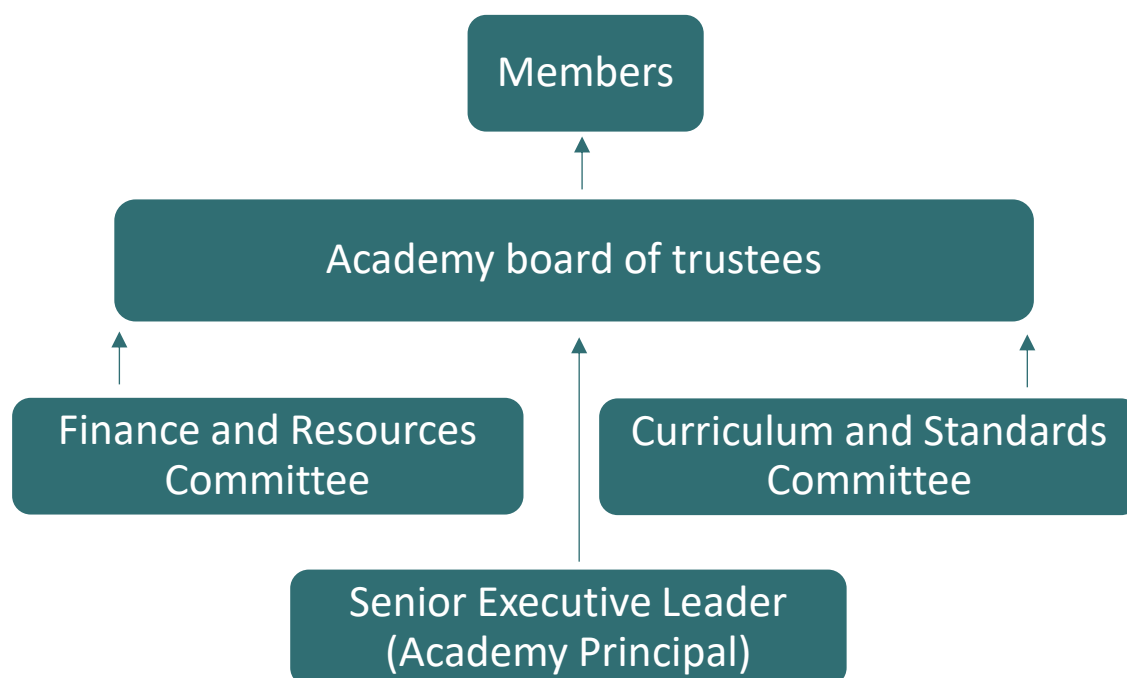


1. Model of Delegation



2. Detailed role and responsibilities

2.1. The Role of Members

2.1.1. The members of the trust have a different status to trustees. Originally, they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association (a document which outlines the governance structure and how the trust will operate). The articles of association will also describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association

2.1.2. While members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, not all members should be trustees. The DfE has amended the model articles to state that members are not permitted to be employees of the academy trust

2.2. The Role of Trustees

2.2.1. The academy trust is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

2.2.2. The trustees are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions

- Ensure clarity of vision, ethos and strategic direction
- Hold the executive to account for the educational performance of the trust and their pupils, and the performance management of staff
- Oversee the financial performance of the trust and make sure its money is well spent

2.3. The Role of Trustees

2.3.1. The trustees may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the trust board. The membership (there must be at least three trustees) and responsibilities of board committees are set out in the committee's terms of reference. It is usual for the trust board to appoint board committee chairs and committee members according to their skills

2.3.2. The Academies Financial Handbook 2016 makes it clear that the board of trustees 'should have a finance committee to which the board delegates financial scrutiny and oversight'. In trusts with income above a certain level, there must also be a separate audit committee

2.4. The Role of the Principal

2.4.1. The Principal has the delegated responsibility for the operation of the trust

2.4.2. The Principal is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste, and securing value for money

2.4.3. The principal leads the senior leadership team (SLT) of the academy trust. The principal will delegate management functions to the SLT and is accountable to the trust board for the performance of the SLT. Delegation and decision making in an academy trust

Scheme of Delegation

3. Grid representation of delegation in the Academy Trust

Key -

✓ - governance function and decision making is at this level

C - to be consulted prior to decision being made

Note: Decisions delegated to the trust board may be delegated to a board committee but not the academy committee or Principal

Governance function		Members	Trust board / board committee	Academy committees	Principal
Governance Framework: People	Members: appoint/remove	✓			
	Trustees: appoint/remove	✓	✓		
	Parent trustees/parent academy committee (LGB) members: appoint when elected		✓	✓	
	Board committee chairs: appoint and remove		✓		
	Named safeguarding trustee: appoint and remove		✓		
	Academy committee (LGB) chairs: appoint and remove		✓		
	Academy committee (LGB) members: appoint and remove		✓	✓	
	Clerk to board: appoint and remove		✓		
	Clerk to academy committees (LGBs): appoint and remove		✓	✓	
Governance Framework: Systems and structures	Articles of association: review and agree	✓			
	Governance structure for the trust: establish and review annually		✓		
	Committee terms of reference and scheme of delegation: agree annually		✓		
	Annual schedule of governance business: agree		✓	✓	
	Self-review of trust board and committees: complete annually		✓		
	Self-review of academy committees (LGBs): complete annually			✓	
	Chair's performance: carry out 360° review periodically		✓		
	Trustee/academy committee (LGB) member contribution: review annually		✓	✓	
Governance framework: reporting	Publish governance arrangements on trust and schools' websites: ensure				✓
	Annual report on the performance of the trust: submit to members and publish		✓	C	

Scheme of Delegation

	Annual self-review/triannual external review of board effectiveness: submit to members		✓	C	
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House		✓		
	ESFA required reports and returns submit		✓		
	Annual report work of academy committee (LGB): submit to trust and publish			✓	
Being strategic	Determine trust wide policies which reflect the trust's ethos and values: approve		✓		C
	Determine school level policies: approve			✓	C
	Management of risk: establish register, review and monitor		✓		C
	Engagement with stakeholders: ensure		✓	✓	✓
	Determine trust's vision, strategy and key priorities: approve		✓		C
	Determine schools' vision, strategy and key priorities: approve				✓
	Chief executive officer: appoint and dismiss		✓		
	Accounting officer: appoint and dismiss		✓		
	HTs: appoint and dismiss		✓		
	Budget plan to support delivery of trust key priorities: agree		✓		C
	Budget plan to support delivery of schools' key priorities: agree			✓	C
	Trust's staffing structure: agree		✓	✓	C
Holding to account	Ensuring compliance (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements		✓	C	C
	Monitoring progress on key priorities: agree reporting arrangements		✓		C
	Performance management of the chief executive: undertake		✓		
	Performance management of HTs: undertake			C	✓
Financial oversight	External auditors: appoint	✓			
	Chief financial officer: appoint		✓		C
	Trust's scheme of financial delegation: establish, monitor and review		✓		C
	External auditors' report: receive and respond		✓		

Scheme of Delegation

	CEO pay award: agree		✓		
	Headteachers' pay award: agree			✓	
	Staff appraisal procedure and pay progression: review and agree		✓		
	Benchmarking and trust wide value for money: ensure robustness			✓	
	Monitoring budget: agree reporting		✓		C