

COMMUNITY SCHOOLS TRUST: SCHEME OF DELEGATED AUTHORITY

(v5 – October 2016)

Trust Board Committees:

- Finance & Personnel
- Students, Standards and Community Committee
- Pay Committee

Italics = may wish to vary for a school requiring support

Area	Trust Board	Trust Board Committees	Local School Boards	CEO	Head of School
1. Governance	Approve scheme of delegation			Propose amendments to scheme of delegation Implement a scheme of delegation for staff and ensure its effective implementation	Act in accordance with and implement the scheme of delegation for staff.
	Establish and amend the Trust Board committee structures & terms of reference	Propose amendments to terms of reference		Propose amendments to terms of reference	
	Establish and amend the Local School Board structures and terms of reference		Propose amendments to terms of reference	Propose amendments to terms of reference	
	Appoint co-opted trustees				

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	Appoint and remove Chair and vice-chair of trustees			Support trustee recruitment and induction processes.	
	Appoint and remove Trust Board committee members				
	Appoint and remove LSB members in line with terms of reference		Appoint and elect LSB members in line with terms of reference		Support local school board recruitment and induction
	Power to remove Chairs and Vice-Chairs of the LSBs.		<i>Appoint and Remove Chairs and Vice-Chairs of the LSBs.</i>		
2. Strategy and planning	<p>Approval of the Trust's:</p> <ul style="list-style-type: none"> • Vision, mission & values • Strategic direction • Growth strategy • Strategic and annual operating plans & budgets <p>Approval of plans for:</p> <ul style="list-style-type: none"> • School expansion • Change of age range • New schools 	<p>F&P Committee Scrutiny and challenge of the trusts strategic , growth & annual plans and of budgets with advice to the Trust</p> <p>SS&C Committee Scrutiny and challenge of standards aspects of the trusts strategic & annual plans with advice to the Trust annual budget</p>	<p>Consulted on:</p> <ul style="list-style-type: none"> • Vision, mission & values • Strategic direction • Strategic and annual operating plans & budgets <p>Develop the ethos of the school</p>	<p>Propose Trust's:</p> <ul style="list-style-type: none"> • Vision, mission & values • Strategic direction • Growth strategy • Strategic and annual operating plans & budgets <p>Implementing the Trust's growth strategy.</p> <p>Propose and implement plans for:</p> <ul style="list-style-type: none"> • School expansion • Change of age range 	<p>Deliver the Trust's</p> <ul style="list-style-type: none"> • Vision, mission & values • Strategic direction • Growth strategy • Strategic and annual operating plans & budgets

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	Approval of the Trust's Educational development plans	SS&C Committee Approval of school development plans with advice to the Trust Board	Recommendation, scrutiny and monitoring of implementation of the school development plans and advice to the SS&C committee	Proposes educational development plan Proposes school development plans to SS&C committee	
		SS&C Committee Monitoring of the implementation of Post Inspection Action Plans and advice to Trust Board.	Scrutiny, monitoring and implementation of post inspection action plans and advice to the SS&C committee	Approves post inspection action plans and oversees implementation	
3. Education Policy	Approval of the Trust's: <ul style="list-style-type: none"> • Education policy • Communications and systems for ensuring effective stakeholder engagement • Quality Assurance framework 	SS&C Committee Scrutiny and challenge of standards aspects of the trusts education policy and quality assurance framework with advice to the Trust	<i>Oversight of implementation of school stakeholder communication and engagement systems.</i>	Proposing and implementing the Trust's: <ul style="list-style-type: none"> • Education policy • Communication processes, including stakeholder engagement systems • Quality assurance framework 	Within the school to implement the Trust's: <ul style="list-style-type: none"> • Education policy • Communication processes, including stakeholder engagement systems • Quality assurance framework
	Approval of policies relating to: <ul style="list-style-type: none"> • safeguarding and promotion of pupils' health and welfare arrangements • curriculum • admissions • Uniform • Sex education 	SS&C Committee Development, scrutiny, monitoring and recommendation to the Trust Board on actions required for policies relating to: <ul style="list-style-type: none"> • safeguarding and promotion of pupils' 	Consultation and oversight of implementation of policies relating to: <ul style="list-style-type: none"> • safeguarding and promotion of pupils' health and welfare arrangements • curriculum • admissions 	Proposing policies for approval Ensuring effective management of the schools and other initiatives in line with policy/quality standards (including ensuring provision of information,	Implement Trust policies within the school.

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	<ul style="list-style-type: none"> RE & collective worship Behaviour & Discipline Health & safety <p>Approval of the Trust's school term dates/holidays</p>	<p>health and welfare arrangements</p> <ul style="list-style-type: none"> curriculum admissions Uniform Sex education RE & collective worship Behaviour & Discipline Health & safety 	<ul style="list-style-type: none"> Uniform Sex education RE & collective worship Behaviour & Discipline Health & safety <p>Maintaining standards of</p> <ul style="list-style-type: none"> behaviour & conduct promoting high standards of educational achievement in line with the overall strategic direction of the Trust. <p>Convene and sit on committees for pupil disciplinary matters in line with policy.</p>	<p>advice and support on national education policy to the LSBs).</p> <p>Decisions relating to pupil exclusions (may be delegated to the head of school).</p>	<p>Decisions relating to pupil exclusions if delegated by the CEO.</p>
4. Performance Management	<p>Approval of the Trust's Strategic Plan & reporting framework including key performance indicators.</p> <p>Monitoring of performance in implementing the strategy and managing the Trust & decision</p>	<p>SS&C Committee Detailed scrutiny of the Trust's Strategic Plan, targets and reporting framework.</p> <p>F&P Committee Monitor business performance against plans and budgets</p>	<p>Detailed scrutiny of performance and targets against the Local School Development Plan and/or Post-Inspection Action Plan & decision making re. action required.</p> <p>Oversight of implementation of the Strategic Plan</p>	<p>Propose and implement the Trust's Strategic Plan & reporting frameworks</p> <p>Delivery of the strategy and operational management of the Trust and reporting on progress.</p>	<p><i>Recommend school specific plans and targets</i></p> <p>Implementation of school specific elements of the Trust's Strategic Plan and reporting framework.</p>

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	<p>making on targets and action required.</p> <p>Approval of the Trust's Complaints Policy and decision making on appeals in line with policy.</p>	Monitoring of complaints and advice to the Trust Board in line with the complaints policy	Oversight of complaints about the school in line with the Complaints Policy.	Proposing and implementing the Trust's Complaints Policy.	Operation of the Trust's Complaints Policy within the school.
5. Finance and Investments	<p>Approval of Financial Regulations/Standing Orders.</p> <p>Approval of:</p> <ul style="list-style-type: none"> Trust 3 and 1 year budget plan <i>School/academy 3 and 1 year budget plans</i> 	<p>F&P Committee</p> <p>Detailed scrutiny and advice to the Board re:</p> <ul style="list-style-type: none"> Financial regulations/standing orders/limits of financial authority All financial decisions reserved to the Trust Board Trust 3 and 1 year budget plan <i>School/academy 3 and 1 year budget plans</i> 	<p><i>Propose and monitor school budget within the agreed funding envelope</i></p> <p><i>Pupil & Sports Premium monitoring.</i></p>	<p>Development of the Trust's Financial Regulations/Standing Orders for review & approval.</p> <p>Management of the Trust's finances in line with Financial Regulations/Standing Orders.</p>	<p>Management and development of the school budget within the agreed funding envelope and in line with Trust Financial Regulations and Standing Orders.</p> <p>Provision of pupil premium and sports premium monitoring information.</p>
	Approval of the Trust's Reserves Policy.	<p>F&P Committee</p> <p>Review of the Trust's Reserves Policy and advice to the Trust Board.</p>		Development of the Trust's Reserves Policy.	
	Approval of Investment Strategy & Policy	<p>F&P Committee</p> <p>Review of the Trust's Investment Strategy and Policy and advice to the Trust Board.</p>		Preparation of Investment Strategy & Policy	

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	Monitoring & review of financial performance of the Trust and decision making on action required.	<p>F&P Committee Approval of format of management accounts.</p> <p>Detailed scrutiny of financial performance & advice to the Trust Board.</p>	<i>Monitoring of school financial information.</i>	<p>Preparation of management accounts & financial reporting.</p> <p>Development of the Trust's financial reporting framework for approval.</p>	Preparation of school financial monitoring information.
6. Internal Control and Risk Management	<p>Approval of the Trust's systems of internal control including policies on:</p> <ul style="list-style-type: none"> • Data protection • Fraud prevention & detection • Whistleblowing • Safeguarding <p>Approval of the Trust's Risk Board Assurance Framework and termly review of key risks including:</p> <ul style="list-style-type: none"> • Safeguarding • Health & safety <p>Decision making on any matter or prospective transaction which might reasonably be expected to expose the Trust to</p>	<p>F&P Committee Detailed scrutiny and advice to the Trust Board re the Trust's systems of internal control and risk management (including termly review of the full risk register).</p> <p>Monitoring and investigation of any matters of concern within its Terms of Reference including seeking relevant professional advice with reporting/advice to the Trust Board.</p> <p>Escalating to the Trust Board any issues or concerns which might reasonably be expected to expose the Trust to</p>	<p>Local School Boards Review of school Health & Safety reports & decision on action required.</p> <p>Escalating to the Trust Board any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p>	<p>Escalating to the Trust Board any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p> <p>Development of systems of internal control & risk management relating to pupil provision, safeguarding, curriculum, teaching & learning and health & safety, ensuring their effective operation & reporting to the LSB/Trust Board as appropriate</p> <p>Liaising with the Trust's insurers & legal advisers</p>	<p>Reporting to the CEO any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p> <p>Implementation of systems of internal control & risk management relating to pupil provision, safeguarding, curriculum, teaching & learning and health & safety.</p>

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	<p>significant financial, legal or other risk.</p> <p>Approval of insurance advisors and level of cover & oversight & advice to the Trust Board on legal/insurance issues.</p> <p>Approval of arrangements for the internal audit function and Designation in writing of the Accounting Officer.</p>	<p>significant reputational, business, financial, legal or other risk.</p> <p>Recommendation of insurance advisors and level of cover & oversight & advice to the Trust Board on legal/insurance issues.</p> <p>Consideration of the internal audit function and recommendations to the Trust Board.</p> <p>Monitoring and scrutiny of the internal audit function.</p>		<p>on any relevant issues & reporting to F&P/the Trust Board.</p> <p>Selection of insurers/level of cover for F&P approval.</p>	
7. Audit	<p>Recommendation to members regarding appointment of external auditors & approval of changes to auditors' terms of engagement.</p> <p>Review of external auditors management letter & decisions re action on issues arising.</p>	<p>F&P Committee</p> <ul style="list-style-type: none"> • Recommendation to Trust Board re appointment of external auditor, set the scale of fees annually & approve scope of work • Consideration of the management letter & advice to the Trust Board re actions 		<p>Preparation of Annual Report & Accounts.</p> <p>Circulation of Annual Report & Accounts to members.</p> <p>Management of the process for appointment of external auditors.</p> <p>Planning & liaison with external auditors</p>	<p>Cooperation with audit processes.</p>

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	Approval of the Annual Report & Accounts.	arising & adoption of the Annual Report & Accounts.			
8. Fundraising	Approval of the Trust's Fundraising Strategy & Policy.	F&P Committee Detailed scrutiny of the Trust's Fundraising Strategy, Policy & performance & advice to the Trust Board.	Oversight of school fundraising initiatives.	Advising on and identifying requirements for fundraising in line with strategy and policy. Development of Fundraising Strategy & Policy for Trust Board approval and ensuring its effective implementation.	Management of school fundraising initiatives. Identification of school requirements for fundraising.
9. Information Systems	Approval of Information Systems Strategy & Policy Monitoring of Trust website to ensure compliance	F&P Committee Detailed scrutiny of the Trust's information Systems Strategy, Policy & performance & advice to the Trust Board	Detailed scrutiny of educational management information in support of pupil and school performance and providing advice and information to the Trust Board. <i>Monitoring of school websites to ensure compliance</i>	Supporting the implementation and operation of the schools' and Trust's Information Systems. Development of an Information Systems Strategy & Policy for approval, ensuring its effective implementation and reporting to the Trust Board and its committees and LSBs as appropriate. Overseeing maintenance and compliance of Trust and school websites.	Management of the schools' Information Systems Implementation of the Information Systems Strategy & Policy. Ensuring compliance of the school website

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10. Asset Management	Approval of asset management strategy	F&P Committee Detailed scrutiny of the Trust's asset management strategy and performance and advice to the Trust Board.	<i>Consideration of and comment on the Trust asset management plans and proposals for the school.</i>	Development of a strategy for the management and development of assets and its implementation.	Provide advice to the CEO on school asset requirements
	Approval of the sale, purchase or disposal of any capital asset above £20k in value in line with provisions of the Funding Agreement.			Sale, purchase or disposal of capital assets below the value of £20k. & recommendations re purchase of land/property or sale of fixed assets above £20k in line with the provisions of the Funding Agreement.	Liaison with the CEO regarding the sale, purchase or disposal of capital assets.
	Set principles for the Trust schools' community use of premises.	F&P Committee Advise to the Board on principles for community use of premises.	Approval of school community use of premises policy and procedures.	Advise on principled for community use of premises.	Oversight and implementation of the school community use of premises policy.
11. Human resources	Appointment of the CEO.				
	Nomination of Trustees to support the CEO in the recruitment of the MAT Executive team and approval of these appointments.		Nomination of LSB members to support the CEO in the recruitment of the Heads/Deputy Heads of schools and approval of these appointments.	Leads on the recruitment of the MAT Executive Team and Heads/Deputy Heads of school in consultation with nominated Trustees & makes recommendations re appointments for Trust Board approval.	Support the recruitment of Deputy Heads of School.
	Approval of the structure of the Trust's MAT	F&P Committee	<i>Oversee staff deployment and management</i>	Management of Heads of School and the MAT	<i>Appointment, deployment and</i>

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	Executive and each schools' SLT and staffing complement.	Scrutiny of school and trust staffing structured and recommendation to Board for approval.		Executive Team in line with agreed HR policy.	<i>management of all staff below DHT level in line with agreed HR policy.</i>
	Approval of HR Strategy and Policies including Reward & Remuneration Strategy, terms & conditions of employment & annual pay award.	<p>F&P Committee Review & recommendation to the Trust Board re HR strategy and policies including Reward & Remuneration Strategy & terms & conditions of employment.</p> <p>Review/recommendation to the Trust Board re staff annual pay award.</p>	Consultation on HR Strategy and Policies including Reward & Remuneration Strategy, terms & conditions of employment & annual pay award.	Development of HR strategy & policies for Trust Board review & approval.	Implementation of HR policies.
	<p>Approval of policy for the MAT Executive's appraisal.</p> <p>Approving performance pay awards (or otherwise) of CEO following recommendations from the Pay Committee.</p>	<p>Pay Committee Reviewing remuneration with independent expert advice.</p> <p>Overseeing the appraisal of the CEO and making recommendations regarding any performance pay awards to the Trust Board.</p> <p>Approval of performance pay awards for the school's SLT and MAT</p>	<i>Head of School appraisal & making recommendations regarding their level of remuneration in conjunction with the CEO.</i>	<p>MAT Executive and Head of School appraisal and objective setting & making recommendations regarding their level of remuneration.</p> <p>Collation and moderation of school staff pay recommendations for scrutiny by the pay committee.</p>	Setting the objectives of the school's SLT and staff, managing their performance & making recommendations regarding their level of remuneration.

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		Executive on the basis of recommendations. Scrutiny and approval of staff pay award recommendations.			
	Final appeals for all staff under Disciplinary and Grievance Policy.			Managing school and Trust staff performance as per HR policy.	Managing school staff performance as per HR policy.
12. Advisers	Approval of the Trust's bankers. Appointment of the Trust's main legal advisers, investment advisers & approving the terms of their appointment.	F&P Committee Make recommendations re the Trust's bankers. Make recommendations re the Trust's main legal advisers, investment advisers & the terms of their appointment.		Manages process of review and makes recommendations re selection/appointment & ongoing liaison.	

Notes:

- Unless delegated all tasks are the responsibility of the Board
- Trust Board Committee Functions to initially sit with Board
- A Forest Gate LSB will be established upon conversion
- Staffing structure to be devised to clarify delegation levels