



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

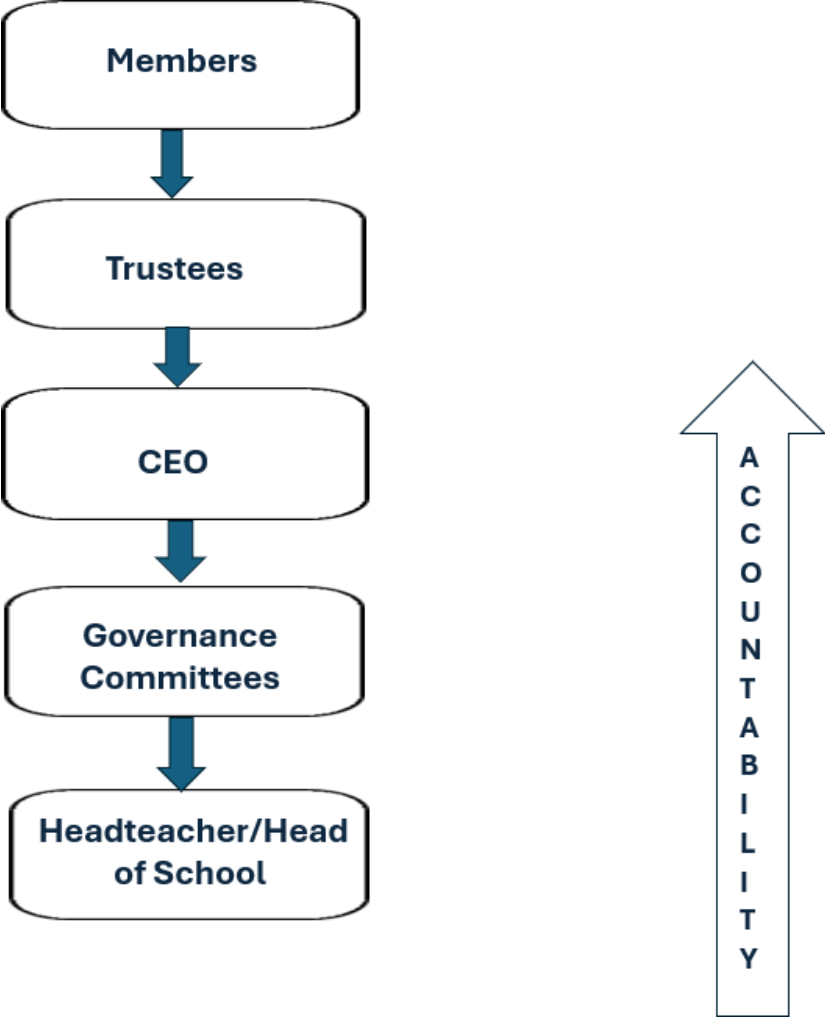
The Scheme of Delegation sets out the delegation by the Trustees under Article 105 of the Articles of Association. The Scheme defines the lines of responsibility, accountability and key decision making in respect of the governance and management of the Trust and its Academies.

The Scheme 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 over this Scheme in the event of any dispute.

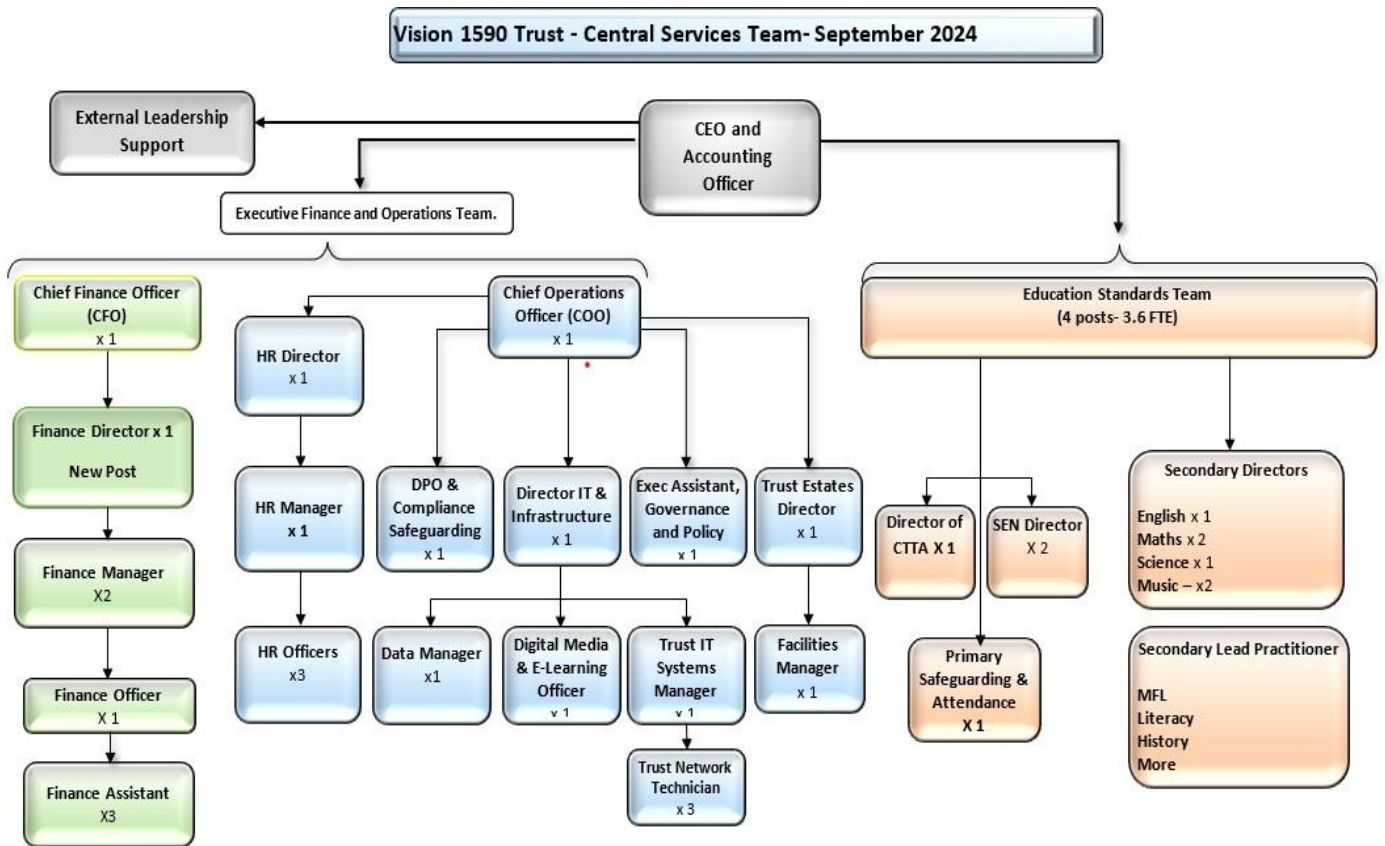
The Scheme of Delegation will be reviewed on an annual basis by the Trust Board, or more frequently if required. In the event that any material changes are proposed to this Scheme of Delegation, the Board of Trustees will have regard to any representations of the Local Governance Committees. However, 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



3.1 VISION 1590 Trust Structure:



4. Layers of Governance: Key Roles and 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 Payment of Trustees

Very importantly, because the Trust is a company and an exempt charity, Trustees are bound to comply with charity and company law as well as the requirements of the Academies Handbook. Charity law expects individuals and organisations to become involved with a charity purely for altruistic purposes. The law does not envisage, or normally allow, for a profit to be made by a Trustee or a Member simply for acting in accordance with the role that he or she has taken on.

The Trust's Articles of Association set out specific provisions relating to payment of Trustees. In short, there are three circumstances in which Trustees may be paid by the Trust:

1. **Reimbursement of reasonable expenses** properly incurred when acting on behalf of the Trust. Please note that this is at the discretion of the Trust Board. Permission should be sought in advance of incurring any expenses and receipts must be provided. Only reasonable expenses can be reimbursed and any expenses incurred may be subject to scrutiny by the ESFA.
2. **Payment for services provided outside the role of a Trustee.** This is subject to very strict rules and legal advice must be sought when considering payment of this kind.
3. **Payment of salary** to staff Trustees or Executive Leaders in their capacities as employees and not as Trustees.

In summary, payment of Trustees must be considered carefully and properly documented fully taking into account the Articles of Association and the Academies Financial Handbook. This Scheme of Delegation only sets out a very brief summary of the issues surrounding payment of Trustees and is not intended to be a substitute for detailed advice on this subject.

4.4 Trustees' Conflict of Interests

A conflict of interests is any situation in which a Trustee's personal interests (or those of a person or body connected to him or her), influence or appear to influence or affect that individual's decision-making.

As Trustees of an exempt charity, the Trustees have two sets of similar duties to avoid conflicts of interest. The first duty derives from the charity law duty imposed on Trustees by virtue of their positions as charity law Trustees. The second duty arises from company law and is imposed on Trustees by virtue of their position as Directors under company law.

Essentially, the Trustees have a legal obligation to act in the best interests of the Trust and in

accordance with the Trust's Articles of Association, and to avoid situations in which there is an actual conflict of interests or where it is reasonably perceivable that an actual conflict could emerge.

4.5 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.

4.6 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. Trust Board Meetings

The Trust Board meets eleven times per academic year (September to July of the relevant year). The first meeting and subsequent alternate meetings are deemed Full Trust Board meetings. The second meeting of the academic year and subsequent alternate meetings are deemed Trust Committee meetings, comprising of the Trust Audit and Finance Committee and the Trust Curriculum and Standards Committee. Subject to the consent of the Trust Board, external advisors, LGC representatives, Executive Leaders, staff and parent representatives may also attend any committee meetings to make recommendations to the Trust Board. These additional attendees shall not have voting rights at committee meetings.

Quorum for Trust Board meetings – 50% of the total membership

5.1 Trust Board Remit and Role

1. To determine the governance structure for the Trust and each Local Governance Committee (LGC). To determine terms of reference for all Trust and LGC Committees. To appoint and remove Committee and LGC Chairs.
2. To review the effectiveness of governance on an annual basis and develop effective succession plans for the trust. To agree arrangements for Trustee monitoring.
3. To develop the vision and strategy for the trust agreeing key priorities and key performance indicators against which progress can be measured.
4. To determine the annual staffing establishment and structure including teaching and support staff across the Trust.
5. To ensure the conduct of a review of the staffing establishment in the Spring Term in conjunction with an audit of curriculum requirements in order to inform the annual budget-setting across all schools in the Trust.
6. To update on an annual basis the Pay Policy and Appraisal Policy for all Trust schools.
7. To undertake the annual salary review of teachers including those on the leadership spine in the context of the Pay Policy and statutory criteria.
8. To appoint a minimum of three trustees to carry out the annual Appraisal of the Chief Executive (with the assistance of an external adviser). To agree the CEO pay award.
9. To consider such staffing issues as are highlighted by the Chief Executive.

10. To determine and approve Trust wide policies which reflect the Trust's ethos and values including but not limited to data protection & freedom of information, staffing policies including capability, discipline, conduct and grievance and any other policies assigned to the Trust Board for ratification as part of the Trust Policy Framework.
11. To consider such matters relating to Health & Safety, Premises, Asset Management, Go Sport and trading subsidiaries as are highlighted by the Chief Executive or Governance Committee.
12. To agree auditing and reporting arrangements for matters of compliance, including the receiving of monthly management accounts.

5.2 The Trust's Committees

The Trust Board and committees meet in line with the Academies Trust Handbook, with a focus on school improvement, finance, resources, audit or ethos.

The Trust will work with the Executive team to set the overall vision and mission for the Trust and hold the Executives to account on school improvement.

The Trust ensures that the financial, human, IT and estates resources of the MAT are being effectively managed. Executive Leaders also provide guidance to the Trust Board and CEO on all matters relating to trust resources.

Executive Leaders will be responsible for ensuring the MAT compliance with Health and Safety in line with current legislation and policies.

The Trust has Safeguarding at the top of its list of priorities. It delegates the day-to-day management of Safeguarding standards to School Local Governance Committees, who work closely with the Trust to ensure that standards are high.

5.3 The Audit and Finance Committee

The Audit and Finance committee oversees and reviews the Trust's finances, premises and staffing. Membership comprises 5 or 6 Trustees, supported by The Chief Executive Officer, the Chief Finance Officer and the Chief Operating Officer. It acts as an Audit Committee that oversees and reviews the financial management of the Trust in line with the requirements of the Academies Trust Handbook.

Remit and Role

1. To establish financial procedures policy statements and ensure that they are regularly reviewed and where necessary, updated.
2. To consider consultations under any applicable regulations and advise the trustees accordingly.
3. To ensure that the Trust operates within all Financial Regulations including the requirements of the ESFA and Academies Handbook, Company's Act and Charity Commission guidance.
4. To appoint the Chief Financial Officer for the delivery of the Trust's accounting processes.
5. To establish and review the scheme of financial delegation for the Trust and each school.
6. To act as the audit committee for the Trust and receive and respond to the external auditor's reports, in particular the annual report and accounts.
7. To establish and maintain an up-to-date three year financial plan.
8. To agree any central support services budget and/or charge to each school within the Trust.

9. To approve the formal annual budget plan for each school, as presented by the CFO.
10. To manage risk: to establish a register and review and monitor regularly.
11. To receive monthly management accounts and the termly 'Finsum Reports' for each school's budget.
12. To review annually charges and remissions and expenses policies.
13. To ensure robustness of benchmarking and trust wide value for money.
14. To review and approve such payments and contracts, in line with the financial scheme of delegation, which are above the level of authorisation by the Chief Executive, Head teacher and Director of Finance and Operations.
15. To consider any other matter requested by the trustees.

The day to day management of the budget of each school is delegated to the Head teacher in accordance with the school's Financial Handbook. The Head teacher will be guided by the professional advice and support of the Chief Finance Officer.

Quorum for Trust Committee Meeting: 3 Trustees
Meetings per year: 5

5.4 The Curriculum and Standards Committee

The Curriculum and Standards Committee monitors the work of the schools/academies in the Trust and supports the work of the Local Governance Committees in holding their academies to account and encouraging improvement at all levels.

The key areas of scrutiny and accountability for both primary and secondary are: safeguarding, academy curriculum, outcomes and progress (all, SEND and PP), attendance, behaviour, school improvement, personal development and quality assurance.

The committee also focuses on the use of additional funding (pupil premium, sports premium and catch up) with regard to impact on curriculum, outcomes and wider engagement, and attendance. Membership comprises 5 or 6 Trustees, supported by The Chief Executive Officer and Directors of Education.

Remit and Role

1. To monitor the work of the schools and support the work of the Local Governance Committees or Committees in holding schools to account and encouraging improvement at all levels.
2. To scrutinise and hold leaders to account on the following key areas: safeguarding, curriculum, outcomes and progress (all, SEND and PP), attendance, behaviour, school improvement, personal development and quality assurance.
3. To monitor the use of additional funding (pupil premium, sports premium and catch up) with regard to impact on curriculum, outcomes and wider engagement, and attendance.

Quorum for Trust Committee Meeting: 3 Trustees
Meetings per year: 5

5.5 Staffing Committees

Trust Staffing Committees may be held in circumstances where it may be necessary to:

1. Discuss the need for reduction in staffing and, if necessary, set criteria for nominations.
2. Liaise with and consult the unions and professional associations.
3. Consider the criteria necessary to identify over-staffing.
4. Nominate staff for possible redundancy.
5. Consider nominations for redundancy.
6. Hear staff representations under grievance, disciplinary and capability procedures or other appropriate matters with regard to employment at the Trust.

This list is not exhaustive.

Quorum for Trust Committee Meeting: 3 Trustees

Meetings: As required

5.6 Complaints Committees

Trust Complaints Committees may be held in circumstances where it may be necessary to:

1. Hear complaints and determine whether these are valid and what, if any, action is to be taken.
2. Hear complaints that have been escalated from Trust Local Governance Committees, as appropriate.

Quorum for Trust Committee Meeting: 3 Trustees

Meetings: As required

5.7 Other Committees as required by the Trust

Other committees may be held when necessary and agreed by the Board of Trustees.

5.7.1 Governance Committee Process

5.7.2 Initial Committee (with the Trust)

The Committee:

1. Discuss the need for staff reduction and, if necessary, set criteria for nomination.
2. Liaise with and consult the teacher associations prior to the meeting of the Dismissal (Nominating) Committee.

5.7.3 Nominating Committee (with the Trust)

The Committee:

1. Agree the nomination of a member of staff for consideration by the Hearing Committee to discuss in relation to over-established posts.

5.7.4 Hearing Committee (with the Trust)

The Committee:

1. Consider representations made on behalf of staff that the Governance Committee proposes to dismiss and to determine whether that member of staff is dismissed under Redundancy Procedures, or where required to hear cases under Capability, Grievance or Disciplinary Procedures.

5.7.5 Appeals Committee

The Committee:

1. Hear appeals from staff against the decision by the Governance Committee to dismiss him/her and to determine in light of the appeal, whether s/he should be dismissed.
2. Hear appeals on disciplinary matters.
3. Hear appeals under grievance procedures.
4. Hear appeals under capability procedures.

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 governing body 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 a copy of those minutes must be provided to the Trust Board within fourteen days of the meeting. If the minutes cannot be provided, the Chair of Trustees must be notified immediately.

The minutes of the proceedings of a meeting of the LGC shall be drawn up and maintained electronically, by the person authorised to keep the minutes of the LGC. They shall be signed (subject to the approval of the members of the LGC at the same meeting, or the subsequent meeting, by the person acting as the Chair of the respective meeting.

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 persons 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. It is good practice for the interested party to visit the School/Academy with the CEO, school leaders and/or the Chair of the LGC. Applications will be managed by the Clerk and Trust appointed personnel.

Community and 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 and Chief Executive of the Trust;
- Up to nine Co-opted Governors appointed by the Board of Trustees.

Type of LGC Governor	Number	Term of Office	How they are appointed
Headteacher	1	Indefinite	
Parent LGC Governors	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.
Staff LGC Governors	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.
Co-Opted Governors	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;
- SEND and CIOC 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. 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 fulfil 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.

8. 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.

9. VISION 1590: Key Roles, Responsibilities & Teams

9.1 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.

9.2 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.

9.3 The Trust Executive Management Team

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

9.4 The Trust Central Executive Team

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

9.5 The Trust Education Team

The Trust Education Team comprises the CEO and 4 Directors of Education. This team meet with the CEO every two weeks and work collectively to deliver school improvement priorities across the trust by sharing expertise and transforming practice.

9.6 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.

The meeting minutes must be sent to the Trust Executive Assistant no later than a week before the relevant Trust Board meeting. This enables all meetings to interlink which facilitates a robust, clear reporting structure.

10. Table of Responsibilities

STRATEGY									
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	

COMPLIANCE									
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.		No	Comply	Comply	Comply	Comply	Monitor	✓	Scrutiny
6.		No	Comply	Comply	Comply	Comply	Monitor	✓	Scrutiny

7.	Growth of the Trust - consider requests from other schools to join the Trust		No	Consult				Advise	✓	
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GOVERNANCE & STRUCTURE										
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	
8.		No								✓
9.		No						Recommend skills needed		✓
10.		No								✓
11.		No					Recommend	✓		
12.		No		Recommend	Recommend		Monitor and Advise	✓		
13.		No		Recommend	Recommend		Monitor and Advise	✓		
		No					Scrutiny	✓		
14.		No					Scrutiny	✓		
		No		Recommend	Recommend		Advise & Scrutiny of LGC Performance	✓		
	✓	Yes					Scrutiny of Performance of all LG's	✓		
15.		Yes					✓			
16.		No					Advise	✓		

17.	Articles of Association: agree and review		No					Advise		✓
18.	Trust Committee(s) Structure & Appointment		No					Advise	✓	
19.	Terms of reference – Trust Committees		No					Recommend	✓	
20.	Skills audit: complete and recruit to fill gaps (via annual external review)		Yes	Advise	✓	✓		✓	✓	
21.	Annual review of LGC performance		Yes	Advise		✓		Monitor and Advise	Scrutiny	
		✓	Yes	Advise		Monitor		✓	Scrutiny	
22.	Coordinate annual LGC work plan for efficient use of meeting time		No	Advise	✓	✓		Advise	Work with LGC Chairs to plan flow of governance activity in schools	
23.	Chairs and Trustees performance and contribution (via annual external review)		Yes					✓	✓	
24.	Succession plan (of the Board or LGC)		No		Monitor	Monitor		✓	✓	
25.	Annual review of Trust performance		No					Deliver	✓	Scrutiny
26.	Annual report & accounts, accounting policies, signed statement on regularity, propriety and compliance		No					✓	✓	
27.	Engagement with stakeholders		Yes	✓	✓	✓		✓	✓	
28.	Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs		No		Comply	Comply		Advise	✓	Scrutiny
29.	Appoint / remove CEO and Exec Team		No						✓	
30.	Appointment of the Auditors		No					Advise	✓	
	External Auditor reports – receive and respond and final accounts		No	Comply				Deliver	✓	Monitor
31.	Trustee monitoring: agree arrangements via annual external review		Yes					✓	✓	
32.	LGC monitoring: agree arrangements via annual external review		Yes	✓				✓	✓	
33.	Appoint CFO & COO for delivery of Trust’s detailed accounting processes and oversight of all Trust administration		No					Consult	✓	

34.	Benchmarking and trust wide value for money: ensure robustness		Yes	✓				✓	✓	
35.	Benchmarking and academy value for money: ensure robustness		Yes	✓				✓	✓	
36.	Appoint/remove Central Team staff		Yes					✓	Scrutiny	
37.	Appointment of Compliance Manager		Yes					✓	Scrutiny	
38.	Annual Cycle of Business for the Trust Board – Agree and Review		No					Advise	✓	
39.	Appoint/remove the Vision 1590 Co Secretary		No					Manage the Appointment process	✓	
40.	Annual Cycle of Business for the LGC – Agree and Review		Yes		Comply	Comply		✓	Confirm	
41.	LGC Agenda and Minutes templates		Yes		Comply	Comply		✓	Scrutiny	
42.	Agree and review Articles of Association		No					Consult	Recommend	✓
43.	Governance Structure for the Trust – agree and Review (including Governance Annual Review)		No					Advise and Consult	✓	
44.	Policies – review and approval of Trust wide policies (<i>including complaints, admissions, HR, charging and remissions policies, health & safety and safeguarding</i>)		Yes	Scrutiny	✓	✓		✓	✓	
45.	Policies – review and approval of specific school policies and provide annual reviews		Yes	Scrutiny	✓	✓		✓	✓	
46.	Compliance with Trust Complaints policy		Yes	✓	Monitor	Monitor		Advise	Monitor	
47.	Prepare terms of reference for LGC		No					Advise	✓	
48.	Prepare terms of reference for Committees of the LGC		Yes	✓					Monitor	
49.	CPD for Trustees and LGC Governors		No		Recommend	Recommend		Advise	✓	

SCHOOL IMPROVEMENT AND CURRICULUM									
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
50.		Yes				Advise	Prepare	✓	
51.		Yes					✓	Scrutiny	
52.		Yes	✓ Prepare	Scrutiny	Scrutiny		✓	Strategic Overview	
53.		No				Advise	Advise	✓	Strategic Overview
54.		Yes	Deliver	✓	✓		Monitor and Scrutiny	Monitor	
	✓	Yes	Deliver	Monitor and Scrutiny	Monitor and Scrutiny		✓	Monitor	
55.		Yes	Deliver	✓	✓		Scrutiny	Monitor	
	✓	Yes	Deliver	Monitor and Scrutiny	Monitor and Scrutiny		✓	Monitor	
56.		Yes	Deliver	✓	✓	Advise	Monitor	Strategic Overview	
57.		No	Deliver	Review	Review		Advise	✓	
58.		Yes	Recommend	✓	✓		Advise	Accountable Body	
59.		No	Deliver	Recommend	Recommend		Advise	✓	

60.	Student/Pupil issues (including attendance, punctuality and disciplinary matters)		Yes	✓	Monitor	Monitor		Advise	Scrutiny	
61.	Fixed Suspensions		Yes	✓	Monitor	Monitor		Monitor	Scrutiny	
62.	Permanent Exclusions (<i>HT responsibility and DHT if HT not on site – ref: policy</i>)		Yes	✓	Monitor	Monitor		Consult prior to PEx	Scrutiny	
63.	School hours and length of school day, setting the opening and closing times for Schools		Yes	Consult	Recommend	Recommend		Advise	✓	
64.	Term Dates		Yes	Recommend				✓		
65.	a. INSET days for schools b. Joint INSET day for Trust.		Yes	✓ Consult	Monitor	Monitor	Advise	✓	Monitor	
66.	Implement the school safeguarding policy		Yes	✓	Scrutiny	Scrutiny		Confirm	Monitor	
67.	Implement school SEND Policy, and equality duty		Yes	✓	Scrutiny	Scrutiny	Scrutiny		Monitor	
68.	Ensure the public sector equality duty is met		Yes		Monitor	Monitor	Scrutiny		✓	
69.	Maintain accurate, effective, secure pupil records		Yes	✓	Monitor	Monitor	Monitor		Scrutiny	
70.	Maintain accurate, effective, secure employee files		Yes	Comply	Monitor	Monitor		✓	Monitor	
71.	Maintain an accurate and effective and secure Single Central Record (SCR)		Yes	✓	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 <i>(panel member)</i>			
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 <i>(including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations</i>		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		No					Advise	✓	
103.	Dismissing CEO and CFO/COO, (in accordance with the Trust disciplinary and capability policies)		No						✓	

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.	Dismissing HT/HoS (in accordance with the Trust disciplinary and capability policies)		Yes					✓	Monitor	
105.	Dismissing senior/cross Trust staff (in accordance with the Trust disciplinary and capability process)		Yes					✓		
106.	Suspend School staff following HR Policies.		Yes	Advise	✓	✓		Advise and Review	Monitor	
107.	Implement HR Hearings, appeal hearings and dismissal of school staff		Yes		✓	✓		✓	Monitor	
108.	Consider any requests for Early retirement, sabbatical, or Flexible working in local schools		No	Recommend	✓	✓		Recommend	Approval	
109.	Consider any requests for Early retirement, sabbatical or Flexible working – HT & Exec staff		Yes		✓	✓		Recommend		
110.	Consider any requests for Early retirement or Flexible working - CEO		No						✓	
111.	Reviewing discipline and grievance policy		No	Advise	Monitor	Monitor		Recommend	✓	
112.	Overseeing central services provided to the Schools by the Trust		Yes	Consult	Consult	Consult		✓	Monitor	
113.	Overseeing the effectiveness of services provided centrally by the Trust		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.	Decide on shared services and activities other than those provided centrally by the Trust		Yes	Consult				✓		
115.	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academy Handbook and the Trust's procurement policy		No					Recommend	✓	
116.	Centrally Procured contracts and SLAs		Yes		Monitor	Monitor		✓		
117.	Asset and Premises Maintenance Strategy		Yes	Deliver	Monitor	Monitor		✓	Monitor	Strategic Overview
118.	Monitoring and evaluating the effectiveness of compliance with statutory requirements, such as H & S, Fire Management, Safeguarding and Information Governance		Yes	Comply	✓	✓		Monitor	Monitor	
119.	Ensuring premises are adequately maintained		Yes	✓	Monitor	Monitor		Advise	Scrutiny	
120.	Allocation of SCA to premises projects		No	Advise				Recommend	✓	
121.	Developing school buildings strategy or master plan		Yes	Advise				✓	Monitor	
122.	Acquiring and disposing of Trust Freehold owned land		No					Consult	Recommend	✓

123.	Media and PR of the Trust		No					✓		
124.	Media and PR – overseeing public relations activities to project the activities of the Schools to the wider community		Yes	✓	Review	Review		Review	Monitor	
125.	School Prospectus and website		Yes	✓	Review	Review		Monitor & Review		
126.	Trust website and any website other public documentation of the Trust		Yes			✓		✓	✓	

11. Glossary

✓

Advise	the person or committee whose responsibility it is to deliver the said item. to provide suggestions to support the decision maker in making a decision.
Comply	the individual/group will follow agreed policies and procedures.
Confirm	to establish the accuracy, validity and corroborate the task has been undertaken correctly.
Consult	the individual/group that should be consulted as part of the process of completing a particular task.
Deliver	the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the HT/HoS this will be at school level.
Monitor	the individual/group with observe, check and ensure the delivery of a particular task.
Prepare	the individual/group will assist with or prepare the item for approval by another group.
Recommend	the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or A&FC (as appropriate), (ii) the A&FC they will be making recommendations in relation to their school to the Board, CEO and/or HT/HoS (as appropriate) and (iii) the HT/HoS they will be making recommendations in relation to their school to the CEO and/or LGC (as appropriate).
Report	the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or A&FC (as appropriate), (ii) the LGC they will be making reports in relation to their school to the Board and/or CEO (as appropriate) and (iii) the HT/HoS they will be making reports in relation to their school to the CEO and/or A&FC (as appropriate).
Review	formally assess the issue with the intention of instituting change if necessary.
Scrutiny	the individual/groups will undertake a careful and detailed examination of a particular task to ensure compliance.
Strategic	the individual/group will observe and gain an appropriate level of understanding of a particular task or issue, commenting as felt appropriate.

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LGC – Local Governance Committee
DPO – Data Protection Officer

CEO – Chief Executive Officer
HT/HoS – Headteacher/Head of School

CFO/COO – Chief Finance Officer/Chief Operations Officer

Appendix 1

The School Improvement Committee

The School Improvement Committee oversees and reviews educational standards and attainment at the Academies within the MAT. The Committee conducts a formal review of the performance of each school twice each academic year. The Committee categorises each school into one of six categories, based on the review of school performance. The allocated category determines the level of support and intervention required for each school based on its specific requirements and areas for development. The Committee liaises with school Local Governance Committees about their role in monitoring educational performance. The Chief Executive oversees committee arrangements.

Membership comprises an Independent Chair (Ms Diane McConnell), up to three Trustees, the Chief Executive Officer and up to 4 Directors of Education, drawing upon Head teachers and Chairs of LGCs as required. Meetings take place in October and February of each academic year.

Remit and Role

1. Categorise each school into one of six categories, based on the review of performance so as to determine the level of support and intervention required for each school across the Trust.
2. Oversee and direct that support and intervention.
3. Liaise with each local governance committee in terms of their role in monitoring educational performance.
4. To conduct any other business as may be requested by the Trustees.