Trust Board Scheme of Delegation

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CST Scheme of Delegation

Summary

CST is the legal entity responsible for the governance of all academies within the Trust. The Chief Executive Officer (CEO) is accountable for the performance of all academies within the Trust. CST shall have regard to any guidance as to the governance of academies that the Secretary of State may publish to the extent permitted by the governing documents.
CST Board of Trustees is accountable in law for all decisions about its academies. However, this does not mean that the Board makes all the decisions itself and as such, may choose to delegate to the CEO, Board Committees, Headteachers and Local Committees (LC). The decision to delegate a function is made by the full Board of Trustees and is recorded as such. Without formal delegation, the individual or committee has no power to act.
The Scheme of Delegation will be published on the CST website.

CST Objective

The object of the Trust is to advance for the public benefit education in the UK, establishing, maintaining, carrying on, managing and developing schools providing high quality education to students from all backgrounds by offering a broad and balanced curriculum and fostering collaboration across the schools within the Trust, other schools, educational establishments, the wider community for the benefit of the community and in line with schools' vision and values.
In relation to all church academies, though there are no church school currently within CST, these are to be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship.

Purpose of CST Scheme of Delegation

The Scheme of Delegation is the key document defining which functions have been delegated and to whom.
This Scheme of Delegation ensures that Members, Trustees, Trust Board Committees, LGBs, the CEO, Executive leaders and Academy Headteachers are clear about who has responsibility for making which decisions within the Trust.
This overarching Scheme of Delegation, covering all decision making in the Trust, is not to be confused with the written Scheme of Delegation of financial powers referred to in the Academies Trust Handbook.
This Scheme of Delegation explicitly establishes who makes which decisions, and ensures this is clear to both all those within the MAT, as well as to the governing bodies of schools potentially looking to join. It will demonstrate clearly the lines of accountability**.**

This Scheme of Delegation will:

- Ensure that the roles and responsibilities across CST are clearly understood
- Promote a culture of transparency and accountability
- Identify the mechanism for the appointment and performance management of all leaders
- Set out mechanisms for policy and practice in each academy
- Set out mechanisms for the creation and monitoring of each academy's budget
- Set out mechanisms for risk management
- Set out mechanisms for the oversight of educational performance in each academy

Scheme of delegation matrix

✓	Responsible for action
✓	Responsible for action - not possible to delegate further
C	Consult before the action is completed

	Task	Trust board	Audit & risk committee	Finance committee	CEO (who may delegate further to CFO/central executive team as appropriate)	Trust Governance Professional	Academy committees	Headteachers (who may delegate to senior school based staff)	Notes
	1. Trust governance								
1.1	Approve terms of reference for the trust board	✓							

1.2	Set expectations of trustee and committee member (including local governor) conduct	✓							
1.3	Appoint and agree the responsibilities of link trustees for safeguarding, SEND, and careers (for trusts with secondary schools)	✓							
1.4	Ensure an appropriate skill set on the board, including aqeduate financial skills and understanding	✓							
1.5	Appoint trust governance professional	✓			C				
1.6	Appoint data protection officer (DPO)				✓			✓	
1.7	Undertake trust governance professional appraisal annually	C			✓				CEO with Chair of Trustees

1.8	Articles of association: review and make recommendation to members	✓							
1.9	Agree scheme of delegation and review annually	✓			C		C		
1.10	Agree academy committee terms of reference and review annually	✓					C		
1.11	Agree trust board committee terms of reference and review annually	✓							
1.12	Publish governance arrangements on trust and academy websites					✓			
1.13	Ensure trust and academy websites are compliant and effective				✓				
1.14	Maintain compliance on GIAS and Companies House					✓			
1.15	Approve annual report and accounts	✓			✓				
1.16	Maintain register of interests					✓			

1.17	Ensure all required policies are in place and approve (trust-wide) policies	✓			✓				
1.18	Approve academy-level policies	✓							
1.19	Appoint/remove academy committee chairs	✓					C		
1.20	Appoint/remove academy committee vice chairs						✓		
1.21	Appoint/remove academy committee members						✓		
1.22	Establish a process for parent and staff governor elections					✓			
1.23	Implement process for parent and staff governor elections					✓		✓	
1.24	Agree academy committee clerking arrangements	✓				C	C		
1.25	Appoint and dismiss local clerks	✓				C			

1.26	Agree academy committee meeting dates and agendas, ensuring trust-wide consistency				✓	✓	C		
1.27	Review local governance effectiveness	✓			C	C	C		
1.28	Set and promote a culture of diversity and inclusion, including ensuring a diverse board and academy committees which are representative of the communities they serve	✓					C		
1.29	Ensure two way communication channels are in place between the board and academy committees	C				✓	C		
1.30	Ensure stakeholder voices are heard in decision-making processes	✓			C		C		
	2. Vision and strategy								

2.1	Determine trust's values, vision and strategy	✓			C		C	C	
2.2	Monitor progress against the strategic plan	✓							
2.3	Set school development plans in line with the trust strategy				C		C	✓	
2.4	Monitor progress against the school development plan				✓		✓	✓	
2.5	Develop engagement channels with key stakeholders in line with trust vision and priorities						✓		
2.6	Agree trust growth strategy	✓			C			C	
	3. Finance								
3.1	Approve levels of financial delegation	✓							

3.2	Produce trust's financial manual to further expand on processes relating to delegated financial powers				✓				
3.3	Produce annual report and accounts				✓				
3.4	Produce monthly management accounts				✓				To be shared with the chair of trustees and reviewed at every finance committee meeting.
3.5	Review monthly management accounts			✓					
3.6	Submit required financial reports and returns				✓				
3.7	Agree budget plan to support delivery of trust strategic priorities	✓		C	C				

3.8	Approve long-term financial plans	C		✓	C				
3.9	Develop and submit three-year budget forecast				✓				
3.10	Carry out benchmarking and trust-wide value for money evaluation				✓				
3.11	Agree reporting and monitoring arrangements for trust and academy budgets	✓							
	4. Workforce								
4.1	Appoint/dismiss the CEO/Accounting Officer	✓							
4.2	Appoint/dismiss the chief financial officer (CFO)	✓			C				
4.3	Appoint/dismiss other executive team SLT members	C			✓				
4.4	Appoint/dismiss other central executive team staff				✓				
4.5	Appoint/dismiss headteachers				✓		C		

4.6	Appoint/dismiss academy level staff members				C			✓	
4.7	Performance manage the CEO	✓							
4.8	Performance manage other central executive team staff				✓				
4.9	Performance manage headteachers				✓		C		
4.10	Performance manage academy level staff members							✓	
4.11	Determine central executive team staffing structure (within agreed budget)	✓			C				
4.12	Determine academy level staffing structure (within agreed budget)				C			✓	
4.13	Ensure appointment of DSLs and deputy DSLs				✓		✓		
4.14	Ensure appointment of SENCOs						✓		

4.15	Ensure there is effective school improvement capacity within, or accessed by, the trust				✓		✓		
4.16	Monitor compliance with safer recruitment requirements				✓				
4.17	Monitor staff wellbeing and workload				✓		✓		
4.18	Monitor staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD				✓		✓		
	5. Curriculum								
5.1	Determine cross-trust aspects of the curriculum				✓			C	
5.2	Determine academy-specific curriculum, ensuring requirements of the national curriculum are met							✓	

5.3	Agree equality information and objectives (public sector equality duty) statement and monitor delivery	✓					✓		
5.4	Ensure provision of religious education							✓	
5.5	Ensure delivery of collective worship							✓	
5.6	Deliver provision of statutory careers education (secondary)							✓	When this becomes necessary as we currently have no secondary provisions
5.7	Monitor the inclusiveness of the curriculum				✓		✓		

	6. Pupils and learning support								
6.1	Ensure high standards of teaching and learning				✓			✓	
6.2	Set targets for pupil outcomes across trust and monitor in-year data termly				✓			✓	
6.3	Agree school improvement strategies						✓	✓	
6.4	Determine use and monitor impact of pupil premium							✓	
6.5	Set the dates of school terms and holidays				✓			✓	
6.6	Set the times of school sessions				C			✓	
6.7	Monitor attendance of pupils	✓			✓		✓	✓	
6.8	Ensure effective and compliant trust-wide SEND provision including SEND code of practice				✓		✓		

6.9	Monitor effectiveness of SEND provision at an academy level, ensuring compliance with relevant policies and statutory requirements						✓	✓	
6.10	Monitor progress and attainment for all pupils, including for specific pupil groups eg vulnerable children, sex, ethnicity						✓	✓	
6.11	Monitor pupil behaviour data across different pupil groups						✓	✓	
6.12	Ensure careers provider access across trust				✓			✓	
6.13	Review headteacher decision to suspend/exclude pupils						✓		
6.14	Monitor rates of suspension and exclusion across the trust				✓			✓	
6.15	Ensure school food standards are met for pupils						✓	✓	

6.16	Ensure free school meal provision is adequately implemented							✓	
6.17	Deliver inclusive extra-curricular activities							✓	
6.18	Monitor children's wellbeing and how this is actively supported						✓	✓	
6.19	Ensure trust-wide safeguarding arrangements are in place and compliant with Keeping Children Safe in Education				✓				
6.20	Ensure academy-level safeguardng arrangements are in place and compliant with Keeping Children Safe in Education							✓	

6.21	Monitor effectiveness and impact of safeguarding arrangements at academy level						✓		
	7. Parents and community								
7.1	Ensure effective arrangements are in place for gathering pupil and parent views						✓		
7.2	Monitor actions taken as a result of stakeholder feedback	✓					✓		
7.3	Make regular reports to parents on governance effectiveness and impact						✓		
7.4	Review complaints at panel stage						✓		
7.5	Monitor all complaints raised (inlcuding through external agencies eg LA, DfE and Ofsted) at academy level and across the trust	✓					✓		

	8. Other Key Compliance Areas								
8.1	Set admissions policies	✓							
8.2	Implement admissions appeal process							✓	
8.3	Receive external auditor's report		✓						
8.4	Ensure ATH requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to	✓	✓		✓				
8.5	Ensure ATH requirements relating to internal scrutiny arrangements (internal audit) are adhered to		✓						
8.6	Action recommendations arising from internal audits				✓				
8.7	Oversee strategic risk		✓		✓				
8.8	Undertake regular review of		✓						

	trust-wide risk register								
8.9	Manage and report on risk mitigation strategies				✓			✓	
8.10	Oversee academy-level risk and risk register						✓		We are considering the need for this to be separate.
8.11	Manage and report on academy-level risk mitigation strategies							✓	
8.12	Maintain trust contingency and business continuity plans				✓				
8.13	Monitor implementation of, and compliance with, health and safety policy and procedures at academy level				✓				

8.14	Agree premises management documents, including estate vision, estate strategy and asset management plan			✓	✓				
8.15	Monitor academy estates to ensure they are safe and well-maintained				✓			✓	
8.16	Ensure that there is suitable expert support on health and safety	C			✓		✓		
8.17	Secure suitable insurance (commercial and/or the risk protection arrangemen (RPA)) for the trust		✓						
8.18	Develop a cyber security framework				✓				
8.19	Agree on proportionate controls that address the risks of fraud, irregularity and theft through				✓				

	relevant policies and processes								
8.20	Complete and maintain Single Central Record (SCR) - for trustees and local academy committee members				✓			✓	
8.21	Complete and maintain Single Central Record (SCR) - for central executive team				✓				
8.22	Complete and maintain Single Central Record (SCR) - for academy staff							✓	
8.23	Receive routine reports on the status of the SCR				✓		✓		