



# Laurence Jackson Secondary School Scheme of Delegation

**Effective date: September 2024**



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# 1. Vision & Values

## **Purpose**

Ignite the potential in young people and prepare them to be the trail blazers of tomorrow.

## **Vision**

Informed young people enjoying the present and being optimistic for their future.

## **Mission**

Create the environment and provide the opportunity for young people to flourish.

## **Values**

### **We stand for:**

**Mutual respect** - We are inclusive of all. We listen to all perspectives.

**Hearty collaboration** - We are stronger together. We share. We are collaborative. We are partners.

**Courageous ambition** - We strive for the best. We have high aspirations - for ourselves, our schools and our young people. We are positive about the future.

# 2. Scheme of Delegation

The Trust Scheme of Delegation sets out the delegation by the Trustees under Article 105 of the Articles of Association. The Scheme defines the lines of responsibility, accountability and key decision making in respect of the governance and management of the Trust and its Academies.

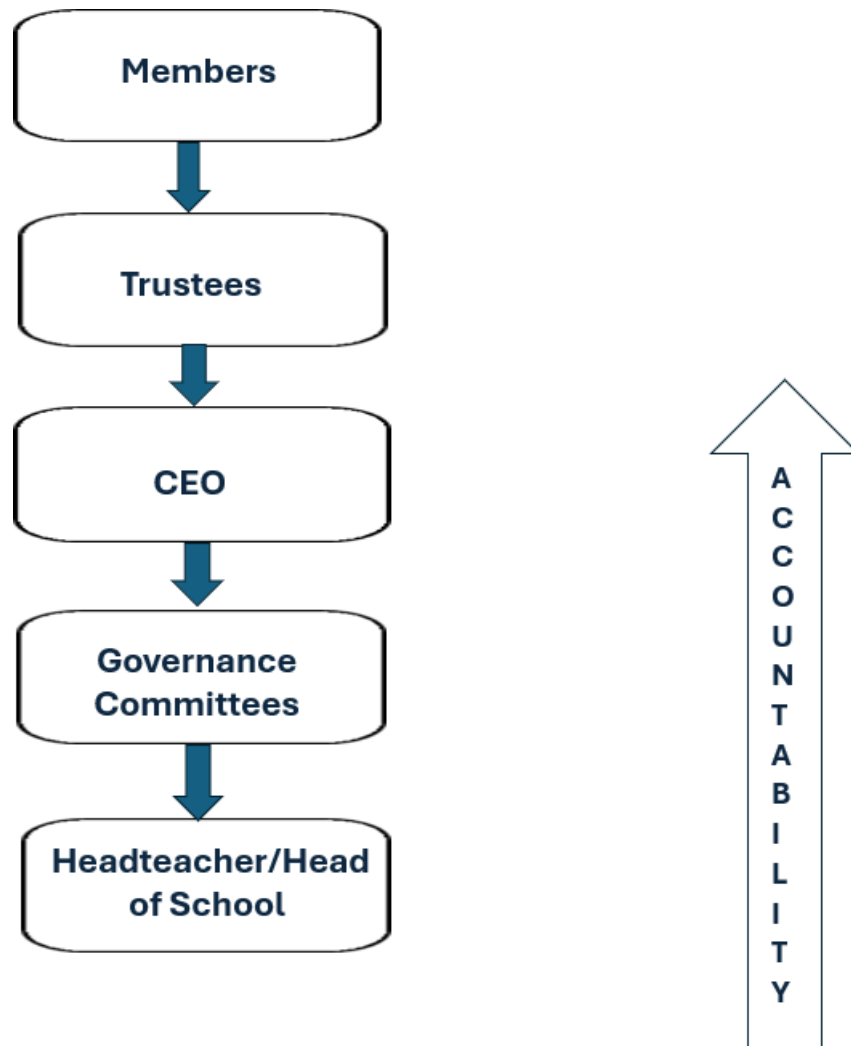
The Trust Scheme of Delegation clearly sets out the roles and responsibilities across all layers of governance and should be read in conjunction with the Trust's Articles of Association, which form the constitution of the Trust and take precedence in the event of any dispute.

## **2.1 Academy School Scheme of Delegation**

Individual Schemes of Delegation for each Academy will be ratified by the Board of Trustees and reviewed on an annual basis by the Local Governance Committee, or more frequently if required. In the event that any material changes are proposed to this Scheme of Delegation, the Board of Trustees will have regard to any representations of the Local Governance Committees. However, this Scheme of Delegation may only be altered or revoked by the Board of Trustees.

The Board of Trustees delegates responsibility for the performance of the Trust, including the performance of the Academies within the Trust, to the Chief Executive Officer (CEO), who is accountable to the Board for the overall performance of the Trust and will report to Trustees on its performance and the performance of the Academies within it.

### 3. Governance and Accountability Structure



### 4. Layers of Governance: Key Roles & Responsibilities

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

The Trust's three core layers of governance are Members, Trustees and Local Governance Committees. Some trust schools use the term Local Governing Board and others Local Governing Committee/Council. Trust schools are free to use either term and for the purposes of this document, Local Governance Committee encompasses both.

We have set out below an overview of the key roles and responsibilities across the different layers of governance.

#### 4.1 Members

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. However, unlike shareholders of a company, Members cannot take money or assets from the company. The Members are the 'conscience' of the Trust, with the remit to ensure the Trust is effectively delivering on its charitable object.

The Members have ultimate control over the Trust, with the ability to appoint and remove Trustees and the right to amend the Trust's Articles of Association (a document that sets out the powers of the

Trust, Members and Trustees). The Articles of Association describe how Members are recruited and replaced and how many Trustees can be appointed to the Trust Board by the Members.

The Trust Board submits an annual report to the Members on the performance of the Trust.

## **4.2 Trustees**

The Trustees are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum, Articles of Association and this Scheme of Delegation.

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

- Ensure clarity of vision, ethos and strategic direction;
- Evaluate and provide strategic challenge in all areas for the purposes of achieving the charitable objective;
- Hold the CEO to account for the educational performance of the Academies and their pupils, and the performance management of staff;
- Oversee the financial performance of the Trust, ensuring financial probity and value for money; and
- Hold the LGC to account for the effective Governance at the level 'knowing and understanding the school' as outlined in this Scheme of Delegation and in line with the Code of Conduct.

As mentioned above, the Trust is a company limited by guarantee and an exempt charity. Therefore, Trustees must comply with company, education and charity law requirements. This results in the terms 'Trustees' and 'Directors' being used interchangeably. However, the Articles of Association refer to 'Trustees'. The use of the term Trustee also distinguishes these individuals from those who are Executive Officers with the job title of Director but who are not actually Companies House registered Directors.

While Trustees can serve as Members, best practice recognises that the Members are responsible for holding the Trustees to account. Therefore, there should be separation between the Members and Trustees.

The Trustees may establish committees either with delegated authority to make decisions, or for the purpose of providing advice and support informing the overall work of the Trust Board. However, these committees are not legally responsible or accountable for statutory functions - the Trust Board retains overall accountability and responsibility. The responsibilities of Board Committees are set out in their terms of reference and the responsibilities for individual school Local Governance Committees are set out in their scheme of delegation. The Trust Board may appoint to the Governance Committees.

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

The Trustees (with the consent of the Members where changes to the Trust Board are at issue) have the right to review and adapt the Trust's governance structure at any time, which includes revoking delegation.

## **4.3 School/Academy Local Governance Committees**

School/Academy Local Governance Committees are subcommittees of the Trust. Careful consideration of the composition of Local Governance Committees is undertaken with regards to skillset, and to ensure that the number of Governors who are paid employees of the Trust does not exceed one third of the total. In light of this, due consideration should be given when a Governor changes status to become an employee of the Trust.

#### **4.4 Pay and Appraisal Committee**

The Committee determine and agree with the Trust Board the framework for the remuneration of the Trust's CEO and such other members of the Executive management of the Trust as it is designated to consider. They review the pay and appraisals for Trust employees through the annual appraisal cycle.

## **5. VISION 1590: Key Roles, Responsibilities & Teams**

### **5.1 The role of the Chief Executive Officer (CEO)**

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies and is responsible for all staff across the Trust. The CEO will performance manage the academy Headteachers/Heads of School. Where there is delegation to a Local Governance Committee (LGC) this will usually be done in conjunction with the Chair of the LGC. The CEO is accountable to the Board of Trustees for the overall performance of the Trust including performance of the Trust's Academies, which is also supplemented by monitoring reports from the LGCs.

The CEO is the designated Accounting Officer of the Trust. The CEO has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness and stability, avoiding waste and securing value for money. The Chief Financial Officer (CFO) will manage the finances of the Trust, on behalf of the CEO.

### **5.2 The role of the Headteacher/Head of School**

The Headteacher/Head of School is responsible for the delivery of the Trusts aims, vision, values and promoting and achieving excellent outcomes. They also work with their Local Governance Committees to ensure accountability for excellent standards, school improvement plans, self-evaluations and robust quality assurance. The Chief Executive and the Directors of Education are responsible for the management of the Academy Headteacher/Head of School.

### **5.3 The Trust Executive Management Team**

The CEO leads the Trust Executive Management Team which comprises the CEO, CFO, COO and School/Academy Directors of Education. This Team manages the strategic planning of the Trust and supports the operation of the Trust Board.

### **5.4 The Trust Central Executive Team**

The Trust Central Executive Team comprises the CEO, CFO, COO and Operations Directors. The Executive Team will ensure all Academy Handbook Regulations and operational matters are in place.

### **5.5 The Trust Education Team**

The Trust Education Team comprises the CEO and four Directors of Education. This team works to deliver school improvement priorities across the trust by sharing expertise and transforming practice.

### **5.6 The Governance Clerk**

The Board of Trustees and each LGC has a Clerk. The CEO will appoint the Clerk to the LGC.

Clerks to the LGCs are given a window of time within which meetings must be arranged, to allow flexibility. LGC meeting minutes must be available for Trust Board meetings and for any relevant

LGC sub-committee meetings. Minutes will be shared with the Trust Executive Assistant in advance of the relevant Trust Board meeting.

## **6. Local Governance Committees**

### **6.1 Local Governance Committee**

The Trust Board will establish an LGC for each school where it has determined to delegate powers to it using the earned autonomy principles, and ensure arrangements are in place for the appointment of a Chair, a minimum of two elected Parents Governors and elected Staff Governors (no more than one third of its membership).

#### **Quorum for LGC meetings – 50% of total membership.**

There are a number of elements of an effective LGC:

- The right people around the table;
- Understanding their role and responsibilities as set out in the Scheme of Delegation and Code of Conduct;
- Good chairing;
- Professional clerking;
- Good relationships based on trust and rapport;
- Knowing the school – its data, its quality of education, staff, parents, children and community;
- Commitment to supporting and asking challenging questions, and pursuing the outcome and impact of these;
- Confidence to have courageous conversations in the interests of the pupils.

The LGC ensures that the schools that it has responsibility for are compliant with all statutory policies and procedures. Governors are elected to contribute to the work of the governance committee to ensure high standards of achievement for all children in the School/Academy, contribute to strategic discussion, holding senior leaders to account by monitoring school performance and ensuring money is well spent.

The Board of Trustees will determine what will be delegated to the LGC. As a committee of the Trust Board, delegation can be altered at any time.

Each LGC meeting shall be minuted, and copies of LGC meeting minutes will be added to the Trust Central Services Drive once approved.

The minutes shall include a record of all appointments of officers made by the school. They shall also include a record of all proceedings at meetings of the LGC including the names of all present at each meeting.

The Chair/Clerk shall ensure that copies of minutes of all meetings of the LGC shall be provided promptly to the Board of Trustees when requested.

### **6.2 Local Governance Committee Appointment Process**

All interested applicants will be referred to the LGC Clerk who will outline the process of application and appointment. Applications will be managed by the Clerk and Trust appointed personnel.

Co-opted Governors are appointed by the Board of Trustees. Once the Governor is appointed and notified, a letter of appointment will be issued by the Clerk. A DBS must be completed and

entered onto the single central register.

Parent and Staff Governors will follow a nomination and election process managed by the School/Academy with support from the Clerk.

### 6.3 Composition of Local Governance Committees

The Governance Committee is made up as follows:

- A minimum of two elected Parent Governors;
- Up to four Staff Governors elected by the workforce of the school;
- The Head Teacher/Head of School and Chief Executive of the Trust;
- Up to nine Co-opted Governors appointed by the Board of Trustees.

<b>Type of LGC Governor</b>	<b>Number</b>	<b>Term of Office</b>	<b>How they are appointed</b>
<b>Headteacher</b>	1	Indefinite	
<b>Parent LGC Governors</b>	Minimum of 2	4 years	Parent LGC governors shall be appointed or elected by the parents of the school. In the event that the number of parents standing for election is less than the number of vacancies, the Board of Trustees may appoint Parent LGC governors.
<b>Staff LGC Governors</b>	Up to 4 but no more than 1/3 of membership	4 years	Staff LGC governors shall be elected by the staff of the school. In the event that the number of staff standing for election is less than the number of vacancies, the Board of Trustees may appoint staff LGC governors.
<b>Co-Opted Governors</b>	Maximum of 9	4 years	Co-opted governors can be recommended by the LGC but are subject to approval by the Board of Trustees.

Each Local Governance Committee will include a:

- Chair;
- Vice-Chair;
- Safeguarding Link;
- Special Educational Needs and Disabilities and Children In Our Care Link;
- Health & Safety Link.

### 6.4 Election of Chair

Local Governance Committees can provide recommendations for the Chair and Vice-Chair of the Local Governance Committees to the Board of Trustees. LGCs recommend the Chair and Vice-Chair annually at their first meeting of the Autumn Term. The Board of Trustees are responsible for ratifying appointments. LGC members employed at the School/Academy will not act as Chair. Local Governance Committee Chairs cannot exceed an 8-year tenure.

### 6.5 Working Groups

The Local Governance Committee shall be entitled to establish working groups and challenge meetings to support, inform and challenge school improvement. Decision making powers, duties



and responsibilities remain with the Local Governance Committee delegated to them.

## **6.6 Local Governance Committee Removals and Disqualifications**

An LGC governor shall no longer serve on the LGC if they:

1. Resign by giving notice in writing to the LGC Chair, who must forward a copy of the letter to the Clerk;
2. Are removed by the Board of Trustees, with notice given in writing. A copy of the notice is then forwarded to the Chair of the LGC;
3. Are the subject of a recommendation to be removed, sent to the Board of Trustees by the Chair of the Trust. The Governor is then removed by the Board of Trustees, with notice provided in writing, and a copy of the notice is then forwarded to the Chair of the LGC;
4. Become incapable, by reason of mental disorder, illness or injury, of managing or administering his or her own affairs;
5. Are absent without the permission of the Chair of the LGC from all meetings of the LGC held within a period of six months, and the LGC resolves that his or her office be vacated;
6. Are a staff LGC governor and no longer work for the school in which they are a governor;
7. Are a parent LGC governor but his or her child no longer attends the school they are a governor;
8. Has had their estate sequestrated and the sequestration has not been discharged, or is subject to a bankruptcy restrictions order;
9. Are subject to a disqualification order under the Company Directors' Disqualification Act 1986, or to an Order made under the Insolvency Act 1986;
10. Are subject to an order of the Charity Commission removing them from the office of charity trustee, on the grounds of misconduct or mismanagement in the administration of the charity for which they were responsible, or to maladministration of which their conduct contributed;
11. Are included on the list kept by the Secretary of State under Section 1 of the Protection of Children Act;
12. Are disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000;
13. Are barred from regulated activity relating to children within the meaning of the Safeguarding of Vulnerable Groups Act 2006;
14. Has a direction made against them under section 142 of the Education Act 2002, or are subject to a prohibition order which takes effect as if contained in this direction;
15. Has at any time been convicted of any criminal offence excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence, except where a person has been convicted of an offence which falls under the Charities Act 1993, section 72; and
16. Does not provide the Trust with a criminal records certificate at an enhanced disclosure level. In the event the certificate discloses information which in the opinion of the Chair or Headteacher/Head of School confirms the person's unsuitability to work with children, that person shall be disqualified.

The removal and disqualification of Trustees is set out in the Trust's Articles of Association.

## 7. Laurence Jackson Secondary School Local Governance Committee

The Trust delegates in full to Laurence Jackson Secondary School Local Governance Committee.

### 7.1 Membership

**Governors, the Headteacher/Head of School and Chief Executive with other staff attending as required**

The Governance Committee in line with the Articles of Association and Trust Scheme of Delegation is made up as follows:

- Up to nine co-opted governors appointed by the Board of Trustees (the LGC can make recommendations)
- A minimum of two elected parent governors, elected and appointed by parents
- Up to four staff governors elected by the workforce of the school (but no more than 1/3 of membership)
- The Head Teacher and Chief Executive of the Trust.

### 7.2 Term of Office

Type of LGC Governor	Number	Term of Office
Headteacher	1	Indefinite
Parent LGC Governors	Minimum of 2	4 years
Staff LGC Governors	Up to 4 but no more than 1/3 of membership	4 years
Co-Opted Governors	Maximum of 9	4 years

### 7.3 Quorum

**50% of total membership**

### 7.4 Remit:

- To ensure the election of parent governors.
- To provide recommendations for the Chair of the Local Governance Committee.
- To develop an annual schedule of business for the Local Governance Committee.
- With Trustees, be responsible for the appointment of the school Headteacher/Head of School.
- To review and ratify school policies on behalf of the Trust in line with the Trust Policy Framework.
- To review policies and procedures to ensure the school is up to date on health and safety, staff wellbeing, complaints and business continuity.
- To monitor and evaluate the implementation of policies in line with the Trust Policy Framework.
- To ensure robust arrangements are in place for the safeguarding of pupils.

- To approve the schools vision and strategy (school development plan, key priorities and key performance indicators, attendance, behaviour, pupil progress) and determine progress towards achieving these.
- To agree the school staffing structure.
- To undertake the appraisal of the Headteacher and agree the Headteacher's pay award in conjunction with Directors of Education.
- Having considered all relevant evidence, to agree the school's self-evaluation document.
- To ensure robustness of benchmarking and the school's value for money.
- To agree arrangements for delivering and monitoring the work of the Local Governance Committee.
- To receive the Pupil Premium action plan annually and monitor its progress and impact.
- To oversee the provision for students with special educational needs and Looked after Children.
- To review arrangements for transition stages.
- To oversee procedures for the appointment and induction of new staff.
- To liaise with the Trust's School Improvement Committee, in regards to the academic performance of the school and ensuring that targets are set and monitored for pupil achievement.
- To consider requests for educational visits in line with agreed policy and procedures.
- To consider the budget allocation from the Trust and recommend a budget for approval, day to day management of the agreed budget to be delegated to the Head Teacher.
- To monitor and evaluate issues relating to finance in the School Improvement Plan.
- To monitor spending against the agreed budget by examining financial statements during the year, at least termly.
- To ensure that the school operates within the financial regulations of the Trust and the requirements of the Academies Trust Handbook.
- To consider nursery admission arrangements and procedures and other consultation issues with the LA.
- To maintain an up to date list of governors pecuniary interests.
- To consider regulations relating to Health and Safety including review of the annual Health and Safety report.
- To consider and review the Asset Management Plan.
- To complete annual Skills Audit reviews.
- To ensure the Business Continuity plan is effective and kept up to date.
- To consider and approve the Accessibility Plan.
- To consider, cost, prioritise and make recommendations on the long term care and improvement of the school building(s), grounds, furniture and fittings.
- To maintain and regularly review a Risk Register.

## **8. Other Governance Sub-Committees**

### **8.1 The Trust Pay Appeals Committee**

Trustees on this committee consider any appeal from a member of staff arising from the pay review procedures.

### **8.2 Discipline Committee**

The Discipline Committee are responsible for school disciplinary procedures as agreed by the trust and in line with legislation. The Committee consider decisions to permanently exclude pupils and whether the decision should be upheld or overturned. Members, Trustees and/or Governors may be members of the committee.

### **8.3 Complaints Committee**

The Complaints Committee consider any complaints that reach stage 3 of the Trust Complaints Policy which provides that a panel will be held to consider the complaint.

### **8.4 Committee Membership**

A panel of three to be convened as and when required. Panel members can be Members, Trustees and Governors. A split will be maintained so that different panel members deal with decisions and any subsequent appeals.

## **9. School/Academy Oversight Boards**

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

For Academies Ofsted rated level 1 (Outstanding) and level 2 (Good) the Board of Trustees delegates high levels of autonomy to the LGC as set out in section 10 (Table of Responsibilities).

Where the Board of Trustees has concerns with regards to quality of education, behaviour, safeguarding, overall strategic governance or otherwise, it may implement an Oversight Board to address those concerns. Potential indicators of a school's underperformance may include but are not limited to:

- Weaknesses in published assessment information, external reports, parent view, parental complaints or critical incidents.
- Ofsted rate the school as a level 3 (Requires Improvement) or 4 (Inadequate).
- The school is predicted to have or has an in-year material deficit budget except where any such deficit is planned and has been approved in advance by the Board of Trustees.
- An event occurs at or in relation to the school which is significantly damaging to the reputation of the Trust.
- The School Committee does not act in a way which would be considered appropriate behaviour for an Academy Committee; or
- Any event analogous to the above events occurs at or in relation to the Academy.

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

Where powers are withheld from a Local Governance Committee, the Trust will exercise those powers through a School Oversight Board. Membership will comprise Trustees, the CEO, the Headteacher/Head of School, other Trust Officers as required and the Chair and Vice Chair of the

LGC. Only Trustees may vote in the event of a formal decision. The school Local Governance Committee will continue to operate in an advisory capacity as an Advisory Council.

The Board of Trustees will regularly review the requirement for an Oversight Board, taking into account the areas for improvement specific to the Academy/School.

Specific criteria regarding the disbandment of an Oversight Board are listed in the individual Academy/School Scheme of Delegation.

## **10. Academy School Advisory Councils**

The Trust Board will establish an Academy School Advisory Council and will appoint the chair, where delegation has been withheld from a school, under the principles of earned autonomy or mixed delegation. A minimum of two Parent Governors will be elected to the Council and other Governors appointed as required, including staff representative(s).

Those serving on the Council will be called Governors. The Council may:

- Seek to understand how the school is led and managed: the Academy Headteacher/Head of School will report termly on how the school is fulfilling the trust's ethos, vision and strategy.
- Act as the panel when reviewing the Head's decisions on exclusions, and parental complaints.
- Be the consultative body for the school's stakeholders.
- Represent the school's stakeholders.
- Forge links with the community.
- Act as an ambassador for the school.
- Seek to build up the capacity of the School Advisory Council, with the intent of being able to demonstrate to the Trust that reverting to a Local Governance Committee is practical, and that there is no longer a need for an Oversight Board.

It is the intent of the Trust to seek to build up capacity and address any issues within an individual school that is operating under an Advisory School Council, to enable that school to disband the Oversight Board and move to a Local Governance Committee with delegated powers.

## Appendix 1: Table of Delegated decision making

<b>STRATEGY</b>									
Item	Sponsored	Is authority delegated from the Board?	Headteacher / HoS	LGC	Oversight Board (where in place)	Central Education Team	CEO / Executive Team	Trust Board	Members
1.		Yes					✓	Scrutiny	
2.		Yes	Recommend	✓	✓		Monitor	Scrutiny	
	✓		Recommend	Scrutiny	Scrutiny		✓	Scrutiny	

<b>COMPLIANCE</b>									
Item	Sponsored	Is authority delegated from the Board?	Headteacher / HoS	LGC	Oversight Board (where in place)	Central Education Team	CEO / Executive Team	Trust Board	Members
3.		No	Comply	Comply	Comply	Comply	Comply	✓	Scrutiny
4.		No	Comply	Comply	Comply		Monitor and comply	✓	Scrutiny

5.	Compliance: Financial Oversight - ensuring there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds		<b>No</b>	Comply	Comply	Comply	Comply	Monitor	✓	Scrutiny
6.	Compliance – register of business interests, conflicts of interest and connected party transactions		<b>No</b>	Comply	Comply	Comply	Comply	Monitor	✓	Scrutiny
7.	Growth of the Trust - consider requests from other schools to join the Trust		<b>No</b>	Consult				Advise	✓	

## GOVERNANCE & STRUCTURE

Item	Is approved	Is authority delegated from the Board?	Headteacher/ HoS	LGC	Oversight Board (where in place)	Central Education Team	CEO / Executive Team	Trust Board	Members
8.	Members: Appoint/remove trustees	<b>No</b>							✓
9.	Appointment and removal of Trustees as set out in Trust Articles	<b>No</b>						Recommend skills needed	✓
10.	Role descriptions for members	<b>No</b>							✓
11.	Role descriptions for trustees, chair, specific roles, committee members: agree	<b>No</b>					Recommend	✓	
12.	Election of LGC governors. (Ensure correct ratios)	<b>No</b>		Recommend	Recommend		Monitor and Advise	✓	
13.	Internal organisation of each LGC, including the election of Chairs and Vice- Chairs	<b>No</b>		Recommend	Recommend		Monitor and Advise	✓	
	Appointment and removal of Trust Chair and Vice Chair	<b>No</b>					Scrutiny	✓	

14.	Power to remove an LGC or LG's		<b>No</b>					Scrutiny	✓	
	Appointment / removal of LGC Governors		<b>No</b>		Recommend	Recommend		Advise &Scrutiny of LGC Performance	✓	
	CEO review the skills needs of each LGC with LGC governors at the school. Ensure compliance with code of conduct	✓	<b>Yes</b>					Scrutiny of Performance of all LG's	✓	
15.	Appointment / Dismissal of LGC Clerks		<b>Yes</b>					✓		
16.	Scheme of Delegation: Agree & Review		<b>No</b>					Advise	✓	
17.	Articles of Association: agree and review		<b>No</b>					Advise		✓
18.	Trust Committee(s) Structure & Appointment		<b>No</b>					Advise	✓	
19.	Terms of reference – Trust Committees		<b>No</b>					Recommend	✓	
20.	Skills audit: complete and recruit to fill gaps <b>(via annual external review)</b>		<b>Yes</b>	Advise	✓	✓		✓	✓	
21.	Annual review of LGC performance		<b>Yes</b>	Advise		✓		Monitor and Advise	Scrutiny	
		✓	<b>Yes</b>	Advise		Monitor		✓	Scrutiny	
22.	Coordinate annual LGC work plan for efficient use of meeting time		<b>No</b>	Advise	✓	✓		Advise	Work with LGC Chairs to plan flow of governance activity in schools	
23.	Chairs and Trustees performance and contribution <b>(via annual external review)</b>		<b>Yes</b>					✓	✓	
24.	Succession plan (of the Board or LGC)		<b>No</b>		Monitor	Monitor		✓	✓	
25.	Annual review of Trust performance		<b>No</b>					Deliver	✓	Scrutiny



26.	Annual report & accounts, accounting policies, signed statement on regularity, propriety and compliance		<b>No</b>					✓	✓	
27.	Engagement with stakeholders		<b>Yes</b>	✓	✓	✓		✓	✓	
28.	Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs		<b>No</b>		Comply	Comply		Advise	✓	Scrutiny
29.	Appoint / remove CEO and Exec Team		<b>No</b>						✓	
30.	Appointment of the Auditors		<b>No</b>					Advise	✓	
	External Auditor reports – receive and respond and final accounts		<b>No</b>	Comply				Deliver	✓	Monitor
31.	Trustee monitoring: agree arrangements <b>via annual external review</b>		<b>Yes</b>					✓	✓	
32.	LGC monitoring: agree arrangements <b>via annual external review</b>		<b>Yes</b>	✓				✓	✓	
33.	Appoint CFO & COO for delivery of Trust's detailed accounting processes and oversight of all Trust administration		<b>No</b>					Consult	✓	
34.	Benchmarking and trust wide value for money: ensure robustness		<b>Yes</b>	✓				✓	✓	
35.	Benchmarking and academy value for money: ensure robustness		<b>Yes</b>	✓				✓	✓	
36.	Appoint/remove Central Team staff		<b>Yes</b>					✓	Scrutiny	
37.	Appointment of Compliance Manager		<b>Yes</b>					✓	Scrutiny	
38.	Annual Cycle of Business for the Trust Board – Agree and Review		<b>No</b>					Advise	✓	
39.	Appoint/remove the Vision 1590 Co Secretary		<b>No</b>					Manage Appointment process	✓	
40.	Annual Cycle of Business for the LGC – Agree and Review		<b>Yes</b>		Comply	Comply		✓	Confirm	
41.	LGC Agenda and Minutes templates		<b>Yes</b>		Comply	Comply		✓	Scrutiny	

42.	Agree and review Articles of Association		<b>No</b>					Consult	Recommend	✓
43.	Governance Structure for the Trust –agree and Review (including Governance Annual Review)		<b>No</b>					Advise and Consult	✓	
44.	Policies – review and approval of Trust wide policies ( <i>including complaints, admissions, HR, charging and remissions policies, health &amp; safety and safeguarding</i> )		<b>Yes</b>	Scrutiny	✓	✓		✓	✓	
45.	Policies – review and approval of specific school policies and provide annual reviews		<b>Yes</b>	Scrutiny	✓	✓		✓	✓	
46.	Compliance with Trust Complaints policy		<b>Yes</b>	✓	Monitor	Monitor		Advise	Monitor	
47.	Prepare terms of reference for LGC		<b>No</b>					Advise	✓	
48.	Prepare terms of reference for Committees of the LGC		<b>Yes</b>	✓					Monitor	
49.	CPD for Trustees and LGC Governors		<b>No</b>		Recommend	Recommend		Advise	✓	

## SCHOOL IMPROVEMENT AND CURRICULUM

Item	S p o n s o r e d	Is authority delegated from the Board?	Headteacher / HoS	LGC	Oversight Board (where in place)	Central Education Team	CEO / Executive Team	Trust Board	Members
50.		<b>Yes</b>				Advise	Prepare	✓	
51.		<b>Yes</b>					✓	Scrutiny	
52.		<b>Yes</b>	✓ Prepare	Scrutiny	Scrutiny		✓	Strategic Overview	
53.		<b>No</b>				Advise	Advise	✓	Strategic Overview
54.		<b>Yes</b>	Deliver	✓	✓		Monitor and Scrutiny	Monitor	
	✓	<b>Yes</b>	Deliver	Monitor and Scrutiny	Monitor and Scrutiny		✓	Monitor	
55.		<b>Yes</b>	Deliver	✓	✓		Scrutiny	Monitor	
	✓	<b>Yes</b>	Deliver	Monitor and Scrutiny	Monitor and Scrutiny		✓	Monitor	
56.		<b>Yes</b>	Deliver	✓	✓	Advise	Monitor	Strategic Overview	
57.		<b>No</b>	Deliver	Review	Review		Advise	✓	
58.		<b>Yes</b>	Recommend	✓	✓		Advise	Accountable Body	
59.		<b>No</b>	Deliver	Recommend	Recommend		Advise	✓	

60.	Student/Pupil issues (including attendance, punctuality and disciplinary matters)		<b>Yes</b>	✓	Monitor	Monitor		Advise	Scrutiny	
61.	Fixed Suspensions		<b>Yes</b>	✓	Monitor	Monitor		Monitor	Scrutiny	
62.	Permanent Exclusions ( <i>HT responsibility and DHT if HT not on site - ref. policy</i> )		<b>Yes</b>	✓	Monitor	Monitor		Consult prior to PEx	Scrutiny	
63.	School hours and length of school day, setting the opening and closing times for Schools		<b>Yes</b>	Consult	Recommend	Recommend		Advise	✓	
64.	Term Dates		<b>Yes</b>	Recommend				✓		
65.	a. INSET days for schools b. Joint INSET day for Trust.		<b>Yes</b>	✓ Consult	Monitor	Monitor	Advise	✓	Monitor	
66.	Implement the school safeguarding policy		<b>Yes</b>	✓	Scrutiny	Scrutiny		Confirm	Monitor	
67.	Implement school SEND Policy, and equality duty		<b>Yes</b>	✓	Scrutiny	Scrutiny	Scrutiny		Monitor	
68.	Ensure the public sector equality duty is met		<b>Yes</b>		Monitor	Monitor	Scrutiny		✓	
69.	Maintain accurate, effective, secure pupil records		<b>Yes</b>	✓	Monitor	Monitor	Monitor		Scrutiny	
70.	Maintain accurate, effective, secure employee files		<b>Yes</b>	Comply	Monitor	Monitor		✓	Monitor	
71.	Maintain an accurate and effective and secure Single Central Record (SCR)		<b>Yes</b>	✓	Monitor	Monitor		Confirm	Monitor	

TRUSTWIDE EDUCATION PLANNING									
Item	Sponsored	Is authority delegated from the Board?	Headteacher / HoS	LGC	Oversight Board (where in place)	Central Education Team	CEO / Executive Team	Trust Board	Members
72. Improve the quality of education in individual schools		Yes	✓	Review and Monitor	Review and Monitor	Monitor	Strategic Overview	Scrutiny	
	✓	Yes	Deliver	Monitor and Scrutiny	Monitor and Scrutiny		✓	Monitor	
73. Approve school's Curriculum Intent and monitor implementation and impact		Yes	Recommend	✓	✓	Advise	✓	Strategic Overview	
	✓	Yes	Deliver	Monitor and Scrutiny	Monitor and Scrutiny		✓	Monitor	
74. Regular review of: Attendance, Behaviour, Exclusions, Progress, Curriculum, Leadership and management		Yes	✓	Review, Monitor and Scrutiny	Review, Monitor and Scrutiny	Monitor	Strategic Overview and Scrutiny	Scrutiny	
	✓	Yes	Deliver	Monitor and Scrutiny	Monitor and Scrutiny	Monitor and Scrutiny	✓	Monitor	
75. Ofsted Inspections – Ensure schools are inspection ready		Yes	✓	Monitor	Monitor	Deliver	Advise	Scrutiny	Monitor
76. Implement relevant MAT CPD Programme		Yes	Deliver			Advise	✓	Monitor and Review	
77. Implement Individual School CPD and evaluate its impact		Yes	✓	Review	Review	Advise	Monitor		

FINANCE										
Item	Sponsored	Is authority delegated from the Board?	Headteacher / HoS	LGC	Oversight Board (where in place)	Central Education Team	CEO / Executive Team	Trust Board	Members	
78	Trust's Scheme of Financial delegation - establish and review (funding Model)		No	Comply			Advise	Recommend	✓	
79	School's Scheme of Financial delegation - establish (funding Model)		Yes	Comply				Advise	✓	
80	Setting the Trust Central Recharge		No					Recommend	✓	
81.	Set the individual school budget		Yes	Advise				✓		
82	Approve the individual school budget		No					Recommend	✓	
83	Set the Trust budget		No					Advise and prepare	✓	
84	Expenditure and delivery of Annual Budgets		Yes		Monitor	Monitor		✓	Monitor	
85	Reporting: financial reporting and KPIs published in Annual report and lodged with Companies House		No					Deliver	✓	Monitor
86	Maintain a register of business interests of the Trust		Yes					Deliver and Monitor		
87	Financial policies – establish policies and procedures. Ensure Trust's compliance financial reporting requirements		No	Comply and Deliver	Monitor	Monitor		Advise	✓	
88	Approving annual accounts		No					Prepare	Report	✓
89	Corporate Risk Register		No	Deliver	Monitor	Monitor		Monitor	✓	Strategic Overview
90	Trust Investments agree with investment policy in line with the Academy Handbook and any internal policies and controls		No					Advise	✓	

HOLDING TO ACCOUNT & HR									
Item	Sponsored	Is authority delegated from the Board?	Headteacher / HoS	LGC	Oversight Board (where in place)	Central Education Team	CEO / Executive Team	Trust Board	Members
91.	Determining CEO and CFO/COO pay level		No					✓	
92	Determine CEO and CFO/COO appraisal and pay award		No					✓	
93	Determine HT, HoS and Executive Team salary scales		No				Advise	✓	
94	Determine HT, HoS and Executive Team appraisal and pay awards		Yes				✓	Confirm	
95	Appointing the HT at each school		Yes				✓	✓	
96	Senior Leadership Team at each school –Appoint and Dismiss		Yes	Recommend	✓	✓	Advise (panel member)		
97	School staffing structure within the agreed budget		Yes	Recommend	✓	✓	Advise		
98	Appointing school staff in accordance with Trust HR Policies		Yes	✓			Advise		
99	Establishing Trust wide HR policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations		No	Deliver	Monitor	Monitor	Advise	✓	
100.	Implementing the Appraisal, Performance Management Policy together with pay reviews for school staff (in line with the Trust's pay and appraisal policy and statutory regulations)		Yes	✓	Monitor	Monitor	Monitor		
101.	Implementing the Appraisal, Performance Management Policy together with pay reviews for Central Delivery Team (in line with the Trust's pay policy and statutory regulations)		Yes				✓	Monitor	

102.	Setting Terms and Conditions of Employment and Staff Handbook		<b>No</b>					Advise	✓	
103.	Dismissing CEO and CFO/COO, (in accordance with the Trust disciplinary and capability policies)		<b>No</b>						✓	



Item	Sponsored	Is authority delegated from the Board?	Headteacher / HoS	LGC	Oversight Board (where in place)	Central Education Team	CEO / Executive Team	Trust Board	Members
104.		Yes					✓	Monitor	
105.		Yes					✓		
106.		Yes	Advise	✓	✓		Advise and Review	Monitor	
107.		Yes		✓	✓		✓	Monitor	
108.		No	Recommend	✓	✓		Recommend	Approval	
109.		Yes		✓	✓		Recommend		
110.		No						✓	
111.		No	Advise	Monitor	Monitor		Recommend	✓	
112.		Yes	Consult	Consult	Consult		✓	Monitor	
113.		Yes	Advise				✓	Review	

## SERVICES PREMISES & MARKETING

Item	Sponsored	Is authority delegated from the Board?	Headteacher / HoS	LGC	Oversight Board (where in place)	Central Education Team	CEO / Executive Team	Trust Board	Members
114.		<b>Yes</b>	Consult				✓		
115.		<b>No</b>					Recommend	✓	
116.		<b>Yes</b>		Monitor	Monitor		✓		
117.		<b>Yes</b>	Deliver	Monitor	Monitor		✓	Monitor	Strategic Overview
118.		<b>Yes</b>	Comply	✓	✓		Monitor	Monitor	
119.		<b>Yes</b>	✓	Monitor	Monitor		Advise	Scrutiny	
120.		<b>No</b>	Advise				Recommend	✓	
121.		<b>Yes</b>	Advise				✓	Monitor	
122.		<b>No</b>					Consult	Recommend	✓
123.		<b>No</b>					✓		
124.		<b>Yes</b>	✓	Review	Review		Review	Monitor	

	community									
125.	School Prospectus and website		<b>Yes</b>	✓	Review	Review		Monitor & Review		
126.	Trust website and any website other public documentation of the Trust		<b>Yes</b>			✓		✓	✓	

