



## Scheme of Delegation

The scheme of delegation sets out who is responsible for which aspects of school leadership and governance within the trust.

<b>Version number</b>	4.0
<b>Consultation groups</b>	All governance tiers / Trust service leads
<b>Approved by</b>	Board of Trustees
<b>Approval date</b>	June 2020
<b>Adopted by</b>	n/a
<b>Adopted date</b>	n/a
<b>Implementation date</b>	24 August 2020
<b>Policy/document owner</b>	Head of Governance
<b>Status</b>	Regulatory
<b>Frequency of review</b>	Annual
<b>Next review date</b>	June 2021
<b>Applicable to</b>	Trust-wide - This scheme applies to all Discovery schools

## Introduction

The Discovery Trust Board has overall legal responsibility for the operation of the Trust and the schools within it. The Trust Board delegates authority to key groups to ensure and achieve effective leadership and governance of the Trust, this is set out in the Scheme of delegation. This Scheme of Delegation therefore provides for certain functions to be carried out by one or more of the following:

- Board of Trustees - The Board of Trustees may decide to form committees to carry out certain of its functions. The term 'Board of Trustee' will therefore include any such committees that may be formed from time to time.
- Trust Leader (TL) and Central Executive Team
- Director of Primary / School Improvement Partner
- Advisory Board (AB)
- Headteacher of the school

While the Scheme is designed to be comprehensive it will not cover every task, it is an evolving document which is updated as changes occur to advisory and decision-making responsibilities. Any significant changes are referred to the Board of Trustees for agreement. The Central Executive Team will review the scheme of delegation annually and present it to the Board of Trustees for agreement. Additional information about the governance structure is available in the Governance Strategy on Trust website.

Function	Board of Trustees (or a committee of the board)	Central Executive Team (CE)	Director of Primary / School Improvement Partner	Advisory Board (AB)	Headteacher
<b>Admissions</b>	<ul style="list-style-type: none"> <li>• Determine and approve the Trust-wide admissions policy</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Trust-wide admissions policy for adoption by the Trustees</li> <li>• Consult on the admissions policy for the Trust as required in accordance with the School Admissions and Appeals Codes</li> <li>• Determine arrangements for hearing admission appeals</li> <li>• To provide oversight of and support of the implementation of the admissions arrangements across</li> <li>• To consider the case for catchment area changes for TRUST schools</li> <li>• Publish admissions arrangements as required in accordance with the School Admissions and Appeals Codes</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor impact of pupil recruitment strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Consulted on the Trust admissions policy</li> <li>• Contribute to the development of the school prospectus</li> <li>• Review school arrangements for pupil recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Consulted on Trust the admissions policy</li> <li>• Ensure compliance with the Trust-wide admissions and appeals policy</li> <li>• Participate in the fair access protocol</li> <li>• Ensure effective arrangements are in place for pupil recruitment</li> <li>• Development of the school specific marketing strategy and school prospectus</li> <li>• Ensure school website and prospectus is up to date and available</li> </ul>
<b>Attendance (pupils)</b>	<ul style="list-style-type: none"> <li>• Review Trust attendance and pupil absences</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the levels of attendance across the Trust including unauthorised absence and report to the Trustees</li> </ul>	<ul style="list-style-type: none"> <li>• Review impact of strategies to achieve pupil attendance targets</li> </ul>	<ul style="list-style-type: none"> <li>• Review school attendance and pupil absences data</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a register of pupil attendance</li> <li>• Report on attendance and absence</li> <li>• Develop attendance strategies and policy to promote good levels of attendance</li> </ul>
<b>Curriculum, performance &amp; standards</b>	<ul style="list-style-type: none"> <li>• To appoint an Education Standards Committee to maintain oversight of educational performance</li> <li>• To appoint a School Improvement Committee to have detailed oversight and scrutiny of 'priority' support schools</li> <li>• To approve a Trust strategy for: <ul style="list-style-type: none"> <li>- Quality Assurance</li> <li>- School Improvement</li> <li>- Curriculum</li> <li>- Assessment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Develop effective processes for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the schools in the trust</li> <li>• To co-ordinate the development of Trust strategy for: <ul style="list-style-type: none"> <li>- Quality Assurance</li> <li>- School Improvement</li> <li>- Curriculum</li> <li>- Assessment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Develop strategies for Teaching and learning, Curriculum, Assessment, Quality Assurance and School Improvement</li> <li>• Review the quality of the school curriculum and its design to meet the needs of its learners</li> <li>• To agree the targets for pupil achievement and progress by the Headteacher and monitor against targets</li> <li>• Review the quality and accuracy of the school self-evaluation information</li> <li>• Approve individual school improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor progress towards school performance targets and escalate concerns to the Trust Board.</li> <li>• Monitor progress and attainment data for all pupils, including all groups</li> <li>• Consulted on school improvement and wider development plans and review progress</li> <li>• Consulted on Trust strategies (T&amp;L, QA &amp; C&amp;A)</li> <li>• Consulted on Trust Attendance Policy</li> <li>• Review school approaches to assessment,</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure the curriculum delivery is consistent with the Trust curriculum strategy.</li> <li>• To ensure all curriculum areas are well led and developed to meet the local needs of their children</li> <li>• To develop curriculum policies as required by the school (RE, collective worship etc)</li> <li>• To design and implement a curriculum enrichment outside of the school day</li> <li>• Delivering Early Years Foundation Stage (EYFS) in line with statutory requirements</li> </ul>

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	<ul style="list-style-type: none"> <li>- Teaching and Learning</li> </ul>	<ul style="list-style-type: none"> <li>- Teaching and Learning</li> <li>• Report on progress towards KPIs from Trust Strategies to the Trustees</li> <li>• To provides a termly report to the Trustees on performance</li> <li>• Monitor the KPI figures relating to school and trust performance</li> <li>• To identify mitigation plans for underperformance in areas of concern</li> </ul>	<ul style="list-style-type: none"> <li>plans</li> <li>• To report to the School Improvement Committee the impact and progress of Trust Support Plans for priority schools.</li> <li>• Monitor and evaluate progress and attainment of Trust data of all pupils, including groups</li> <li>• Monitor and evaluate standards of teaching and learning across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>curriculum and inclusion</li> <li>• To be invited as a representative on the School Improvement Committee (priority schools only)</li> </ul>	<ul style="list-style-type: none"> <li>• To propose targets for pupil attainment and progress and monitor against targets</li> <li>• To report school performance data (SOAP) to the Advisory Board and Trust in line with reporting requirements.</li> <li>• Consult with the AB on key priorities for school improvement whole school development areas and provide reports against progress</li> <li>• To prepare and implement a school improvement plan</li> <li>• Monitor and evaluate standards of teaching and learning in school</li> </ul>
<b>Behaviour &amp; Exclusions</b>	<ul style="list-style-type: none"> <li>• Approve a Trust Behaviour Policy and review its' effectiveness</li> <li>• To review KPIs and trends across the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Trust Behaviour Policy and reports of its' effectiveness to trustees</li> <li>• To review KPIs and trends across the Trust and report to the Trustees.</li> <li>• Review data on barred parents</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the effectiveness of the school behaviour policy</li> </ul>	<ul style="list-style-type: none"> <li>• Approve the school personalisation of the behaviour policy and anti-bullying policy</li> <li>• Review the effectiveness of the behaviour policy through KPIs for identification of any areas of concern</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the behaviour policy and anti-bullying policy for the school for review adoption by the Advisory Board</li> <li>• Publish the school's behaviour policy, including the anti-bullying strategy online</li> <li>• Power to bar parents from the school site for unreasonable conduct</li> </ul>
	<ul style="list-style-type: none"> <li>• Approve the Trust Exclusion policy</li> <li>• To review the use of exclusions across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Trust Exclusions policy.</li> <li>• To review the overall pattern of exclusions and to report to the Trustees</li> <li>• Convene a pupil discipline committee to review exclusion of a pupil</li> <li>• Arrange an Independent Review Panel to review the decision of a discipline committee not to reinstate a permanently excluded pupil.</li> </ul>	<ul style="list-style-type: none"> <li>• Case review pupils at risk of permanent exclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in pupil discipline committee meetings</li> <li>• Review the overall pattern of exclusions.</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with DfE guidance - <i>Exclusion from maintained schools, Academies and pupil referral units in England</i> and trust Exclusion Policy</li> <li>• Publish the exclusion policy online</li> <li>• Power to exclude a pupil for a fixed term or permanently</li> <li>• Report exclusion decisions to the Advisory Board, Trust and LA</li> <li>• Refer 'potential' permanent exclusions for case review prior to exclusion</li> </ul>
<b>Complaints</b>  Stage 1: Class teacher Stage 2: Head Stage 3: AB Chair Stage 4: Panel	<ul style="list-style-type: none"> <li>• Approve a Trust Complaints Policy</li> <li>• Review complaints trends across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Trust Complaints Policy and Procedure for schools</li> <li>• Review complaints trends across the Trust report to the Trust Board</li> <li>• Convene a complaints panel for stage 4 complaints</li> <li>• Participate in panel to review escalated complaints (Stage 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Review complaint trends and agree remedial strategies to address common issues</li> <li>• Participate in panel to review escalated complaints (Stage 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Review complaints trends for school and report concerns to the Board</li> <li>• Review complaints escalated to the Advisory Board (Stage 3)</li> <li>• Participate in panel to review escalated complaints (Stage 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the school complaints policy</li> <li>• Publicise complaints policy on school website</li> <li>• Manage complaints in line with the Trust Complaints Policy and Procedure. (Stage 1-2)</li> <li>• Report complaints trends to the AB and Trust (stage 2 &amp; 3).</li> </ul>
<b>Data Protection</b>	<ul style="list-style-type: none"> <li>• Accountable for meeting statutory requirements around data protection and security</li> </ul>	<ul style="list-style-type: none"> <li>• Develop data protection strategy and associated policies.</li> <li>• Provide data protection guidelines and</li> </ul>		<ul style="list-style-type: none"> <li>• Informed of overall approach to data protection and security</li> <li>• Review data on subject rights requests and</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure required polices are in place and communicated to all staff and volunteers</li> <li>• Ensure schools meets and implements data</li> </ul>

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	<ul style="list-style-type: none"> <li>• Approve Data Protection Strategy and associated policies</li> </ul>	<ul style="list-style-type: none"> <li>standards and oversee network approach to data protection controls</li> <li>• Report to the Trust Board on the effectiveness of the data protection strategy.</li> <li>• Appoint a Data Protection Officer to provide quality assurance</li> </ul>		<ul style="list-style-type: none"> <li>data breaches</li> </ul>	<ul style="list-style-type: none"> <li>protection requirements and standards at school level in line with overall TRUST strategy.</li> <li>• Appoint a Local Data Protection Representative</li> <li>• Report to the Trust and AB data breaches and subject rights requests.</li> </ul>
<b>Estates</b>	<ul style="list-style-type: none"> <li>• Approve the Trust Capital Strategy</li> <li>• Approve the TRUST overall strategic plan for capital expenditure considering the strategic plans of each school</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Trust Capital Strategy</li> <li>• Commission school condition surveys to inform capital priorities</li> <li>• To draw up and gain approval of capital priorities</li> <li>• Develop and maintain a building maintenance plan to ensure that all property remains 'fit for purpose'</li> <li>• To specify project management arrangements for major capital projects</li> <li>• Review the school's routine compliance audits and the implementation of action plans</li> </ul>	<ul style="list-style-type: none"> <li>• Input into long term strategic site / capital priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Consulted on proposed capital priorities and premises developments</li> <li>• Review the School Estate Development Plan</li> <li>• Informed of capital build project updates</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a 3-year School Estate Development Plan and ensure proposed capital expenditure priorities are submitted to the Trust</li> <li>• Determine and deliver ongoing maintenance and capital works in line with strategy</li> <li>• Seek views of Advisory Board on capital priorities and developments</li> <li>• Engage in capital build projects as required</li> <li>• Ensure compliance with procurement and building maintenance regulations at school level</li> </ul>
<b>Equalities</b>	<ul style="list-style-type: none"> <li>• Review annual Gender Pay Gap report and action plan</li> <li>• Approve an Equality strategy and review progress against objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an Equality Strategy and objectives</li> <li>• Support schools to comply with requirements of Equality Act 2010</li> <li>• Publish annual Gender Pay Gap report and action plan</li> </ul>		<ul style="list-style-type: none"> <li>• Review compliance with Public Sector Equality Duty – equality information and objectives</li> <li>• Review the school Accessibility Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with Public Sector Equality Duty – publish equality information and objectives consulting with the AB</li> <li>• Prepare, publish and review an Accessibility Plan consulting with the AB</li> </ul>
<b>Finance – Compliance and Risk</b>	<ul style="list-style-type: none"> <li>• Appointment of Accounting Officer</li> <li>• Appoint a committee with responsibility for finance audit and risk</li> <li>• Approval of audited financial statements</li> <li>• Approve annual Trustee report and governance statement as part of statutory accounts</li> <li>• Approve Budget Forecast Return and Budget Forecast Outturn Return submission</li> <li>• Receive, review and challenge monthly consolidated financial performance</li> <li>• Review and challenge Trust financial risks</li> <li>• Accountable for ensuring adequate insurance arrangements are in place</li> </ul>	<ul style="list-style-type: none"> <li>• Appointment of Finance Director (Chief Financial Officer)</li> <li>• Review and challenge schools on financial risks</li> <li>• Complete statutory financial returns to include audited accounts, annual statement on regularity, propriety and compliance, Land and Buildings Return, Annual Accounts Return, Union Facilitation reporting Payment Practices and Gender Pay Gap Reporting, Budget Forecast Return and Budget Forecast Return Outturn</li> <li>• Publish annual accounts on website and file annual account with Companies House.</li> <li>• Develop, monitor and mitigate Trust Financial Risk Register</li> <li>• To maintain a register of business interests</li> <li>• Responsible for ensuring adequate insurance arrangements are in place</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor impact and use of Sports and Pupil Premium funding</li> <li>• Review and challenge schools on financial risks</li> </ul>	<ul style="list-style-type: none"> <li>• Review sports and pupil premium spending and strategy, reviewing the impact of this additional funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure effective deployment of the sports and pupil premium and monitor and report on impact</li> <li>• Review and mitigate against school financial risks</li> </ul> <p>See Pupil Premium section for additional details.</p>

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<b>Finance policies</b>	<ul style="list-style-type: none"> <li>• Approve financial regulations and key finance policies as detailed in the Trust Policy Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Financial Regulations Manual</li> <li>• Develop financial policies as detailed in the Trust Policy Framework, to include reserves and investment, conflicts of interests, expenses, fraud, gifts and hospitality, whistleblowing (this is not an exhaustive list)</li> </ul>	<ul style="list-style-type: none"> <li>• Raise any concerns about the equity of schools charging policy, financial probity and compliance with the trust financial regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Consulted on the school Charges and Remissions policy</li> </ul>	<ul style="list-style-type: none"> <li>• Read and comply with all financial policies</li> <li>• Develop and publish schools Charges and Remissions Policy, consulting the Advisory Board.</li> </ul>
<b>Finance – Budgets</b>	<ul style="list-style-type: none"> <li>• Annual approval of budgets Trust-wide.</li> <li>• Ensure effective financial management of the Trust.</li> <li>• Agree budget virement in line with the financial regulations</li> <li>• Agree the mechanism for schools' central contribution charge to schools</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse, benchmark and agree annual school budget for each school for submission to Board.</li> <li>• Approve annually all school staffing structure proposals</li> <li>• Monitor schools against budget and address variances swiftly.</li> <li>• Set, monitor and challenge progress towards financial targets</li> <li>• Forecast financial budget outcomes.</li> <li>• Authorise expenditure in line with policy</li> <li>• Develop and monitor core Trust budget and recommend central contribution charging mechanism.</li> <li>• Calculate and inform schools of Trust wide purchased goods/services</li> </ul>	<ul style="list-style-type: none"> <li>• Identify cross school efficiencies.</li> <li>• Authorise expenditure in line with policy</li> <li>• Approve school staff structure for submission to Central Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>• To be regularly appraised on the financial position of the school</li> <li>• [Chair as a minimum] to be consulted on school budgets and report to the AB</li> </ul>	<ul style="list-style-type: none"> <li>• Propose school budget, in consultation with the AB, for Trust Board approval annually in line with Budget Toolkit</li> <li>• Maintain expenditure within budget, identifying and delivering financial efficiencies</li> <li>• Seek Central Executive approval for expenditure out of approved budget or if in deficit position</li> <li>• Review staffing structure for efficiency and affordability</li> <li>• Meet financial targets and report any financial vulnerabilities to Central Executive Team</li> <li>• Authorise expenditure in line with policy</li> <li>• Agree budget virement of up to in line with the financial regulations</li> </ul>
<b>Finance –Assets</b>	<ul style="list-style-type: none"> <li>• Approve Disposal of Assets Policy (part of Financial Regulations)</li> <li>• Authorise disposal of assets in line with the financial regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a Disposal of Assets Policy (Financial Regulations)</li> <li>• Maintain and manage the Trust asset register</li> <li>• Authorise disposal of assets in line with the financial regulations</li> </ul>			<ul style="list-style-type: none"> <li>• Maintain and manage the school asset in line with the requirements of the Financial Regulations and Disposal of Assets Policy</li> <li>• Authorise disposal of assets in line with the financial regulations</li> </ul>
<b>Finance - Investment</b>	<ul style="list-style-type: none"> <li>• Approve a Trust Investment Policy and subsequent investments.</li> </ul>	<ul style="list-style-type: none"> <li>• To recommend investment opportunities in line with the principles of the investment policy</li> </ul>			
<b>Finance - Audit</b>	<ul style="list-style-type: none"> <li>• Recommend appointment and removal of external auditor to Members</li> <li>• To appoint internal auditors and agree programme of work</li> <li>• Receive reports (including an annual report) from audit inspections and the review the resulting Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend internal and external audit requirements</li> <li>• Lead and coordinate internal and external audits</li> <li>• Establishing and maintaining procedures for effective audit in accordance with Trust and ESFA requirements</li> <li>• Action and respond to external and internal audit report requirements</li> <li>• Complete annual quality assurance audits</li> <li>• Report the Board annually on key findings, recommendations and conclusions from the internal audit programme.</li> </ul>			<ul style="list-style-type: none"> <li>• Comply with requirements of internal and external audits and internal quality assurance audits</li> <li>• Respond and action audit recommendations</li> </ul>

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		<ul style="list-style-type: none"> <li>Review and monitor progress against actions and timescales for implementation from Audits</li> </ul>			
<b>Finance – Procurement</b>	<ul style="list-style-type: none"> <li>Agree expenditure in line with policy</li> </ul>	<ul style="list-style-type: none"> <li>Develop a procurement and tendering process</li> <li>Ensure procurement policies are adhered to across the Trust</li> <li>Achieve Best Value by purchasing at a Trust level</li> <li>Agree expenditure in line with policy</li> <li>Comply with Procurement guidance in Financial Regulations Manual</li> </ul>			<ul style="list-style-type: none"> <li>Ensure Best Value is achieved at all time</li> <li>Agree expenditure in line with policy</li> <li>Comply with Procurement guidance in Financial Regulations Manual</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>To approve: <ul style="list-style-type: none"> <li>Governance Strategy and Scheme of Delegation</li> <li>Terms of reference for the Trust Board and committees</li> </ul> </li> <li>Establish and appoint board committees</li> <li>To maintain a Board skills audit that informs recruitment and training needs</li> <li>To respond to issues and concerns raised by Advisory Boards (through the Chairs Report)</li> </ul>	<ul style="list-style-type: none"> <li>Review and develop: <ul style="list-style-type: none"> <li>Governance Strategy and Scheme of Delegation</li> <li>Terms of reference for the Trust Board and committees</li> </ul> </li> <li>To attend meetings of the Trustees and to provide a Trust Leader report</li> <li>To make clerking arrangements for the Trust Board</li> <li>To secure professional advice on behalf of the Trustees as may be requested</li> <li>Establish and maintain a register of all interests (pecuniary business and loyalty) of the senior Executive Team and publish this in accordance with regulation</li> </ul>	<ul style="list-style-type: none"> <li>Consulted on the Governance Strategy</li> <li>To attend meetings of the Board and report on School Improvement activities and impact</li> </ul>	<ul style="list-style-type: none"> <li>Consulted on the Governance Strategy</li> <li>To carry out a skills audit and annual self-review of Advisory Board performance setting out priorities for improvements in the next academic year</li> <li>Establish and maintain a register of all interests (pecuniary business and loyalty) of Advisory Board Members and publish this in accordance with regulation</li> <li>Report to the Trust Board following each meeting through the Chairs Report and Minutes</li> </ul>	<ul style="list-style-type: none"> <li>Consulted on the Governance Strategy</li> <li>To engage the Advisory Board and ensure they are consulted on key decisions</li> <li>To attend meetings of the Advisory Board and to provide information and reports as required</li> <li>Establish and maintain a register of all interests (pecuniary business and loyalty) of staff and publish this in accordance with regulation</li> </ul>
	<ul style="list-style-type: none"> <li>Elect a Chair and Vice-Chair of the Board each academic year and remove in accordance with Articles of Association</li> <li>Recommend trustees for appointments to Members or the Board (P&amp;G Committee)</li> <li>Appoint and remove co-opted committee members and trustees</li> <li>Powers to remove Advisory Board Members (other than non-attendance)</li> <li>Power to disband an ineffective AB</li> </ul>	<ul style="list-style-type: none"> <li>Support recruitment to the Trust Board, and Advisory Boards</li> <li>Propose removal of an Advisory Board Members</li> <li>Monitor the effectiveness of local governance.</li> <li>Proposed the disbandment of an ineffective Advisory Board.</li> </ul>		<ul style="list-style-type: none"> <li>Appoint chair and vice chair of Advisory Board</li> <li>To manage the recruitment of new AB members supported by the Trust Clerk</li> <li>Provide induction for new members</li> <li>Remove Advisory Board members for non-attendance</li> </ul>	<ul style="list-style-type: none"> <li>Establish and maintain a register of all interests (pecuniary business and loyalty) of staff and publish this in accordance with regulation</li> <li>Make arrangements for and conduct parent and staff elections</li> <li>Support the induction of new Board members</li> </ul>
<b>HR Policies:</b> Disciplinary & Capability Attendance Management Dignity at Work / Grievance/ Leave of Absence and Organisational Change LOU	<ul style="list-style-type: none"> <li>Approve HR policies as delegated in the Trust Policy Framework.</li> <li>Implement policy in respect of the Trust Leader</li> <li>Convene panels for hearing and/or appeals in respect of Trust Leader and staff where required.</li> </ul>	<ul style="list-style-type: none"> <li>HR policy development and consultation with recognised Trade union groups.</li> <li>Implement policy in respect of central Trust staff</li> <li>Convene panels for hearings and appeals</li> <li>Give guidance and support to individual schools</li> </ul>	<ul style="list-style-type: none"> <li>At the request of the Central Executive Team, give representation on hearing panels and support investigation procedures.</li> <li>Implement the specified HR policy in respect of Headteachers</li> </ul>	<ul style="list-style-type: none"> <li>Representative on hearings and appeals panels</li> </ul>	<ul style="list-style-type: none"> <li>Implement the specified HR policies for all staff.</li> <li>Communicate significant HR matters to the Central Executive Team for further support and guidance.</li> </ul>

Function	Board of Trustees (or a committee of the board)	Central Executive Team (CE)	Director of Primary / School Improvement Partner	Advisory Board (AB)	Headteacher
<b>HR: Pay &amp; Performance Management</b>	<ul style="list-style-type: none"> <li>• Approve pay policy annually including determining pay ranges, pay point values.</li> <li>• Approve Performance Management arrangements for all staff across the Trust</li> <li>• Conduct Trust Leader performance management and salary review</li> <li>• Approval of Director of Primary Education pay progression recommended by Trust Leader</li> <li>• Review pay &amp; performance across the trust</li> <li>• Convene appeals panels for Headteacher, Senior Trust Leaders and Trust Leader pay appeals</li> <li>• Approve and monitor special staff severance payments above the statutory or contractual entitlement. (payments over £50k must be authorised by ESFA).</li> </ul>	<ul style="list-style-type: none"> <li>• Develop pay and performance management policies and consult with recognised Trade Union groups through the Joint Consultative Group.</li> <li>• Trust Leader to complete DoPE/SIP performance management and present pay recommendations to the Board</li> <li>• Convene panels for pay appeals, and any appeals panels for staff as required</li> <li>• Trust Leader to review and agree Headteacher and deputy pay recommendations</li> <li>• Monitor and challenge outcomes of performance management or panel meetings</li> <li>• Trust senior Central Executive team and staff with cross trust responsibility performance management by Trust Leader and/or Deputy Trust Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Headteacher performance management with AB participation and recommend pay progression to the Trust Leader</li> <li>• Monitor staff PM targets and review pay recommendations presented by Headteachers</li> </ul>	<ul style="list-style-type: none"> <li>• [Advisory Board Chair] participates in Headteacher performance management (in conjunction with Trust Senior Leader)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all staff are performance managed</li> <li>• Comply with TRUST pay, performance management policies</li> <li>• Provide overview outcomes of staff performance and pay recommendations to DoPE/SIP-</li> <li>• Provide overview outcomes of staff pay recommendations to the Central Executive Team</li> </ul>
<b>HR: Recruitment</b>	<ul style="list-style-type: none"> <li>• Approve terms and condition of employment.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop terms and condition of employment and carry out formal consultation with recognised Trade Unions and affected stakeholders.</li> <li>• Approve exceptions to staffing structure models</li> <li>• Develop Staff Handbook</li> <li>• Develop staffing structure models</li> </ul>	<ul style="list-style-type: none"> <li>• Give guidance to Headteachers on proposed staffing structures.</li> </ul>		<ul style="list-style-type: none"> <li>• Design school staffing structure</li> <li>• Propose changes to model staffing structure to Central Executive Team in consultation with the DoPE/SIP</li> </ul>
	<ul style="list-style-type: none"> <li>• Approve Trust senior management structure</li> <li>• Appoint the Trust Leader and support the recruitment of other senior central posts</li> <li>• Succession plan for the Trust Board and Senior Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>• Approve central staff structure (TL)</li> <li>• Recruit for central &amp; Headteacher roles</li> <li>• Recruit staff with cross Trust responsibilities</li> <li>• To succession plan for Trust Executive Team and Headteachers</li> </ul>	<ul style="list-style-type: none"> <li>• Advise and engage the Advisory Board on Headteacher recruitment plans</li> <li>• Representative on recruitment panel for headteacher and deputy appointments</li> <li>• Approve the deployment of staff with cross trust responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Representative on recruitment panel for headteacher appointments</li> <li>• At the request of the headteacher, support in the recruitment of other staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Update the advisory board on key staffing changes and appointments</li> <li>• Appoint deputies in conjunction with DoPE/SIP with support from the AB (where applicable)</li> <li>• Appoint teaching and support staff within agreed school staffing structure ensuring safeguarding and pre-employment checks are completed and recorded</li> </ul>
<b>ICT</b>	<ul style="list-style-type: none"> <li>• Approve the Trust ICT strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement the Trust ICT</li> </ul>	<ul style="list-style-type: none"> <li>• Support the positive engagement with the</li> </ul>		<ul style="list-style-type: none"> <li>• Consulted on the Trust ICT Strategy</li> </ul>

Function	Board of Trustees (or a committee of the board)	Central Executive Team (CE)	Director of Primary / School Improvement Partner	Advisory Board (AB)	Headteacher
		<p>strategy and associated policies.</p> <ul style="list-style-type: none"> <li>Report to the Board annually on the effectiveness of the ICT strategy.</li> <li>Set schools IT and Acceptable Use Policy</li> <li>Lead on IT procurement</li> <li>Provide IT technician services</li> </ul>	IT service to ensure effective and planned support for schools		<ul style="list-style-type: none"> <li>Comply with the principles in the Trust ICT strategy and associated policies.</li> <li>Implement the Acceptable Use policy with pupils and staff</li> </ul>
<b>ICT – Website compliance</b>		<ul style="list-style-type: none"> <li>Monitor school and trust website compliance with regulations including local governance structure/governor details.</li> <li>After termly audits are complete, monitor that remedial actions have taken place.</li> <li>Publish statutory information on the Trust website</li> </ul>		<ul style="list-style-type: none"> <li>Review website audit report and progress against actions to ensure that the school website is compliant with DfE requirements</li> </ul>	<ul style="list-style-type: none"> <li>Ensure statutory information is published on the school website and maintain its compliance, including required details of governance arrangements, performance, financial and equality data</li> <li>Review website audit review and ensure remedial actions are put in place within the agreed timescale</li> </ul>
<b>Operations: Health &amp; Safety (H&amp;S)</b>	<ul style="list-style-type: none"> <li>Accountable for meeting statutory requirements around H&amp;S</li> <li>Approve a Trust Health and Safety policy.</li> <li>To monitor compliance and effectiveness of H&amp;S policy through key performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>Create and maintain schedule for Health and Safety policy review.</li> <li>Develop Health and Safety policy and linked risk assessments and consult with recognised Trade union groups</li> <li>Monitor actions on action plans and ensure any actions which incur capital/revenue funding are incorporated into the trust building development plan.</li> <li>Consider overall health and safety trends and issues likely to affect schools</li> <li>Review H&amp;S audits and progress towards actions</li> <li>Monitor health and safety issues and incidents, provide support at Trust level when necessary</li> <li>Ensure the overall health and safety procedures of schools, oversee documentation is up to date.</li> <li>Approve education visits - Evolve</li> </ul>		<ul style="list-style-type: none"> <li>H&amp;S Policy adoption to reflect local arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Personalise Trust Health &amp; Safety policy for adoption by the AB.</li> <li>Implement Health and Safety policy and procedures for all staff.</li> <li>Ensure all staff are aware of their Health and Safety responsibilities and receive appropriate training.</li> <li>Ensure statutory compliance checks are undertaken (asbestos, legionella, PE equipment etc.)</li> <li>Ensure Health and Safety action plans are actioned from workplace inspections &amp; audits</li> <li>Responsibility for ensuring risk assessments are completed and recommended actions are completed</li> <li>Ensure Educational Visits Co-ordinator is identified in school and they are given responsibilities for keeping Evolve up to date with all trips and activities.</li> </ul>
<b>Partnerships/ central services</b>	<ul style="list-style-type: none"> <li>Review and challenge the performance of partnership against KPIs and strategic priorities</li> <li>Review action plans from the Trust annual partnership survey</li> <li>Review the partnership needs of the trust and any potential developments</li> </ul>	<ul style="list-style-type: none"> <li>To determine the scope of central services to be delivered by the Trust</li> <li>Develop and operationally deliver central services/partnerships</li> <li>Develop a Trust annual partnership survey</li> <li>Review the data from the Trust annual partnership survey and create an action plan to address any areas of concern</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the development and review of the partnership survey</li> <li>Provide advocacy for all internal services ensuring school are appropriately resourced within their annual RAP planning and budget setting activities.</li> </ul>	<ul style="list-style-type: none"> <li>Informed of outcome and actions from annual partnership survey</li> </ul>	<ul style="list-style-type: none"> <li>Assess the need of their schools to ensure effective procurement/subscription to TRUST partnerships and services each year.</li> </ul>
<b>Pupil Premium</b>	<ul style="list-style-type: none"> <li>Review the effectiveness of the use of the pupil premium across Trust</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Trust Pupil Premium Strategy</li> <li>Report – to Board on the effective use of the pupil premium across Trust in terms of educational outcomes and narrowing the</li> </ul>	<ul style="list-style-type: none"> <li>Review, challenge and approve school strategies for pupil premium expenditure, reviewing the impact of the additional funding.</li> </ul>	<ul style="list-style-type: none"> <li>Review and challenge the school strategy for pupil premium expenditure, reviewing the impact of the additional funding.</li> </ul>	<ul style="list-style-type: none"> <li>Determine and ensure the effective deployment of the pupil premium and monitor and report on impact</li> <li>Publish a pupil premium strategy on the school website in compliance with DfE</li> </ul>

Function	Board of Trustees (or a committee of the board)	Central Executive Team (CE)	Director of Primary / School Improvement Partner	Advisory Board (AB)	Headteacher
		achievement gap			requirements
<b>Risk management &amp; business continuity</b>	<ul style="list-style-type: none"> <li>Oversee, review and challenge TRUST risk register and mitigation plans.</li> </ul>	<ul style="list-style-type: none"> <li>Develop risk framework and Trust risk register</li> <li>Oversight and review school risk registers</li> </ul>	<ul style="list-style-type: none"> <li>Oversee the school's risk register and mitigation plans to ensure appropriate action is taken.</li> <li>Responsible for identifying trust wide risks arising from school risk registers and reporting them to the Central Executive.</li> </ul>	<ul style="list-style-type: none"> <li>Review school risk register and mitigation plans</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the risk register for school and ensure potential risks are communicated to Central Executive Team and Advisory Board, and are mitigated in school procedures/ improvement plans</li> </ul>
	<ul style="list-style-type: none"> <li>Gain assurance that appropriate structures are in place to implement effective emergency planning including incident management and business continuity management arrangements.</li> <li>Review evaluated critical incident reports</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for Trust Emergency Planning and response</li> <li>Review and advise schools on emergency planning and response</li> <li>To provide support for critical incidents</li> <li>To contribute to the evaluation of school critical incidents and report to trustees</li> </ul>		<ul style="list-style-type: none"> <li>Review critical incident reports and contribute to the evaluation of the effectiveness of the Emergency Planning and Response Plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop and maintain a school Emergency Planning and Response document</li> <li>Report critical incidents to the AB and Trust</li> </ul>
<b>Safeguarding</b>	<ul style="list-style-type: none"> <li>To approve the Safeguarding &amp; Wellbeing Strategy and reviews its' effectiveness</li> <li>Approve Trust-wide policies on Safeguarding/Child Protection Policy, Educational Visits, Supporting Pupils with Medical Conditions, Visitors, Safer Working Practice for Staff</li> <li>Manages allegations against the Trust Leader (Chair of the Board)</li> <li>Appoint a designated Board member for safeguarding (Chair of the Board)</li> <li>Ensure safeguarding is a high priority on all board agenda items</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Trust Safeguarding &amp; Wellbeing Strategy and report to the Trustees on its' effectiveness.</li> <li>Develop key policies to include: on Safeguarding/Child Protection Policy, Educational Visits, Supporting Pupils with Medical Conditions, Visitors, Safer Working Practice for Staff</li> <li>Conduct an annual compliance and effectiveness audit within each school</li> <li>Analyse trends and concerns across the trust, report findings to trustees and direct remedial action</li> <li>Provide oversight and support to school designated safeguarding leads (DSL)</li> <li>Provide rapid response support for staff allegations</li> <li>Manage allegations against Headteachers and central team.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor schools are dealing with issues appropriately and provide support to headteachers, and Designated Safeguarding Leads</li> <li>Liaise with the Trust Safeguarding lead professional to tackle and target areas of poor practice or non-compliance</li> </ul>	<ul style="list-style-type: none"> <li>Adopt the trust Safeguarding/Child Protection Policy</li> <li>Review the effectiveness of safeguarding procedures.</li> <li>Review safeguarding issues that are affecting the operation and development of the school</li> <li>Review Safeguarding Audit report and monitor progress of the action plan</li> <li>To review the annual looked after children report and act on any issues that the report raises</li> </ul>	<ul style="list-style-type: none"> <li>Ensure safer recruitment requirements are completed and the single central record (SCR) is maintained</li> <li>The headteacher and other recruiting staff must complete and update safer recruitment training</li> <li>The headteacher must ensure the school complies with the safeguarding policies and report all serious incidents to the LA, children's social care or LSCB as appropriate</li> <li>Report incidents, trends, referral frequency and training needs to CE and the AB.</li> <li>To appoint a designated safeguarding lead ensuring the role is compliant with statutory guidance</li> <li>To appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance</li> <li>Establish a robust staff training plan</li> <li>Complete an annual safeguarding action plan from Trust internal audit and report progress to the AB.</li> <li>Develop a targeted safeguarding curriculum aligned to key areas of need locally and nationally.</li> </ul>
<b>School Organisation</b>  <b>Includes:</b> Age range, extended, school provision, uniform, pre & after school offer, school meals, school hours – start & finish times, length of school day, term dates	<ul style="list-style-type: none"> <li>Approve <a href="#">significant changes</a> as defined in DfE guidance</li> </ul>	<ul style="list-style-type: none"> <li>Develop and submit business case for significant changes (agreed by the board).</li> </ul>	<ul style="list-style-type: none"> <li>Approve changes to 'school organisation' in consultation with CE relating to: <ul style="list-style-type: none"> <li>Uniform</li> <li>Pre &amp; after school offer</li> <li>School meals</li> <li>School hours – start &amp; finish times</li> <li>Length of school day</li> <li>Term dates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Consulted changes on 'school organisation' proposals</li> <li>Approve home school agreement if adopted by the school</li> </ul>	<ul style="list-style-type: none"> <li>Propose changes to 'school organisation' to DoPE/SIP or CE for significant changes (e.g age range, SEN provision, expansion). Lead consultation with stakeholders</li> <li>Review and maintain a Home school agreement if adopted by the School</li> </ul>

Function	Board of Trustees (or a committee of the board)	Central Executive Team (CE)	Director of Primary / School Improvement Partner	Advisory Board (AB)	Headteacher
Home school agreement – if adopted					
<b>SEND</b>	<ul style="list-style-type: none"> <li>Review and assess the impact of SEND provision across the Trust</li> <li>Appoint an individual or committee to provide oversight of school SEND arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Trust SEND Strategy and report to the Trustees on its' effectiveness.</li> <li>To review KPIs across the Trust for identification of any areas of concern for referral to the Trustees</li> </ul>	<ul style="list-style-type: none"> <li>To review KPIs across schools for identification of any areas of concern and address</li> </ul>	<ul style="list-style-type: none"> <li>To provide oversight of the school's arrangements for SEND, to include: <ul style="list-style-type: none"> <li>Review and adopt the school SEND policy</li> <li>To monitor the impact and effectiveness of the SEN policy</li> <li>Review and approve the SEN Information Report and ensure compliance with the SEND Code of Practice</li> <li>Review school accessibility plan and its implementation, ensuring compliance with the requirements of the Equality Act</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Make provision for SEND pupils inline with the SEND Code of Practice</li> <li>Develop the school SEND policy for review by AB prior to adoption</li> <li>Report to the AB on the impact and effectiveness of the SEN policy at least annually</li> <li>Designate a teacher to be responsible for the operation of the SEND policy and co-ordination of SEND provision</li> <li>Produce the school 'School Information Report' for review by the AB and publication</li> <li>Ensure compliance with the relevant SEND legislation including the SEND Code of Practice and Equality Act 2010</li> </ul>
<b>Stakeholder engagement</b>	<ul style="list-style-type: none"> <li>Review staff survey results and trust wide action plan</li> <li>Accountable for ensuing mechanism are in place to engage parents</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate annual staff survey and report results and actions to the Board</li> <li>Manage external relationships with local authorities and the Regional School Commissioner</li> <li>Support school engagement with parents and the wider community</li> </ul>	<ul style="list-style-type: none"> <li>Support school engagement with parents and the wider community</li> <li>Facilitate trust wide parent and pupil survey and report results and actions to the Board</li> </ul>	<ul style="list-style-type: none"> <li>Review results of staff survey and action plan</li> <li>Support engagement with parents, pupils, community and LA</li> <li>Review results of parent and pupil surveys and action plans</li> <li>Monitor pupil engagement strategies</li> <li>Review the results of pupil surveys and school council reports</li> </ul>	<ul style="list-style-type: none"> <li>Implement annual staff survey and subsequent action plan</li> <li>Maintain effective engagement and communication with parents and the wider community</li> <li>Maintain effective pupil engagement strategies (surveys, pupil council and pupil parliament etc)</li> </ul>
<b>Vision, values &amp; strategy</b>	<ul style="list-style-type: none"> <li>Approve the Trust vision and values <i>Kibworth CofE</i></li> <li>Preserve and promote the religious character of the school as determined by the Diocese of Leicester</li> </ul>	<ul style="list-style-type: none"> <li>Develop and communicate the TRUST vision and values to schools</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the revision and development of vision, values &amp; strategy through consultation</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the revision and development of the trust and school vision, values &amp; strategy</li> <li>Monitor and support the implementation of the vision and ethos of the school and the Trust at local level <i>Kibworth CofE</i></li> <li>Preserve and promote the religious character of the school as determined by the Diocese of Leicester</li> <li>Ensure that the school continues to strongly demonstrate its distinctiveness as a Church School as evaluated by SIAMS</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the revision and development of vision, values &amp; strategy through consultation document</li> <li>Develop, propose and implement the TRUST mission and vision strategy in the school context</li> <li>Develop school ethos and values in consultation with the AB and wider stakeholders <i>Kibworth CofE</i></li> <li>Preserve and promote the religious character of the school as determined by the Diocese of Leicester</li> <li>Attend any diocesan induction training as required by the Diocese</li> <li>Ensure that the school continues to strongly demonstrate its distinctiveness as a Church School as evaluated by SIAMS</li> </ul>
	<ul style="list-style-type: none"> <li>Approve Trust strategic objectives</li> <li>Review progress of the Trust against its strategic objectives and KPIs</li> <li>Approve Trust-wide strategies</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategic objectives for the Trust</li> <li>Deliver strategic objectives for the Trust in partnership with schools</li> <li>Report progress against strategy and KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Development and execution of a strategy area</li> <li>Approve school strategic objectives and improvement plans</li> <li>Review and challenge progress of the</li> </ul>	<ul style="list-style-type: none"> <li>Consulted on school strategic objectives annually</li> <li>Review progress against school strategy and KPIs</li> <li>Comply with requirements of the Trust</li> </ul>	<ul style="list-style-type: none"> <li>Develop school strategic objectives and improvement plans</li> <li>Report progress to the Advisory Board</li> <li>Comply with requirements of the Trust</li> </ul>

Function	Board of Trustees (or a committee of the board)	Central Executive Team (CE)	Director of Primary / School Improvement Partner	Advisory Board (AB)	Headteacher
	<ul style="list-style-type: none"> <li>• Approve a Trust Policy Framework</li> <li>• Approve Trust growth decisions (free schools, sponsored schools and convertors)</li> </ul>	<p>to the Board</p> <ul style="list-style-type: none"> <li>• Develop a Trust Policy Framework</li> <li>• Recommend trust growth opportunities following agreed due diligence protocols</li> </ul>	<p>school against its strategic objectives and KPIs</p>	<p>Policy Framework</p>	<p>Policy Framework</p> <ul style="list-style-type: none"> <li>• To tailor trust-wide policies to school policy as recommended by the Central Executive Team</li> </ul>

## Members

The Members are the ‘guardians of the governance’ of the Trust and ensure that the Trust acts within its charitable objects and values to achieve the vision. Members have limited but significant powers which include:

- **Review and amend the Articles of Association**
- **Change the name of the Academy Trust**
- **To receive an annual report from the Trustees and the Trust Leader on the Academy Trust’s performance.**
- **Appoint/remove Members**
- **Appoint/remove Trustees**
- **To receive an annual report from the Trustees and the Trust Leader on Trust performance**
- **To receive statutory accounts at the AGM**
- **To appoint external auditors**

## Revision History

Version	Version Date	Author	Summary of Changes
<b>V0.1</b>	May 2017	Helen Stockill – Head of Governance	Creation of guidance document
<b>V1.0</b>	6 September 2017	Helen Stockill – Head of Governance	Approved by Trust Board
<b>V2.0</b>	June 2018	Helen Stockill – Head of Governance	Draft version of 2018/19 scheme
<b>V2.0</b>	28 June 2018	Helen Stockill – Head of Governance	2018/19 version approved by Trust Board. See annotated version for changes.
<b>V3.0</b>	26 June 2019	Helen Stockill – Head of Governance	2019/20 version approved by Trust Board. See annotated version for changes.
<b>V4.0</b>	June 2020	Helen Stockill – Head of Governance	2020/21 version approved by Trust Board. See annotated version for changes.