance and policy. In line with the Funding Agreements;	An opportunity to make individual policies/exceptions;
2.8	Approve charging policy Trust level		X				Is in line with national guidance and policy. In line with the Funding Agreements;	An opportunity to make individual policies/exceptions;
2.9	Agree scheme of delegation		X				In accordance with the Articles of Association Reviewed in light of change in legislation Reviewed when a change in status of Trust Reviewed a minimum of every 3 years	Not a routine exercise

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
2.10	Appoint Chief Financial Officer		X				Agree Job Specification and Description; Agree Salary; Act as interviewers; Ratify decision of interviewing panel; Hold the post holder to account	XXXXXXX
2.11	Ensure Pupil Premium funding is used to raise achievement of disadvantaged pupils				X		<ul style="list-style-type: none"> Is responsible for knowing, understating and challenging the effectiveness of spending by asking questions on the impact of the funding's use/implementation. 	<ul style="list-style-type: none"> Is not directing how or where the funding should be spent. Is not the same arrangements year on year.

Staffing

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
3.1	Determine staffing structure at school level on TLR3 or equivalent					X	Provide an annual update; Included in the Trust's Pay Policy; Clear Rationale for the structure;	An opportunity to rationalise structure without definitive motives/reasons
3.2	Determine staffing structure school leadership level			X			In consultation with Head Teacher/Head of School; Appropriate and proportionate to the individual school;	
3.3	Determine staffing level structure for the Trust		X				In consultation with CEO/CFO; Agree Job Specification and Description; Agree Salary; Act as interviewers; Ratify decision of interviewing panel; Hold the post holder to account	XXXXX
3.4	Determine dismissal payments and agree early retirements		X				Assess the need on a case by case basis; In accordance with terms and conditions of employment	XXXXX

Ref	Decision-making authority /responsibility	Academies					‘What it is’	‘What it isn’t’
		Members	Trustee	CEO	LGB	Principal		
							In accordance with the Trust’s Pay Policy.	
3.5	Determine all HR/personnel policies and procedures		X				In light of legislation/national agreements; Specific to the structure of the Trust; Includes H&S/wellbeing policies and procedures; Regularly review all related policies and documents;	Implementing changes that will adversely affect recruitment and retention; Going against national agreements/legislation;
3.6	Agree general employment terms and conditions (not an individual’s pay/package) for staff		X				In light of legislation/national agreements; Specific to the structure of the Trust; Includes H&S/wellbeing policies and procedures; Regularly review all related policies and documents;	Implementing changes that will adversely affect recruitment and retention; Going against national agreements/legislation;
3.7	Appoint the Principal		X				In consultation with CEO and LGB; Agree Job Specification and Description; Agree Salary; Act as interviewers; Ratify decision of interviewing panel;	XXXXX
3.8	Approve appointment of staff on leadership pay spine			X			In consultation with Head Teacher/Head of School; In consultation with LGB members;	Not to make a personal decision without consultation;
3.9	Approve teaching staff appointment					X	In consultation with LGB members; Act as interviewers;	XXXXX
3.10	Determine pay decisions school level on TLR3 or equivalent					X	In consultation with LGB members;	XXXXX
3.11	Determine pay decisions leadership level			X			In consultation with Head Teacher/Head of School;	XXXXX
3.13	Dismiss the Principal		X				In accordance with relevant Trust HR policies; In accordance with the law;	A process without justifiable reasons;

Ref	Decision-making authority /responsibility	Academies					‘What it is’	‘What it isn’t’
		Members	Trustee	CEO	LGB	Principal		
							In response to a serious concern; In consultation with the Chair of LGB/CEO	
3.14	Dismiss other staff			X			In accordance with relevant Trust HR policies; In accordance with the law; In response to a serious concern; In consultation with the Chair of LGB/Head Teacher or Head of School;	A process without justifiable reasons;
3.15	Suspend the Principal			X			In accordance with relevant Trust HR policies; In accordance with the law; In response to a serious concern; In consultation with Chair of LGB	A process without justifiable reasons;
3.16	Suspend other staff					X	In accordance with relevant Trust HR policies; In accordance with the law; In response to a serious concern; In consultation with Chair of LGB/CEO	A process without justifiable reasons;
3.17	End suspension of the Principal.		X				In accordance with relevant Trust HR policies; In accordance with the law; In consultation with Chair of LGB/CEO Is ratified after a full investigation has been carried out	Is not for individual Trustees to conduct their own investigation.
3.18	End suspension of other staff				X		In accordance with relevant Trust HR policies; In accordance with the law; In consultation with CEO; Is ratified after a full investigation has been carried out	Is not for individual governors to conduct their own investigation.
3.19	Hear appeals for redundancies		X				In accordance with relevant Trust HR policies;	Is not for Trustees to decide that a post is/isn’t needed;

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
							In accordance with the law; To ensure the process has been applied fairly and consistently;	

Standards

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
4.1	Approve challenging pupil progress targets (school level)		X				Receive targets set by individual schools; Question and challenge the rationale for the targets set; Reach a majority agreement;	An opportunity for dictating targets;
4.2	Monitor pupil progress against targets (school level)				X		Is responsible for knowing, understanding and challenging, on a regular basis, pupil progress against school level targets	Is not asking about individual children. It is not just a 'rubber stamping' activity.
4.3	Evaluate the school's impact on pupil progress against targets for all groups of pupils				X		Is responsible for knowing, understanding and challenging, on a regular basis, pupil progress for all groups against school/class level targets	Is not asking about individual children. It is not just a 'rubber stamping' activity.
4.4	Evaluate Trust wide standards and progress		X				Receive analysis of school performance from individual schools; Question and challenge the outcomes/progress; Feedback any notable achievements/concerns;	An opportunity to be overcritical without being in receipt of all relevant information

Provision of Curriculum

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
5.1	Agree curriculum				X		Is responsible for agreeing the principles on which the school's curriculum policies are based.	Is not imposing personal preferences. Is not a 'one fits all' model.
5.2	Ensure agreed curriculum is taught				X		Is responsible for supporting, challenging and advising the school in the development and implementation of its curriculum	It should not be the same as every other school.

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
							framework and its extra-curricular provision.	
5.3	Evaluate impact of curriculum		X		X		Is responsible for knowing and understanding the school's own evaluation of the quality and impact of its curricular and extra-curricular provision.	Is not an assumption that once established it would not need reviewing and adapting to current cohorts of children and national expectations.

Appraisal

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
6.1	Approve and keep under review appraisal and capability policy (linked with pay and capability policies)		X				In accordance with Trust policy; In consultation with CEO; Ensure individual schools comply with policy;	XXXXXX
6.2	Implement the appraisal and capability process in relation to the Principal\CEO		X				In accordance with Trust policy; Ensure the Trust comply with policy;	XXXXXX
6.3	Implement the appraisal and capability process in relation to other staff					X	In accordance with Trust policy; In consultation with CEO; Ensure individual schools comply with policy;	XXXXXX

Behaviour and Conduct

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
7.1	Establish Trust-wide conduct of code for staff		X				Developed in line with national expectations; Accurately reflects the Trust's structure;	Not an opportunity to bring personal views to policy making;

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
7.2	Keep under review academy wide behaviour policy for pupils		X				Ensure the policy is being upheld in each school; Ensure the policy is regularly reviewed and evaluated;	To impose personal views on its content;
7.3	Implement academy wide behaviour policy for pupils					X	Ensure the policy has a local school protocol; Ensure that all staff adhere and follow the policy;	Not an opportunity to make individual policies/procedures.
7.4	Monitor impact of academy wide behaviour policy for pupils		X				Receive data on school's behaviour; Question and challenge the data; Give feedback on the information received;	An opportunity to be overcritical without being in receipt of all relevant information

Exclusions

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
8.1	Exclude a pupil					X	To first ensure a discussion has taken place with the CEO; Ensuring that national guidance is adhered to; Graduated response;	Used as an opportunity to give the school a break;
8.2	To review permanent exclusions and fixed term exclusions exceeding 15 days in a term		X				Following national guidance and documentation; Review the factual information received from the school;	Passing personal judgement about the individual; Not an opportunity to question the school's support/intervention;
8.3	Direct reinstatement of a pupil		X				Following national guidance and documentation; Review the factual information received from the school;	Passing personal judgement about the individual; Not an opportunity to question the school's support/intervention;

Admissions

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
9.1	Establish appeals and policy, panel procedure		X				Following national guidance and procedures; Ensure that those policies and procedures are adhered to; Working in consultation with the LA	Used as an opportunity to fulfil personal needs;
9.2	Consult annually before agreeing admissions policy		X				By 31 st January in the year before the policy is enforced i.e. 31/01/19 for admission in September 2020.	An opportunity to regularly change the criteria;

Collective Worship

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
10.1	Ensure statutory requirements are met				X		Is responsible for knowing and understanding the school's policy on collective worship. Is to ensure that it takes place on a daily basis.	It should not be just an assembly.

Premises

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
11.1	Insure the building(s)		X				Using best value principles;	Using the cheapest quote;
11.2	Set Facilities Management policy		X				Ensure the policy adheres to the current legislation;	XXXXXX
11.3	Implement Site Facilities Management policy					X	Ensure that schools are aware of their duty to implement the policy; Receive confirmation that it is being implemented and adhered to;	XXXXXX

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
11.4	Prepare and keep under review a Health and Safety Policy		X				Ensure the policy adheres to the current legislation; Ensure that it is specific to the Trust's structure	XXXXX
11.5	Implement the Health and Safety Policy					X	Ensure that the policy has local school protocols;	Not an opportunity to create individual school policies;
11.6	Monitor and evaluate the implementation of the Health and Safety Policy and intervene where necessary		X				Ensure that schools are aware of their duty to implement the policy; Receive confirmation that it is being implemented and adhered to; Receive information about the effectiveness of the policy i.e. accident reporting;	Not an opportunity to micro-manage the H&S of a school;

School Improvement

Ref	Decision-making authority /responsibility	Non-Supported Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
12.1	Prepare a school improvement plan, including SMART objectives and resource implications					X	Is knowing and understanding the priorities of the school and with the key leaders, jointly developing an annual plan of action.	It should not be a box ticking exercise;
12.2	Approve the development plan				X		Is knowing and understanding the priorities of the school and with the head teacher, jointly developing an annual plan of action.	It should not be a 'rubber stamping' activity.
12.3	Prepare a trust-wide school development plan			X			Is knowing and understanding the priorities of the Trust and with the key leaders, jointly developing an annual plan of action.	It should not be a box ticking exercise;
12.4	Approve a Trust-wide school development plan		X				Is knowing and understanding the priorities of the Trust and with the CEO, jointly developing an annual plan of action.	It should not be a 'rubber stamping' activity.

Ref	Decision-making authority /responsibility	Non-Supported Academies					‘What it is’	‘What it isn’t’
		Members	Trustee	CEO	LGB	Principal		
12.5	Evaluate the impact of the development plan and overall school performance				X		Is receiving termly evaluations on the progress towards achieving the objectives set in the action plan. Is quality assuring the judgements made by the head teacher and staff through visits to the school. (see policy for governor/trustee visits)	Is not assuming the plan cannot be revised/adapted in year, in order to further improve outcomes and impact.
12.6	Evaluate the impact of the development plan and overall academy performance	X					Is receiving termly evaluations on the progress towards achieving the objectives set in the action plan. Is quality assuring the judgements made by the head teacher and staff through visits to the school. (see policy for governor/trustee visits)	Is not assuming the plan cannot be revised/adapted in year, in order to further improve outcomes and impact.

School Governance

Ref	Decision-making authority /responsibility	Academies					‘What it is’	‘What it isn’t’
		Members	Trustee	CEO	LGB	Principal		
13.1	Appoint/remove governors		X				In accordance with the Articles of Association When a vacancy arises When the Board of Trustees/LGB raise a concern about a Trustee	
13.2	Appoint/remove the Chair of Governors		X				Based on skills of the individual; Appointed annually at the start of the academic year;	Appointing to fill the role;
13.3	Establish register of governors/ Trustees /members business interests	X	X		X		Is to establish a register of interests on an annual basis. Is for individuals to inform the LGB as circumstances change.	Is not to assume that these will not change throughout the year.
13.4	Ensure potential conflicts of interest (pecuniary/ personal) are declared and recorded at each meeting	X	X		X		Is to know and understand the items to be covered at each meeting. Individuals responsibility to declare this at the beginning of proceedings.	Is not assuming that everyone knows an interest/conflict exists.

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
13.5	Hold a meeting of the local governing board at least once per term				X		Is to ensure that the year's meetings are noted in advance, as per the Trust's schedule of meetings ensuring maximum possible attendance.	
13.6	Approve a scheme for paying governors' expenses		X				Adhering to guidance; Ensuring governors expenses are appropriately covered;	Is not for covering work outside of the role of a governor;

Supported Academies

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
14.1	Assess whether an academy requires support in one or more areas.		X				Through a careful and thorough review of all areas of the school;	

School Organisation

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
15.1	Approve times of school day and term dates		X				Based on factual information, which includes consideration of improved academic standards and wellbeing of children and staff; Through consultation with key stakeholders, where necessary;	Impose own personal ideas/beliefs Use own situation to make a decision;

Information for Parents

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
13.1	Provide parents with a written report on their child's achievement.					X	Ensuring that parents have a written report prepared for them; Accurate and informative data parents understand where their child is in relation to national standards;	Descriptive account;

Website

Ref	Decision-making authority /responsibility	Academies					'What it is'	'What it isn't'
		Members	Trustee	CEO	LGB	Principal		
13.1	Include legal disclosures on corporate website.		X				Complying with guidance and funding agreement;	XXXXX
13.2	Publish information relating to the Academy on Academy's website.				X		Is knowing and understanding the legal requirements of what information is required on the school's website. Is an opportunity to celebrate and publish the distinctive work of the school. Is to ensure the information is regularly updated and reflects the current position of the school as per the Trust's 'Audit your schools website' guidance.	It should not be imposing personal preference.