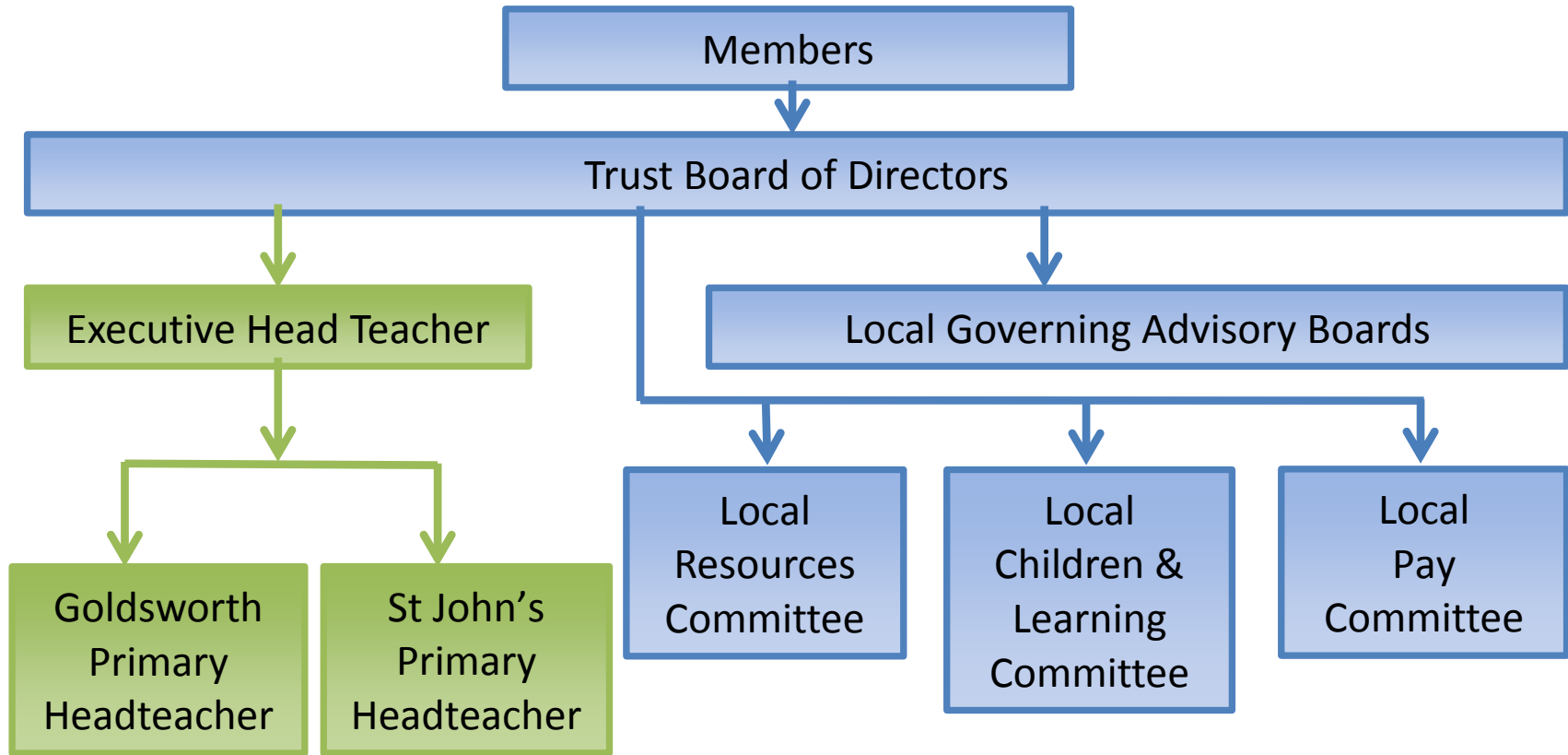


**Goldsworth Trust Scheme of Delegation of Governance**  
(Last Review September 2017 Reviewed 27/2/18)



## Governance Structure and Lines of Accountability

The board of trustees of a multi academy trust delegate responsibility for delivery of the vision and strategy to the lead professional of the MAT, who in the case of the Goldsworth Trust is the Executive Head Teacher. The Trust Board will hold the Executive Head to account for the performance of the Trust, including the performance of the academies within the trust. The Executive Head in turn holds the Headteachers to account by line managing them.

While the Trust board cannot ever delegate its accountability, it delegates some of the detailed scrutiny, oversight and decision making to a Local Governing Advisory Board and Local Committees at each school. These responsibilities include monitoring whether standards are being met, and if the money is being well spent. The Committees use their detailed knowledge and engagement with stakeholders to ensure that their school is being well served by the leadership and as a board committee has direct access to the Trust Board if there are concerns.

This means that as the Executive Head is accountable to the Board for the performance of the trust as a whole, the Executive Head will report to the Board on the performance of the Trust including on the performance of the Trust's schools, although this may be supplemented by monitoring reports from the Committees.

The Executive Head is performance managed by the Trust Board. The Executive Head performance manages the Headteachers but will seek input from the Committee chairs.

## Roles and Responsibilities

### The role of the Members

The Members of the Trust have a different status to Trustees. Originally were the signatories to the memorandum of association and agreed the Trust's first articles of association. 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.

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.

## The role of the Directors (Trustees)

The Directors 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. The Board of Directors is the accountable body for the performance of all schools within the Trust and as such must:

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

(Because trustees are bound by both charity and company law, the terms ‘trustees’ and ‘directors’ are often used interchangeably.)

The Trust Board of Directors is permitted to exercise all the powers of the academy trust. The Trust Board will delegate to the Executive Head Teacher responsibility for the day to day operations of the Trust. The Directors can determine whether to delegate any governance functions.

The Trust has the right to review and adapt its governance structure at any time which includes removing delegation.

## The role of the Local Governing Advisory Board

In accordance with the Articles of Association and Funding Agreement the Trust establishes a Local Governing Advisory Board for each school made up of elected parent and staff members as well as trust appointed members. The Trust may alter the number of members of a Local Governing Advisory Board to best fit the needs and situation of a Trust school. From these boards the membership of the local committees is appointed. Local Governing Advisory Boards will:

- Elect a Chair of Governors and a Vice Chair of Governors for each school, who shall serve as Directors (Trustees).
- Appoint members of Local Committees who in turn will advise and report back to Directors (Trustees)
- May be convened for consultation purposes in extraordinary situations such as an escalated complaint against the school

## The role of Committees

The Directors 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.** The Trust Board may appoint Committee members.

The Trust Board will establish Committees and will determine what will be delegated. Responsibilities include:

- Building an understanding of how the school is led and managed
- Monitoring whether the school is:
  - Working within agreed policies
  - Is meeting the agreed targets
  - Managing its finances well
- Engaging with stakeholders
- Reporting to the Board

As a Committee of the Board, delegation can be removed at any time.

## The role of the Executive Head Teacher

The Executive Head has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies and so the Executive Head performance manages the Headteachers.

The Executive Head Teacher 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.

## The role of the Headteacher

The Headteacher is responsible for the day to day management of the academy and is managed by the Executive Head but reports to the local governing Committees on matters which have been delegated to the Committees.

## Scheme of Delegation

Key	
Level 1: Members	
Level 2: Board of Directors (trustees) of the multi academy trust	
Level 3: Executive Head Teacher	
Level 4: Local Committee	
Level 5: Headteacher	
Blue box	Function <b>cannot</b> be legally carried out at this level.
✓	Action to be undertaken at this level
✓	Action to be undertaken at this level
<b>A</b>	Provide advice and support to those accountable for decision making
<>	Direction of advice and support

Area	Decision	Delegation					
		Members	Trust Board	Exec Head	Local Gov Adv Bd	Local Cmte	Head teacher
		Governance framework					
People	Members: Appoint/Remove	✓					
	Trustees: Appoint/Remove	✓					
	Role descriptions for members	✓					
	Role descriptions for trustees/chair/specific roles/committee members: agree		✓	<A			
	Parent trustee/committee member: elected		✓		✓		
	Committee chairs: appoint and remove		✓	<A		✓	
	Clerk to board: appoint and remove		✓				
	Clerk to 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	<A		
	Terms of reference for trust committees (including audit if required, and scheme for school committees): agree annually		✓	<A			
	Skills audit: complete and recruit to fill gaps		✓	<A>		✓	A
	Annual self review of trust board and committee performance: complete annually		✓				
	Annual self review of Committee performance: complete annually					✓	

System s and structur es	Chair's performance: carry out 360 review periodically		✓			✓	
	Trustee / committee member contribution: review annually		✓			✓	
	Succession: plan		✓	<A>		✓	A
	Annual schedule of business for trust board: agree		✓	<A			
	Annual schedule of business for Committee: agree			A>		✓	A
Reporting							
Reporti ng	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			
	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		✓	<A			
	Annual report work of Committees: submit to trust and publish						✓
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,		✓	<A			

Being Strategic	discipline, conduct and grievance: approve						
	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>		A	✓
	Central spend / top slice: agree		✓	<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 measured: determine			A>		A	✓
	Chief executive officer: Appoint and dismiss		✓				
	Headteacher : Appoint and dismiss			✓			
	Budget plan to support delivery of trust key priorities: agree		✓	<A			
Being Strategic	Budget plan to support delivery of school key priorities: agree			A>		A	✓
	Trust's staffing structure: agree		✓	<A			
	School staffing structure: agree			A>		A	✓
Holding to account							
Holding	Auditing and reporting arrangements for matters of compliance		✓	<A>		✓	A



to account	(e.g. safeguarding, H&S, employment): agree						
	Reporting arrangements for progress on key priorities: agree		✓	<A>		✓	A
	Performance management of the Executive Head: undertake		✓				
	Performance management of Headteacher : undertake			✓		A	
	Trustee monitoring: agree arrangements		✓	<A			
	Committee member monitoring: agree arrangements					✓	A
Ensuring financial probity							
Ensuring financial probity	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	<A			
	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		✓	A
	Executive Head pay award: agree		✓				
	Headteacher pay award: agree			✓		A	
	Staff appraisal procedure and pay progression: monitor and		✓	A>		A	✓

	agree						
	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		✓				

First approved by Goldsworth Trust Directors 12/12/16

Reviewed 27/2/18