

## **Sandstone Trust Scheme of Delegation**

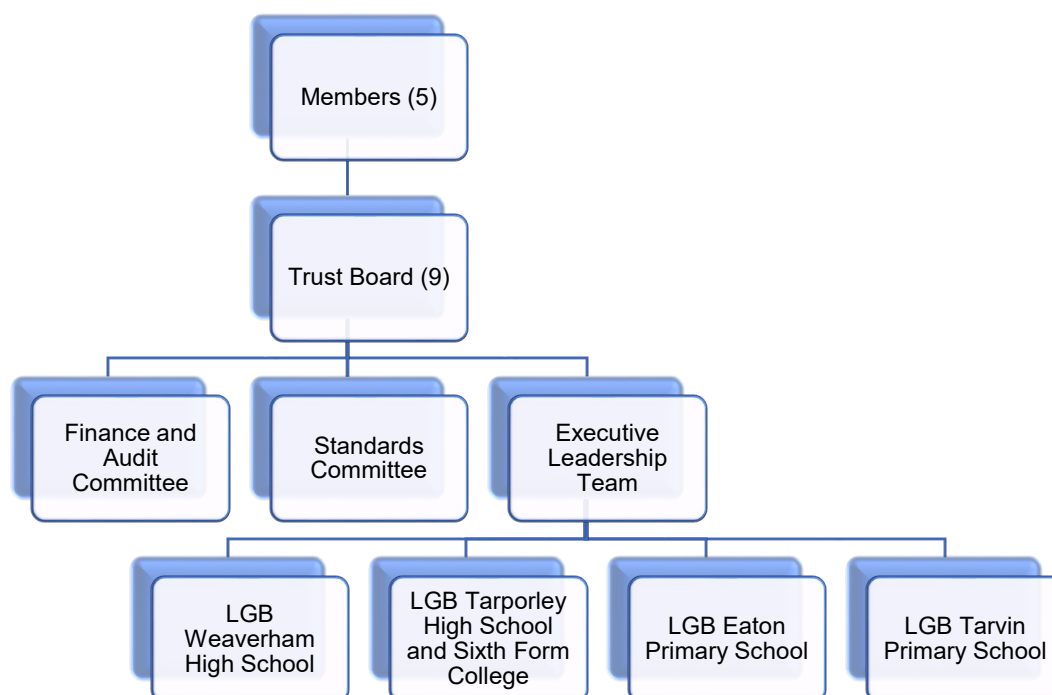
Sandstone Trust (ST) is a charitable company limited by guarantee. It has entered into Master Funding Agreements dated 2020 and various Supplemental Funding Agreements covering the funding of the academies within the Trust (together the “Funding Agreements”).

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 and Articles of Association.

ST is a charitable, voluntary organisation which relies on the valuable input of a considerable number of non-executive volunteers, supported by an experienced team of staff. ST is a small multi-academy trust that covers a compact geographical area.

In the ST governance model, each academy is ultimately governed by the Trust Board. The Trustees establish for each academy, a Local Governing Body. Local governance is delivered through these Local Governing Bodies, who are made up of staff, parents, local community members and a trust appointed governor(s), however the Local Governing Bodies are not legally responsible or accountable for statutory functions. Governance arrangements are set by the Trust Board and delivered through the Chief Executive and Executive Leadership Team, on behalf of the Board.

## **Sandstone Trust Governance Structure:**



## **Principles**

- ❖ Sandstone Trust (ST founded in 2020) is an incorporated company and charity that aims to establish and maintain a number of Academies in accordance with guidelines laid down in its funding agreement with the DfE.
- ❖ Effective governance in our Trust is supported by the following:
  - Trust Members – the guardians of the constitution
  - Trust Board – the Directors / Trustees
  - Trust sub-committees
  - Executive Leadership Team - the Chief Executive Officer (the CEO), the Director of Finance and Operations,
  - The Headteachers / Executive Headteacher of the schools who are accountable to the Executive Leadership Team
  - Local Governing Bodies – the Local Governors
- ❖ The Trust Board has overall responsibility and ultimate decision-making authority for all the work of the Academy Trust, including the establishment and maintenance of the Academies.
- ❖ The ST governing model sets out the fundamental principles of the organisation. The model consists of the principles set out here, the Academy Trust Articles of Association and the detail set out in the Terms of Reference for each of the LGBs.
- ❖ The governance principles of ST recognise the importance of developing relationships with common purpose and they are about developing processes and structures in a changing educational landscape,
- ❖ We will continue to develop our governance arrangements to shape and take account of best practice in the sector.
- ❖ We are compliant with the principles and regulations set out in the Academies Financial Handbook. ST governance intends to continue to develop its governance in an effort to ensure outstanding practice in governance
- ❖ Governance is underpinned by a common understanding about who is responsible for providing valuable input to decision making and who has the decision-making responsibility.

## **Vision and Values**

Sandstone Trust brings together expertise from across our schools with the purpose of ensuring the best possible outcomes for our students. The schools work in collaboration with a shared vision; we fully believe in the strength that partnership brings and have a shared vision for and ethos in our schools.

The Trust currently comprises Tarporley High School and Sixth Form College, Tarvin Primary School, Eaton Primary School and Weaverham High School. We aim to be a dynamic and forward-thinking Trust which works together whilst retaining the identity and uniqueness of each of the individual schools.

We will achieve our vision through the highest quality teaching and learning as well as a range of opportunities to support the personal and social development of our students. Our aspirational culture ensures that we work tirelessly to support and challenge everyone to be the very best that they can be.

### **Accountability for decisions**

The Trust Board delegate authority to the following key groups in order to ensure the effective leadership and governance of the Academy Trust.

The key groups are:

- Finance and Audit Committee
- Standards Committee
- Executive Leadership Team
- Local Governing Bodies and Interim Advisory Boards

The relationship between the Trust Board and the Executive Leadership Team, and the Local Governing Bodies is characterised as a partnership to realise a common vision and a common purpose. In the case of the three tiers of Accountability the relationship between the three tiers of governance is also based on the principles of:

- No duplication of governance
- Governance should be as close as possible to the point of impact of decision-making

The Scheme of Delegation and Terms of Reference for the LGBs provides clarity as to who the decision makers are for different levels of decisions. Effectiveness of both management and governance is supported through clarity over who holds the decision-making responsibility and accountability and who supports and advises the decision makers.

### **Intervention**

The Trust Board sees the work of the LGB as a key element in the tackling of under-performance where it occurs within one of its schools.

Where under-performance occurs the Trust Board will therefore always endeavour, in the first instance, to work with the LGB to achieve improvement in the performance of the school.

However, where one or more of the following conditions have been met:

- Identification of serious weaknesses in governance
- In response to the outcome of an annual review of governance or Ofsted inspection where
  - there is a significant rating decline

- an academy moves into a category of serious weakness
- a sudden or unexpected dip in the academy's mid-term performance occurs
- any identified safeguarding concern within the academy.

and the Trust Board's work with the LGB has failed to deliver the required improvement in performance. The Sandstone Trust will exercise its right to stand down a local governing body (LGB) and appoint an Interim Advisory Board (IAB).

On appointment of the IAB, the Local Governing Body is fully disbanded and all delegated responsibilities of the LGB transfer to the IAB with immediate effect. The main function of the ST appointed IAB will be to secure governance of the academy, developing a sound basis for improvement and will be in place until the trigger is removed. The Chief Executive Officer will work in partnership with an IAB to determine priorities and set targets.

ST do not adopt a 'one size fits all' approach and is committed to appointing IABs which are small, focused groups. Members will be chosen on a case-by-case basis in accordance with the skill and knowledge and the needs of individual academies.

The IAB will be responsible for the monitoring the quality of provision and standards of achievement within the academy by:

- Monitoring performance against targets set by the IAB
- Monitoring the implementation of the policy framework set by the IAB and its impact on standards of achievement
- Monitoring the academy self-evaluation and satisfying itself to the accuracy of this, including via external support as determined by the IAB
- Ensuring the academy complies with statutory requirements
- Providing robust challenge and support to the Headteacher and SLT
- Monitoring and evaluating progress towards post-inspection or review action points
- The IAB will hold the Headteacher and SLT to account, and be accountable to any interested party for the academy's performance by:
  - Receiving regular information from the Headteacher and SLT on the performance of all aspects of the academy
  - Agreeing a performance management policy and monitoring its implementation
  - Conducting the performance management of the Headteacher and monitoring progress towards agree targets
  - Ensuring that the annual academy prospectus meets statutory requirements
  - Monitoring the implementation of the ST complaints policy
  - Receiving appeals on issues relating to staff grievance, capability, complaints and exclusions
  - Determining how the academy's relationships with key stakeholders will be managed including what will be communicated, in what medium and how frequently.

## **Trust Board**

The Trustees are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Articles of Association.

The Trustees establish a Local Governing Body (LGB) in each academy and delegate certain responsibilities to them, however, the Local Governing Bodies are not legally responsible or accountable for statutory functions.

The Trustees retain authority and responsibility for the following:

- Compliance with the provisions of the funding agreements Agreement of the academy's annual funding in consultation with the Local Governing Body
- Compliance with the Academies Financial Handbook including, but without limitation, determination of procurement policies for the Trust
- Annual approval of the Trust budget including those of each academy
- As the legal employer of all staff, responsibility for human resource policies and procedures and terms and conditions of service
- Appointment of the internal auditor for the academy
- The Trust Board is responsible for the appointment of the Headteacher of the school. Whilst it cannot delegate this responsibility, the Local Governing Body will play a key role in the appointment process alongside the Chief Executive and the Trust Board.
- Maintenance of the fixed asset register Compliance with all statutory regulations and Acts of Parliament governing the operation of the academy
- Determination of the admissions policy and arrangements for the academy in accordance with admissions law and Department for Education's (DfE) codes of practice.
- The Trust Board is accountable for standards at each school in the Trust. The Trust Board/Chief Executive will consult with the Local Governing Body to establish broad school development areas to ensure standards are maintained/improved. The LGB, supported by the school's SLT, will develop a school development plan which enables the school to meet the key development priorities as established by the Trust. The LGB will monitor the school development plan milestones and provide regular progress reports to the Trust Board.

## **Trust Board Sub-Committees**

### **Financial and Audit**

The objective of the committee is to assist the board in meeting its responsibilities of monitoring financial performance and forecasts, ensuring the adequacy and effectiveness of the financial reporting, the value for money of resources, capital projects, and risk management.

The committee is also tasked with assisting the board in meeting its responsibilities for financial reporting, and internal and external auditing.

### **Executive Leadership Team**

The ST Executive Leadership Team carries out the executive management function of the Academy Trust. The team focus on strategic and operational matters within the Trust and the performance and standards of each academy. They operate under the leadership and direction of the CEO, who is by virtue of his/her position a Trustee of the Academy Trust. The Executive Leadership Team support the work of the Headteachers, their staff in each academy and the LGB, to ensure the vision of the Trust Board is achieved.

### **Local Governing Bodies (LGB)**

The Local Governing Bodies of Sandstone Trust academies vary in number but have a maximum number of 12 members. The ST has taken a skills based approach to getting the right governors for each academy. Our approach aims to increase the effectiveness of the governing body ensuring that it sets the vision and direction for the future and holds the academy to account for its standards and conduct.

The composition of the LGB shall be as follows:

- ❖ the Headteacher of the Academy ('ex officio' – which means by dint of the position they hold);
- ❖ up to four governors appointed by the Trustees ("Trust-appointed Governors") – candidates for appointment cannot be staff of the Academy, or of the wider Trust;
- ❖ at least two elected parents or guardians of a student at the Academy ("Parent Local Governors");
- ❖ up to two employees of the Academy ("Staff Local Governors"). It is anticipated that the Staff Local Governors would usually be one teacher and one non-teaching staff member and would be elected by employees of the Academy; and
- ❖ up to three governors co-opted by those governors who are appointed by the LGB ("Co-opted Governors").

N.B. A Trustee cannot also be a member of the LGB and vice versa.

Each LGB will be issued with Terms of Reference (TOR) by the Trust Board, which confirm how the LGB is to be run and operated (TOR included as Appendix 1)

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- Compliance with the Academies Financial Handbook including, but without limitation, determination of procurement policies for the Trust
- Annual approval of the trust budget including those of each academy
- As the legal employer of all staff, responsibility for human resource policies and procedures and terms and conditions of service
- Appointment of the internal auditor for the academy
- Appointment, job description, remuneration, approval and dismissal of the principal
- Maintenance of the fixed asset register Compliance with all statutory regulations and Acts of Parliament governing the operation of the academy
- Determination of the admissions policy and arrangements for the academy in accordance with admissions law and Department for Education's (DfE) codes of practice.
- Determination of the educational vision of the academy which the Chief Executive Officer will use to support the determination of the academy development plan

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## Roles and Responsibilities

More Specific Financial Responsibilities of the Trust Board (some of which are delegated to the Finance, Audit and Risk Committee) include:

- Ensuring that there is a handbook containing information and a description of financial systems and procedures for all staff with financial management responsibilities
- Establishing formal procedures and a timetable for budget planning
- Ensuring that only a balanced sound budget is approved
- Ensuring that financial records are maintained that can provide auditors and inspectors with explanations they consider necessary
- Responding promptly to recommendations made by auditors or inspectors
- Monitoring the budget and implement virements when appropriate
- Ensuring that the Trust obtains best value for money when purchasing goods and services
- Establishing a charging policy for the supply of goods and services
- Establishing and maintaining a register of business interests of Trustees and staff who influence financial decisions, which is open to examination by Trustees, staff, parents and the LA
- Ensuring that financial duties of staff are clearly described to avoid potential conflicts
- Ensuring in conjunction with the head teacher that:
  - Salary payments are only made to Trust employees
  - Salary conditions are made in accordance with appropriate conditions of employment
  - Salary payments are only made for services provided to the Trust
  - Appropriate deductions are made (Tax and NI)
  - Payroll changes are accurately recorded and promptly processed
- Deciding, after careful considerations, whether or not to insure risks not covered by the Academy's insurance policy
- Authorise the disposal or write off of stock
- Carry out the following tasks:
  - Draw up the budget for approval by the Trust Board
  - Explore different expenditure options and assessing expenditure bids
  - Forecast likely future pupil rolls and income levels
  - Monitor budget income and expenditure
  - Monitor and adjust in-year expenditure levels
  - Ensure accounts are properly finalised at the year end/ reviewing outturn
  - Evaluate the effectiveness of financial decisions



## **List of Members and Trustees 2022-23**

### TRUST MEMBERS

The members of the Trust are as follows:

Nigel Taylor

John Waddington

Dawn Joyce

Jo McDonald

The Members meet formally at their Annual General Meeting, and attend other meetings as required throughout the year.

### TRUST BOARD

The Board of Trustees is responsible for the strategic direction of the Trust and accountable for the outcomes of the three schools. The Board normally meets twice each term to receive reports from the Chief Executive Officer and the Chairs of Governors of the three schools. The Trust Board comprises the Finance and Audit Committee which also meets each year.

Operational accountability is delegated to the Governing Bodies of the three schools who meet termly to receive reports from its Advisory Panels (committees).

### TRUSTEES

Nigel Taylor (Chair)

Jason Lowe

John Gow

Dan Thomas

Simon Lazarus

Seb Kramer

Bryn Heeley

All trustee meetings are also attended by

Jason Lowe - Chief Executive Officer

Jonathan Hayes - Director of Finance and Operations (Clerk to Trust Board)

Pamela Zborowski - HR & Governance Manager (minute taker for the Trust Board)

The Headteachers and Chairs of Governors of each school are invited to meetings as required.

## **Executive Leaders**

### **Roles and Responsibilities**

#### **CHIEF EXECUTIVE OFFICER (CEO)**

The CEO will be accountable to the trust board for:

- Leading and overseeing the efficient, effective and compliant management of the trust and its academies
- Providing strong strategic leadership towards the trust's vision and goals
- The performance of all academies within the trust

The CEO is also the trust's accounting officer, responsible for:

- Ensuring the trust fulfils the statutory and regulatory responsibilities set out in the Academy Trust Handbook
- Ensuring the responsible and appropriate use of public funds
- Planning, implementing and monitoring the trust's internal and external financial reporting

### **Duties and responsibilities**

The duties and responsibilities listed below are indicative of the tasks the CEO will perform, and are not intended to be an exhaustive list. The post holder will be expected to take on additional responsibilities appropriate to the role as they arise.

### **Strategic leadership and development of the trust**

The CEO will be accountable for providing strategic leadership and direction for the trust and its academies towards the vision and aims set by the trust board, in line with the trust's values.

The CEO will:

- Support the trust board in the formulation, development and implementation of its strategy, including taking responsibility for key documents such as the business plan, long-term strategic plan, and self-evaluation and improvement plans
- Develop and maintain effective relationships with key partners and stakeholders including the Regional Schools Commissioner, the Department for Education (DfE), the Education and Skills Funding Agency, local authorities, the wider local community and other local schools.
- Work with the trust board and other senior leaders to ensure proactive, robust and appropriate risk management for the trust and its academies
- Lead the growth and development of the trust, including due diligence and supporting converting schools
- Maintain an outward-facing role on behalf of the trust and its academies to support future growth and development

## **Leadership and management**

The CEO will be accountable for the management of all trust operations, both directly and through the management of the agreed organisational structure.

The CEO will:

- Provide dynamic, motivational and inspirational leadership at all levels of the organisation
- Model the trust's commitment to continuous improvement and high achievement across all areas of its work
- Develop, implement and review trust-level policies to ensure the achievement of the trust's aims
- Ensure the trust's management and organisational structures, and operational models, are fit for purpose and facilitate continuous improvement
- Facilitate effective communication at all levels
- Develop and effectively manage the trust's resources and facilities, including overseeing major capital projects
- Ensure the trust effectively manages its talent through appropriate and effective CPD and succession planning, including developing and empowering senior staff, appointing consultants where appropriate, and supporting recruitment and CPD at academy-level
- Take responsibility for guiding the trust through changes to education sector initiatives and practice, such as curriculum changes or changes to Ofsted and accountability frameworks.

## **Quality of education and pupil outcomes**

The CEO will be accountable for all aspects of teaching and learning across the trust, upholding high standards for academic and non-academic pupil outcomes and ensuring achievement of the trust's educational vision.

The CEO will:

- Develop and lead the trust's improvement processes, including identifying and analysing academy improvement needs, prioritising appropriately-resourced solutions and evaluating the impact of improvement strategies
- Provide quality assurance and accountability through a rigorous and robust system of target setting
- Provide strategic direction and leadership for teaching and learning across the trust, especially in response to sector changes or changes to government policy
- Oversee school-to-school support across the trust
- Commission external support for trust and academy improvement, and assess the effectiveness and impact of the support provided

## **Safeguarding and compliance**

The CEO will be accountable for the trust, and its academies, meeting its legal and statutory responsibilities.

The CEO will:

- Ensure that the trust, and each school within the trust, meets its safeguarding responsibilities in line with current legislation
- Ensure that the trust meets requirements related to health and safety and data protection
- Ensure the trust meets requirements set out by Companies House, the Charity Commission, the Department for Education (DfE), and the Education and Skills Funding Agency

- Embed trust-wide accountability and quality assurance procedures to achieve compliance
- Act as a designated safeguarding lead (DSL) for the trust

### **Finance and procurement**

The CEO will be accountable for the financial propriety and sustainability of the trust.

The CEO will:

- Act as accounting officer for the trust, ensuring that it works to the standards set out in the Academy Trust Handbook
- Work closely with the trust's finance lead to establish and oversee effective financial monitoring systems, take appropriate action to address financial risks, problems and irregularities, and present trustees with accurate and timely financial reports
- Develop and oversee the trust's income generation strategies, including grant applications and other fundraising
- Oversee resource allocation and budget-setting and approval for the trust and its academies, and ensure budgetary targets are met
- Work closely with the trust's finance lead to establish effective procurement procedures in order to achieve financial efficiencies

## **DIRECTOR OF FINANCE AND OPERATIONS (DFOS)**

### **Main purpose**

The DFOS is responsible for the financial development and sustainability of Sandstone Trust and for the financial probity of the organisation.

They will be responsible for providing the leadership and management of the trust's finance and business functions, enabling the trust to work effectively towards its aims.

They will support the CEO in their role as the trust's accounting officer.

### **Duties and responsibilities**

The duties and responsibilities listed below are indicative of the tasks the DFOS of Sandstone Trust will perform, and are not intended to be an exhaustive list. The postholder will be expected to take on additional responsibilities appropriate to the role as they arise.

### **Strategic leadership and trust development**

The DFOS will be accountable for supporting the trust's strategic development and aims through effective financial planning and management, in line with regulations.

The DFOS will:

- Advise the CEO, board and other trust leaders on all matters relating to financial strategy and operations
- Contribute to the development and implementation of the trust's strategy, providing financial analysis and guidance on all activities, setting financial objectives and monitoring performance
- Conduct financial due diligence on schools applying to join the trust, and report to the board and other trust leaders with recommendations

- Contribute to the trust's risk management efforts, including identifying strategic and operational financial risks, taking steps to mitigate these risks, and maintaining the trust's risk register
- Develop, implement and monitor the trust's business plan, using effective financial and budget modelling and benchmarking to support strong decision-making

## **Financial management and control**

The DFOS will be accountable for maintaining robust financial management of the trust and its academies.

The DFOS will:

- Manage the budget process, from planning through to approval, working with other trust leaders
- Work with headteachers and/or business managers within the trust to prepare and monitor individual academies' budgets in line with school development plans and the trust's strategic objectives
- Provide accurate and timely information to the board and other trust leaders to enable effective budgetary control
- Develop, implement and monitor the trust's financial policies and procedures on procurement, virements, asset management and disposal, etc in accordance with the Academies Financial Handbook, enabling robust financial management
- Take appropriate action to address financial risks, problems and irregularities
- Develop and maintain an effective internal audit procedure for the trust and its academies, including producing audit reports and making recommendations for improvement.
- Manage the external audit procedures for the trust and its academies, and follow up on any recommendations resulting from audits
- Establish and monitor effective procurement procedures in order to achieve financial efficiencies, including overseeing the tendering process
- Oversee the trust's commercial contracts, ensuring they represent value for money
- Arrange and manage necessary insurance arrangements for the trust
- Manage the trust's tax and National Insurance arrangements, including ensuring claims for VAT and business rates are submitted and refunds are received and appropriately accounted for
- Manage the trust's cash position at all times, including overseeing bank deposits
- Support the income generation strategy for the trust and its academies

## **Reporting and compliance**

The DFOS will be accountable for ensuring that the trust complies with its legal obligations, adheres to financial regulations, and submits accurate financial reports in a timely manner.

The DFOS will:

- Complete and submit financial returns as required by the Department for Education, the Education and Skills Funding Agency, the Charities Commission and Companies House
- Prepare and submit the trust's financial returns and reports, including annual accounts and monthly management accounts

- Maintain the trust's accounts in line with the funding agreement and the Academies Financial Handbook
- Monitor developments to legislation around payroll, pensions and benefits, implementing changes and adapting processes as required
- Provide appropriate and timely reports to the trust board and other trust leaders to support effective leadership and governance

## **Leadership and management**

The DFOS will be accountable for supporting the effective management of the trust and its academies, and for providing motivational leadership at all levels of the trust's organisation.

The DFOS will:

- Take responsibility for the trust's financial management system SAGE Education, including managing user access, providing training, considering future system developments and generating reports
- Manage the central finance team, academy business managers, operations and ICT infrastructure teams taking responsibility for their professional development and ensuring best practice is observed at all times
- Develop the trust's central finance services, ensuring these are fit for purpose and provide a high-quality service to individual schools, helping the Trust achieve continuous improvement
- Work with the Trust's Finance Manager to support the effective delivery of payroll services for the trust and its academies
- Develop effective relationships with the trust's stakeholders and partners in order to support its development and operation
- Act as a representative for the trust in external networks and forums, raising the profile of the trust, engaging with the wider sector, and ensuring that the trust is alert to information, changes and opportunities that could affect its work

## Scheme of Financial Delegation

### Authorisation Limits

	<b>Commitment to Purchase</b>	<b>Certification of Invoices</b>	<b>Approval of Virement</b>	<b>Approval to Dispose of Assets</b>	<b>Bad Debt Write off</b>	<b>Approval of Appointments</b>	<b>Changes to Contracts of Employment</b>
Trust Board	No Limit	No Authority	No Limit	No Limit	No Limit	All	All
Finance Audit and Risk Committee	Up to £250,000 above which Full Trust Board approval must be sought						
CEO	Up to £250,000 Above £20,000, approval should be sought from the Trust Board	Up to £50,000, above which this figure is subject to Trust Board approval	Up to 1% of the budget, between budget headings	Above £5,000 TB approval must be sought	£100	All, except Headteacher appointment would include TB and LGB Panel members	All, except Headteacher appointment would include TB and LGB Panel members
Director of Finance and Operations	Up to £150,000 Above £20,000, approval should be sought from the Trust Board	Up to £50,000, above which this figure is subject to Trust Board approval	Up to 1% of the budget, between budget headings	Above £5,000 TB approval must be sought		All support staff, except Director of Finance and Operations (delegated by CEO)	All staff, except for CEO and DFOS
Headteacher Primary/ Deputy Head Secondary	Up to £15,000	Up to £15,000	No Authority			All staff below SLT (delegated by CEO/Headteacher)	None
Curriculum Budget Holder (Secondary Only)	Up to level of available funds, no more than £5,000	Up to level of available funds, no more than £5,000	No Authority			None	None
Finance Manager	Up to £5000	£5,000	£5,000			None	None
Trust Operations Manager	Up to level of available funds, no more than £5,000	No Authority	No Authority			None	None



# Sandstone Trust Scheme of Delegation - Matrix

Key	
Level 0: Members	Blue box Function cannot be legally carried out at this
Level 1: Board of trustees	✓ Action to be undertaken at this level
Level 2: Chief executive officer	✓ Action to be undertaken at this level
Level 3: Academy principal	A Provide advice and support to those accountable
Level 4: LGB	<> Direction of advice and support

Area	Function	Delegation				
		Members	Trust Board	CEO	Academy Headteacher	Academy LGB
The governance framework						
People	Members: Appoint/Remove	✓				
	Trustees: Appoint/Remove	✓				
	Role descriptions for members	✓				
	Role descriptions for trustees/chair/ specific roles/committee members: agree		✓			
	Parent trustee/ LGB member: elected (following nomination from LGB delegated to Chair of TB by TB)		✓			✓
	Committee (including school committee) chairs: appoint and remove		✓			
	LGB chairs: appoint and remove (Appointment following nomination by the LGB delegated to the Chair of TB by TB)		✓	A		
	Clerk to board: appoint and remove		✓			
	Clerk to school committees: appoint and remove		✓			✓
	Systems and structures	Articles of association: agree and review	✓	A	A	
Governance structure (committees) for the trust: establish and review annually			✓	A		
Terms of reference for trust committees (including audit if required, and scheme of delegation for school committees): agree and review annually			✓			
Terms of reference for LGB: agree and review annually			✓			
Skills audit: complete and recruit to fill gaps			✓	<A>		✓
Annual self review of trust board performance: complete annually			✓			
	Chair's performance: carry out 360 review periodically		✓			✓
	Trustee contribution: review annually		✓			
	LGB members' contribution: review annually		✓	<A		✓
	Succession: plan		✓	A		
	Annual schedule of business for trust board: agree		✓	A		
	Annual schedule of business for committees: agree		✓	A		
	Annual schedule of business for LGB: agree		✓	A		
Reporting	Trust governance details on trust and academies' websites: ensure		✓	A		
	Academy governance details on academy website: ensure			A>/✓	✓	
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✓	A		

Key	
Level 0: Members	<div style="border: 1px solid black; padding: 5px;"> <p>Blue box Function cannot be legally carried out at this level</p> <p>✓ Action to be undertaken at this level</p> <p>✓ Action to be undertaken at this level</p> <p>A Provide advice and support to those accountable</p> <p>&lt;&gt; Direction of advice and support</p> </div>
Level 1: Board of trustees	
Level 2: Chief executive officer	
Level 3: Academy principal	
Level 4: LGB	

Area	Function	Delegation				
		Members	Trust Board	CEO	Academy Headteacher	Academy LGB
	Annual report on performance of the trust: submit to members and publish		✓	A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓			
	Annual report on work of LGB: submit to trust and publish				A	✓
<b>Being strategic</b>						
Being strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	A		
	Determine school level policies which reflect the school's ethos and values to include e.g. SEND; safeguarding and child protection; curriculum; behaviour: approve				A >	✓
	Central spend / top slice: agree		✓	A		
	Management of risk: establish register, review and monitor		✓	A		
	Engagement with stakeholders	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	A		
	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			A >	✓	A
	Chief Executive Officer: Appoint and dismiss		✓			
	Academy principals: Appoint and dismiss		A >	✓		
	Budget plan to support delivery of trust key priorities: agree		✓	<A		
	Budget plan to support delivery of school key priorities: agree		✓	<A	<A	<A
	Trust's staffing structure: agree		✓	A		
	Academies' staffing structure: agree		✓	<A	<A	<A
<b>Holding to account</b>						
	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	A		

Key	
Level 0: Members	<b>Blue box</b> Function cannot be legally carried out at this level ✓ Action to be undertaken at this level ✓ Action to be undertaken at this level A Provide advice and support to those accountable <> Direction of advice and support
Level 1: Board of trustees	
Level 2: Chief executive officer	
Level 3: Academy principal	
Level 4: LGB	

Area	Function	Delegation				
		Members	Trust Board	CEO	Academy Headteacher	Academy LGB
Holding to account	Reporting arrangements for progress on key priorities: agree		✓	A		
	Performance management of the Chief Executive Officer: undertake		✓			
	Performance management of academy principals: undertake			✓		
	Trustee monitoring: agree arrangements		✓	A		
	LGB member monitoring: agree arrangements		✓	<A	<A	
	Ensuring financial probity					
Ensuring financial	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	A		
probity	Trust's scheme of financial delegation: establish and review		✓	A		
	School's scheme of financial delegation: establish and review		✓	A		
	External auditors' report: receive and respond		✓	A		
	CEO pay award: agree		✓			
	Academy principal pay award: agree			✓		
	Staff appraisal procedure and pay progression: monitor and agree			A>/✓		
	Benchmarking and trust wide value for money: ensure robustness		✓	A		
	Benchmarking and academy value for money: ensure robustness			<A		
Develop trust wide procurement strategies and efficiency savings programme			✓			