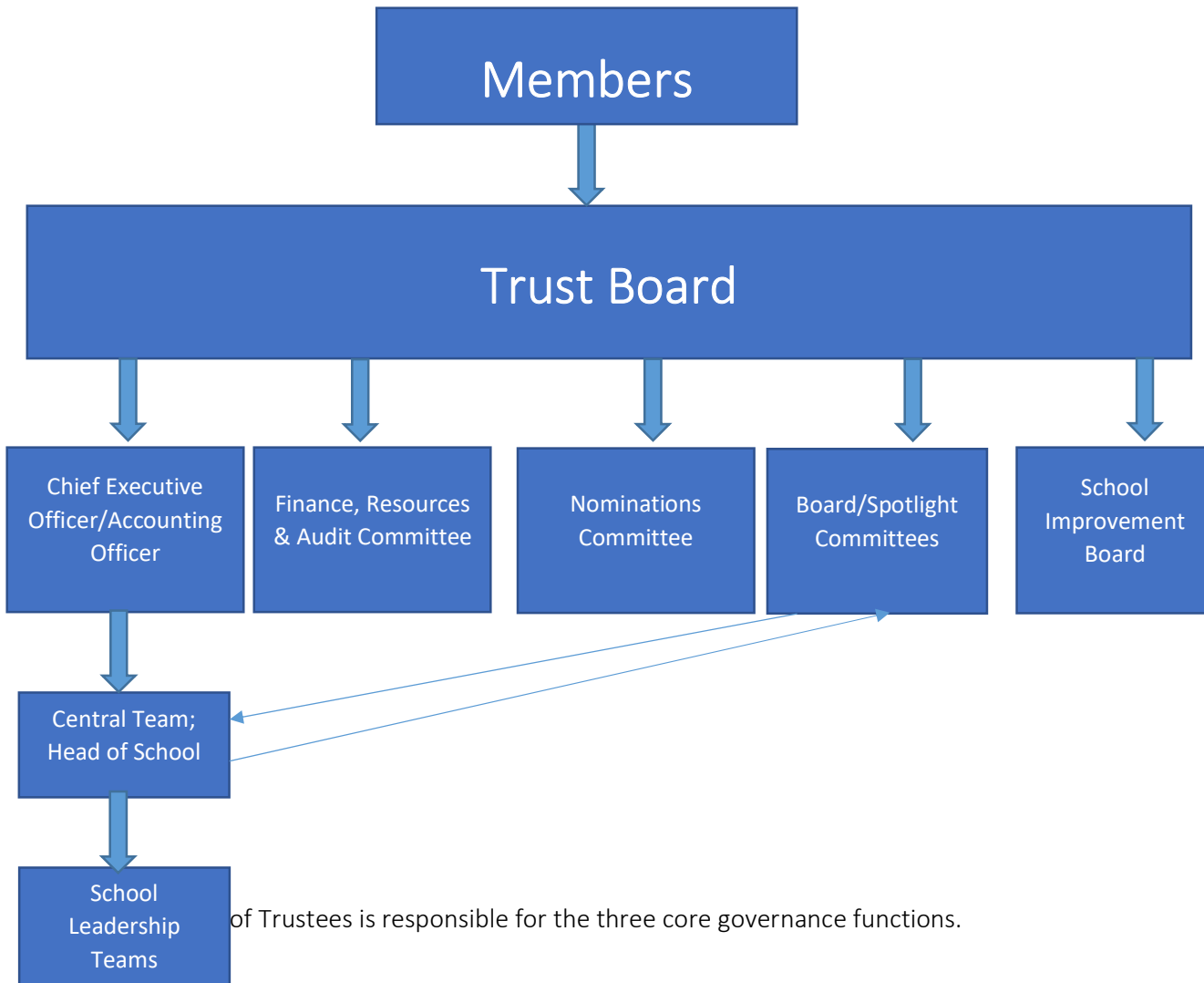


REVISED SCHEME OF DELEGATION AUGUST 2021



Trustees are the key decision makers of each committee.

Communication between the Trust and each school is key; this is why the committees meet on a twice termly basis (one FAR and one Spotlight).

There is also an annual monitoring programme with Trustees completing school visits linked to their nominated areas of interest.

of Trustees is responsible for the three core governance functions.

- The Board of Trustees appoints the Chief Executive (CEO) and the Heads of School, to whom it delegates responsibility for delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the Trust, including the performance of the schools within the Trust, and for its financial management.
- In turn, the CEO line manages the Heads of School and other Trust colleagues, setting their targets and performance managing them.
- The Board delegates some of its school level monitoring and scrutinising functions to the Spotlight Committees and Finance, Resources & Audit, and uses these to promote stakeholder engagement and as a point of consultation and representation. Trustees link to the sub committees based on their particular areas of interest and can link to the local advisory boards.
- As the Heads of School are being line managed by the CEO, the Finance, Resources & Audit committee must be confident that the Trust's performance management systems are working well, and if not, how they can make the Trust aware of their concerns.

Roles and responsibilities

The role of the Members

The Members of the Trust are guardians of the governance of the Trust and as such have a different status from Trustees. Originally, they will have been the signatories to the memorandum of association and will have agreed the Trust's first articles of association (the legal document which outlines the governance structure and how the Trust will operate). The articles of association 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.

There must be at least three members, although the DfE prefers at least five, and while members are permitted to be appointed as Trustees, in order to maximise objectivity and reduce the risk of 'group think' by the Board the majority of members should not be Trustees. Members are not permitted to be employees of the academy trust. The members for Seckford Education Trust are highlighted on the Trust website. Currently there are 3 members.

The role of the Trustees

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 all schools within 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:

1. Ensure clarity of vision, ethos and strategic direction;
2. Hold the executive to account for the educational performance of the Trust's schools and their students & pupils, and the performance management of staff;
3. Oversee the financial performance of the Trust and make sure its money is well spent.

The Board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation. The names of the Trustees of the Seckford Education Trust are highlighted on the website.

The role of Trust Board committees

Please note that currently the Seckford Education Trust has a small number of committees and these will be reviewed annually.

The current model is to ensure clear oversight of performance of the individual school sites and that the Trust is financially viable and sustainable. The Spotlight Committees has a change in focus to ensure that the Trust remain informed of the current performance of each school.

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 schools and so the CEO performance manages the heads of school.

The CEO is the accounting officer so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the Trust Leadership Team of the Trust. The CEO will delegate executive management functions to the Trust Leadership Team and is accountable to the Trust board for the performance of the Trust Leadership Team.

The role of the Head of School

The Head of School is responsible for the day to day management of the school and is managed by the Chief Executive. Details of the Heads of School can be found on the individual school websites.



Key

Column 1: Members

Column 2: Trust Board

Column 3: Finance, Resources & Audit Committee

Column 4: Chief Executive Officer

Blue box Function **cannot** be legally carried out at this level.

✓ Action to be undertaken at this level

A Provide advice and support to those accountable for decision making

<> Direction of advice and support

	Decision	Members	Trust Board	FAR Committee	CEO
People	Members: appoint/remove	✓			
	Trustees: appoint/remove	✓	✓		
	Role descriptions for members: agree	✓			
	Role descriptions for trustees/chair/ specific roles/committee: agree		✓		<A
	Nominate lead Trustees (Safeguarding, SEND, Careers & PSHE): agree		✓		<A
	Parent trustee elections: ensure		✓		
	Board committee chairs: appoint and remove		✓	✓	<A
	Governance professional: appoint and remove		✓		
Systems and structures	Articles of association: review and agree	✓	<A		<A
	Governance structure (committees) for the Trust: establish and review annually		✓		<A
	Terms of reference for board committees and scheme of delegation: agree annually		✓		<A
	Skills audit: complete and recruit to fill gaps		✓		<A
	Annual self-review of Trust Board and committees: complete annually		✓		
	Trustee contribution: review annually		✓		

	Succession: plan		✓		<A
	Annual schedule of business: agree		✓	✓	<A
Reporting	Publication on Trust and schools' websites of all required details on governance arrangements: ensure		✓	✓	<A
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A	<A
Being Strategic	Determine Trust wide policies which reflect the Trust's ethos and values 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. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve		✓		A>
	Cost Sharing: agree		✓	<A	<A
	Management of risk: establish register, review and monitor		✓	<A	<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				✓

Being Strategic	measured: determine				
	Chief Executive Officer: appoint and dismiss		✓		
	Head of School: appoint and dismiss		✓		<A
	Chief Financial Officer: appoint and dismiss		✓		<A
	Budget plan to support delivery of trust key priorities: agree		✓	<A	<A
	Budget plan to support delivery of school key priorities: agree				✓
	Compliance with equalities legislation: ensure		✓		<A>
	Trust's staffing structure: agree		✓	<A	<A
	School staffing structure: agree				✓
	Student targets: agree and publish		✓		<A
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, EYFS, H&S, careers, Code of Practice, employment): agree		✓	✓	<A
	Reporting arrangements for progress on key priorities: agree		✓	<A	✓
	Curriculum and assessment in line with Trust approach: setting and delivering				✓
	Performance management of the Chief Executive Officer: undertake		✓		

	Performance management of head of school: undertake				✓
	Trustee monitoring, including PPG, PE and Sport Premium: agree arrangements		✓		<A
	Financial skill set on Board: ensure		✓	<A	✓
Ensuring financial probity	Chief financial officer for delivery of Trust's detailed accounting processes: appoint		✓	<A	<A
	Trust's scheme of financial delegation: establish and review		✓	✓	<A
	External auditors' report: receive and respond		✓	<A	<A
	CEO pay award: agree		✓		
	Head of School pay award: agree			<A>	✓
	Staff appraisal procedure and pay progression: review and agree		✓		A>
	Benchmarking and Trust wide value for money: ensure robustness			✓	
	Benchmarking and school value for money: ensure robustness				✓
	Trust wide procurement strategies and efficiency savings programme: develop				✓
	Trust wide insurance cover: ensure			<A>	✓
Trust wide procurement strategies and efficiency			✓		

	savings programme: review and approve				
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