

TSAT Scheme of Delegation
Trust Governance – Roles and Responsibilities

30.1.18 Version 2

Changes since version 1 – Updated to highlighted responsibilities for individual sub committees Jan 2018

Governance						
Members	Board of Directors	Sub-committee of Board (and committee responsible)	Trust Executive Team/inc Head teacher Board	Advisory Council	Local governing Boards (LGBs)	Head of School/Head teacher
Review and amend the Articles of Association	Determine the Vision, Mission, Values and Strategic Direction and Aims of the Trust together with the School improvement strategy Determine committee structure to scrutinise the day to day operation of the Executive team	RAG Self-scrutiny of committee TOR and annual plan of work by each sub-committee of the Board	Deliver the Vision, Mission and Strategy of the Trust through leadership and operation	Provide an independent bridge between scrutiny of Head teachers and advice to the Board	Uphold and champion the MAT Vision and values and ensure the Academy vision is aligned to this and is achievable	Uphold and champion the MAT Vision and values by aligning those of the Academy to the Trust
Change the name of the Trust	Approve the 3 year Business plan including the school improvement/growth strategy and Due diligence requirements for any school wishing to join the Trust	F&R and LE monitor the results against plan through management accounts and achievement of LE improvements	Deliver the plan and support the CEO with reports to the various Board committees Make recommendations to the Board for	Advise the Board on any new school wishing to join the Trust through communication with the local community/school governing Board	Ensure each LGB has the capacity to deliver the plan through scrutiny of the Head teacher and local meetings Review the achievement of the	Deliver the plan at Academy level and ensure that any deviations to plan are reported in a timely manner Meeting as a Headteacher Board to co-ordinate and

			new schools joining the Trust Undertake due diligence for any school wishing to join the Trust		school improvement strategy	agree the Trust school improvement activity, assess and plan school to school support and undertake reviews and QA
	Ensure compliance with legislation	RAG committee review changes to legislation as it impacts the Trust and increases risk	Attend the various committee meetings/Board meeting as required	Chair of Advisory Council to attend each Board meeting to effectively communicate the independent community voice	Ensure Academy committee champion is appointed to each of the following: Safeguarding; Child Protection; SEN; Health and Safety; Data protection; to challenge the Head teacher and comply with Ofsted	
	Ensure compliance with Funding Agreement	F&R F&R through performance and scrutiny of budgets delivered to the EFA	Ensure budgeting and reporting in place and change management is delivered to achieve a balanced budget/use of reserves does not put the Trust in jeopardy of insolvency	Report any financial issues/concerns directly to the Board to ensure risk is being addressed	Receive reports on the financial status of the Academy on a regular basis following scrutiny by the Board	Ensure that a balance budget is achievable and implement any significant changes to ensure compliance

<p>Appoint the Trust Auditors at Annual General meeting</p>	<p>Appoint the Company Secretary, CEO (Accounting Officer) and CFO.</p> <p>Elect a Chair and vice Chair annually</p> <p>CEO to ensure LGBs are representative of community and have a balance of skills providing oversight of LGB governance with delegated power to remove and appoint an Improvement Action Committee</p>	<p>LE</p> <p>Chairs of LGBs attend the LE sub-committee and Improvement Action Committees report directly to it</p>	<p>Appoint clerks to support the various committee meetings</p>	<p>Elect a chair in accordance with the TOR of the Advisory Council</p>	<p>Appoint Academy committee members and elect a chair according to the TOR for LGBs</p>	<p>Advertise LGBs vacancies and liaise with community to ensure a representative LGB</p>
<p>Appoint/dismiss Directors</p>	<p>Hold the CEO and Executive team to account for the performance of the Trust</p>	<p>All Committees Conduct meetings and report to the Board on the outcomes including any recommendations</p>	<p>Prepare papers for the board to review regarding the operation of the Trust to approve where appropriate the decisions of the Executive in a timely manner</p>	<p>Independently report to the Board on any outcomes of Academies through meeting of chairs of LGBs</p>	<p>Hold the Head teacher and SLT to account for the performance of the Academy</p>	<p>Meeting with both the LGBs and the Head teacher Board to review the performance of the Academy</p>
	<p>Receive reports from the sub-committees and the Chair of the AC at all board</p>					<p>Attend meetings of the Local Academy committee and provide a Head</p>

	meetings and ratify decisions made/scrutinise results					teacher report for the LGB and CEO
	Ratify policies approved in sub-committees	All committees Approve the policies of the Trust	Advise and support directors on educational and legal policy and practice Prepare and ensure legal compliance for all policies submitted to RAG sub-committee	Raise concerns over policy issues with the Board	Ensure Academy policies are in place that follow those approved by the TSAT Board	Contribute to the amendment and implementation of Trust wide policies as recommended by the Executive team
	Ratify the overarching scheme of delegation and delegation of powers to the various sub-committees of the Board and to the Executive team and LGBs/Advisory council including TOR	RAG RAG to approve the governance changes and make recommendations to the Board on the overarching written scheme of delegation			Ensures that systems and procedures for receiving and responding to pupil, parent and staff feedback is in place	

Risk Management

Members	Board of Directors	Sub-committee of Board	Trust Executive Team/inc Head teacher Board	Advisory Council	Local governing Boards (LGBs)	Head of School/Head teacher
	<p>Ensure a Risk management Framework is in place for all aspects of the Trust's business and operations Assess the Corporate Risk Register for Impact v Risk and direct Executive to action Lower/Raise risk based on evidence/costs/likelihood impact</p>	<p>RAG Review the Governance and Risk framework of the Trust together with the Board Assurance Framework, (BAF) commissioning audit work to provide evidence of compliance, internal controls in place and any gaps in assurances through the RAG committee</p>	<p>Ensure compliance with all regulatory frameworks, including Ofsted, Charities Commission, EFA and Companies House reporting to the Sub-committees in a timely manner Develop work programmes/actions to mitigate key risks</p>	<p>Advise the Board on any areas of concern from the community with regards to areas of Risk including Health and Safety</p>	<p>Appoint a Local academy member responsible for: Health and Safety Review the Academy risk register each term and ensure it is appropriate for the current circumstances and note any changes to risk levels</p>	<p>Maintain and update a risk register for the Academy Comply with any action plans to close gaps in internal controls and provide assurances through evidence to the Executive team regarding compliance</p>
	<p>Ensure that a Disaster Recovery plan is in place and tested on a regular basis at both school and Trust level</p>	<p>RAG Review the Risk register annually, and any changes in year</p>	<p>Support the development and maintenance of the Corporate Risk register and those of the schools and ensure submitted to RAG on a regular basis</p>	<p>Independently advise the board on areas of concern regarding disaster recovery</p>	<p>Review the testing of the recovery plan and challenge the Academy regarding internal control risk</p>	<p>Regularly test/review the disaster recovery plan for the Academy</p>

	Approve insurance arrangements	F&R F&R to approve the detailed tender for the insurance contract annually	Provide the Trust with a School wide policy to cover key risks	Independently advise the Board on any non-compliance	Check adherence to insurance requirements for the Academy	Comply with regulations to display Academy insurances
Members informed of any breaches and issues around adequacy of Board	All directors are data controllers for the purposes of Data Protection Act and GDPR. Any breaches must be notified though ICO (Companies House notify ICO of any changes to directors and amend the register automatically) CEO to be SIRO reporting breaches to ICO.	RAG and F&R Review the level of Data protection through implementation of a Trust wide IT strategy and policies to mitigate risks Review all breaches of data protection notified to Board by SIRO	Ensure data protection compliance including GDPR May 2018 by implementation of a Trust wide IT strategy to cover all aspects of holding data including third parties suppliers who store data on our behalf DPO for the Trust appointed to monitor on behalf of SIRO	Advise the Board on any areas of concern	Scrutinise the Academy regarding data protection and compliance	Ensure compliance with data protection and work with the Trust to provide a shared solution through IT compliance Maintain accurate and secure pupil record for the Academy
			Ensure a culture of risk management in the Executive team and that this is embedded into all those reporting to the team	Independently advise the Board if the culture of an Academy is not in line with that of the Trust	Scrutinise the Academy for adherence to Health and Safety; Child Protection and Data protection risks	Ensure all Health and Safety policies and procedures are appropriate for the Academy and in line with Trust guidelines apart from specific procedural differences due to layout and location of Academy

	Ensure all staff are vetted and gaps in employment fully accounted and screened	RAG Review compliance adherence through assurances and audit	Executive team to ensure DBS in place that is auditable and fit for purpose	Independently advise the board on any breaches or concerns relating to DBS checking	Independently scrutinise the adherence to DBS checking	Academy to ensure that DBS checks are in place and carried out prior to unaccompanied employment
	Ensure disclosure of any pecuniary and business interests and oversee its maintenance	F&R Scrutinise the register including that of people in the employment of the Trust	Team to develop the Trust register to include any interests at an Academy/Trust level led by the CFO	Independently report to the Board any interests	Scrutinise any interests the Academy declares	Put in place a register of interest for employees at the Academy and report to the Executive team

School Improvement; Curriculum and Performance						
Members	Board of Directors	Sub-committee of Board	Trust Executive Team/inc Head teacher Board	Advisory Council	Local governing Boards (LGBs)	Head of School/Head teacher
	Ratify the sub-committee approvals of the curriculum mindful of the obligations of the Trust under the Funding Agreement	LE, F&R Through the LE approve the curriculum and any changes that entails and the F&R with regards to the cost implications	Setting and reviewing the curriculum having regard to the views of the Trustees and the Trustees obligations to the Secretary of State and ensuring this is still a quality educational provision	Independently advise the Board on curriculum developments/issues including disapplication to learners	Hold the Head teacher and SLT to account for the educational performance and learner experience of the school and its pupils	Deliver educational performance and learner experience at their Academy
	Ratify the Curriculum policy	LE To ensure the Curriculum complies with the Equality Act 2010 and approve the overarching policy	To establish a Curriculum Policy that prohibits political indoctrination of learners and ensures balanced treatment of political issues and complies with current legislation and ensures balance for SEN provision and Gifted and Talented learners	To advise on issues to Board on the application of curriculum policy	To oversee the implementation of curriculum policy To ensure and monitor that delivery of sex education and RE are in line with the Trust policy and legal guidance together with the arrangements for collective worship	To implement the Curriculum policy To deliver sex education, RE and collective worship in line with policy and current arrangement of the Trust

	To set out the school improvement strategy as part of the Business plan	LE To scrutinise through LE sub-committee the success of the school improvement strategy and in light of any Ofsted inspection	To monitor and set out actions to improve Standards of teaching and attainment through direct/collective intervention together with recourse to Ofsted inspections and achievement of targets	To independently advise the board on issues relating to teaching and attainment	To monitor standards of teaching and attainment for each and every learner in the Academy	To be held responsible for individual pupils education; setting targets, monitoring and developing each learner's achievement Implement improvement plan as set out in any Ofsted report and recommendations
	Ratify LE recommendations on lesson and day timings	LE LE sub-committee to decide school session times taking into account recommended minimum weekly lesson time	To develop and deliver the curriculum model to most effectively deploy teaching staff throughout the day/week	To independently advise the board on issues from the community with regards to the timing of the academic day	To monitor the curriculum model for any anomalies with the academy To monitor arrangements for school visits and residential activities	To deliver the curriculum model for staff and pupils and feedback any issues to the LGBs and Executive team To deliver subject options that should be taught having regard to resources and implement provision for flexibility including activities outside the school day.

Admissions and Exclusions						
Members	Board of Directors	Sub-committee of Board	Trust Executive Team/inc Head teacher Board	Advisory Council	Local governing Boards (LGBs)	Head of School/Head teacher
	Ratify the admissions policy	F&R To approve the Admissions policy	To consult annually with the LA and other neighbouring authorities on the school's admission policy	To independently advise the board on issues regarding Admissions policy as the voice of the community	To review the Admissions Policy and Home school Agreement	To adopt the Admissions policy and Home school agreement including working with the LA on admitting learners to the academy
	Ratify any admissions number variations	LE To agree any variations to the Trust admissions number, mindful of the obligations to the Secretary of State	To consult with the LA on the variations to the admissions number and using this as the basis of the Curriculum Ensure effective arrangements are in place for pupil recruitment across the Trust	Advise the board on any Community issues with regards to increased/decrease d admissions numbers	Ensure the Academy complies with the requirements under the Schools Admissions and Appeals codes Ensure participation in the fair access protocol	To apply the admissions criteria to applications for admissions according to the DfE co-ordinated scheme To attend admissions appeals as necessary
	To ratify the Behaviour policy	RAG and LE RAG (Risk) and LE (operation) to approve the Behaviour policy	To support and guide through Behaviour and Attendance Policy(ies) and process all disciplinary matters for learners To annually review the behaviour	To independently comment to Board on behaviour issues and the community voice	To hear any exclusions representations and determine outcome To review and monitor the behaviour policy and the use of exclusions in	Effectively manage all disciplinary matters in accordance with policy To attend learner exclusion representations

			policy and the use of exclusions in comparison with local and national data		comparison with local and national data	
			To ensure compliance with the exclusions related provisions of the Education Inspections Act 2006 and new guidance w.e.f September 2012			
Special Education Needs (SEN) and Disabilities						
	Ratify any compliance assurances sought by the sub-committee and their approve policy	RAG/LE Ensure statutory responsibilities for SEND and LA are complied with through assurances at RAG/LE sub committee Approve the SEND policy	Fulfil and ensure Trust wide compliance with responsibilities for SEND and liaise with LA on statutory responsibilities including a Trust wide SEND policy	Independently advise on the community voice with regards to SEND provision	Appoint a LGB member responsible for SEND and inclusion and monitor the application of the Trust SEND policy Ensure compliance with Equalities legislation	Designate a teacher responsible for the co-ordination of SEND provision Determine and publish the SEND policy, information report and Local offer and comply with the Equalities legislation Liaise with the LA regarding pupils who have (or may have) SEND

Welfare of Children and Young People						
Members	Board of Directors	Sub-committee of Board	Trust Executive Team	Advisory Council	Local governing Boards (LGBs)	Principal/Head of School
	Ratify Trust Safeguarding Policy	LE Approve the Trust wide safeguarding and child protection policy	Develop and implement the Policies to protect children	Independently advise the Board on issues around safeguarding	Review Academy information and refer areas of concern to the Board through the Chairs council	
		RAG Commission audits via RAG to be conducted across all academies in liaison with the LGBs to ensure compliance with safeguarding including use of internal auditors	Ensure arrangements for safeguarding are in place at each Academy and in line with Trust policy	Independently review provision of members of LGBs responsible within the Academies	Appoint a designated LGB member responsible for Safeguarding and LGB (can be same person as SEND above) and independently review through spot checks adherence to single central record	Appoint a designated employee for Safeguarding (Designated Safeguarding Officer) Looked after children Ensure the completion of the single central record and its regular updating

Human Resources

Members	Board of Directors	Sub-committee of Board	Trust Executive Team	Advisory Council	Local governing Boards (LGBs)	Principal/Head of School
	Ratify any committee decisions on staffing centrally or locally and delegate responsibilities for staff appointments and the HR function to the Executive	RAG Approve the staffing structure of the Executive team and their delegated responsibilities; Job descriptions and reporting lines including any centralisation and systemisation of the MAT support structure during any transition	Develop the Trust CEO reporting lines and performance management of reports and Board of Head teachers reporting lines and performance management Ensure effective engagement with the LGBs with regards to staffing of Academies, including any pooling of resources/Trust employees	Independently advise the Board on issues regarding staffing appointments	Engage with the CEO on the appointment of the Head teacher/Head of School/Principal Ensure effective communication between the Executive team and the Head teacher/Head of School/Principal and specifically with regards to the CEO pay recommendation	In consultation with the CEO and Executive regarding curriculum determine the Academy's staffing structure in a balanced budget
	Ensure policies comply to current legislation and adhere to EFA rules and Finance Handbook	RAG and F&R Approve at RAG and F&R any employment and staffing policies and procedures	Advise and develop the Trust staffing policies and procedures and ensure their effective implementation and compliance to	Independently advise the Board on issues regarding Employment policies	Ensure effective implementation of Trust wide policies	Implement Trust wide employment and HR policies and procedures

			current legislation including Pay policy			
			Ensure accurate and secure staff records			Appoint, suspend or dismiss teaching and support staff in line with Trust policies
	Ratify the decisions of the sub-committees	<p>F&R & RAG F&R to approve any key appointments/suspensions and dismissals including any that require EFA approval with regards to severance</p> <p>RAG/F&R to approve any key early retirement options and cost/quality impact</p>	<p>Operate Delegated authority of Directors to appoint, suspend and dismiss Head teacher/Head of schools</p> <p>Approve applications for early retirement and any EFA</p> <p>Highlight key risks around staffing to the RAG committee</p>	Provide an independent voice with regards to any appointment, suspension and dismissal of Head teacher/Heads of schools	<p>Ensure effective communication between the Academy and the Board through the Advisory Council</p> <p>Support the CEO in the performance review of the Head teacher/Head of School</p> <p>To hear appeals made by staff with regards to their contracts</p>	<p>Carry out line and performance management in line with current Trust policies</p> <p>Approve applications for secondment and leave of absence</p> <p>To manage the annual salary review, including post-threshold progression for teachers</p>
		<p>F&R & RAG To review and approve any Executive team recommendations with regards to staffing bearing in</p>	To consult/negotiate with Unions and professional associations ensuring effective	Independently advise the Board on any staffing issues as the voice of the Community	Review any School reputational damage in light of any staffing changes to be made	Implement with the Executive team any initiatives that may include redundancy/dismissal and ensure that they are within the

		mind the reputational risk of adverse publicity to the Trust with regards to dismissals and redundancies	communications are in place			EFA reporting guidelines
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Finance						
Members	Board of Directors	Sub-committee of Board	Trust Executive Team/inc Head teacher Board	Advisory Council	Local governing Boards (LGBs)	Head of School/Head teacher
<p>Ensure the solvency of the Company through scrutiny of the Board of directors and the accounts and advice of Auditors in their annual report</p>	<p>Ensures the financial probity of the Trust</p> <p>Chair to approve the CEO expenses</p> <p>Ratifies the annual budget for submission to the EFA</p> <p>Approve the reserves and investment policies of the Trust</p>	<p>F&R and RAG</p> <p>F&R committee ensures that financial controls are in place to accurately monitor and report on the finances against the budget</p> <p>F&R/Board Approves the annual budget in accordance with the business plan objectives</p> <p>RAG ensures internal controls are in place to management the business</p> <p>F&R approve the SFI and the scheme of financial delegation as set out in the appendix for each Academy</p>	<p>CEO fulfils the role of Accounting officer (AO) and is accountable to Parliament</p> <p>Prepares the annual budget in conjunction with Head teachers and submission to the EFA, ensuring compliance to the Funding Agreement</p> <p>CFO to ensure adequate risk, financial and asset management is in place across the Trust</p>	<p>Provides independent advice to the Board on financial probity</p>	<p>Ensures compliance of Academy to internal/financial controls</p> <p>Recommends approval of the annual budget after scrutiny by the Board</p>	<p>Ensures proper financial controls are in place in schools where appropriate</p> <p>Implements budgetary controls over all key areas and provides explanation and mitigating actions for any cost over/under-run</p> <p>Approves staff expenses in line with Academy policy</p> <p>Ensures adequate delegations in Academy and use of order requisitions and approvals for all budgeted spend. Any changes reported to the CFO for</p>

						amendment through the central administration of the accounting systems
	Where appropriate set up a separate Trading subsidiary	F&R SFI to ensure compliance with the latest EFA Financial Handbook	Provides the Standing financial Instructions (SFI) to the Trust and ensures compliance to legislation across the Academies for all statutory disclosure including HMRC/Companies House/Pensions			
Appoint the auditors at the AGM Adopt the annual accounts at the AGM	Tender the audit as required Board approve the accounts Appoints the sub-committees of the Board to assure Risk and governance is mitigated to provide internal control; F&R to provide assurance on financial control and LE to provide assurance on	F&R and RAG Appoints the CEO and CFO in accordance with the EFA Financial Handbook RAG attends audit clearance with auditors/independent meeting annually to approve the accounts F&R to ensure management accounts and statutory accounts	Develop monthly management reporting to include income and expenditure; balance sheet and cash flows; of all financial aspects of the Trust and its Academies providing detailed variance analysis and challenge to Head teachers for any cost over/under run			Ensures access to all records for external and internal audit review of internal and financial controls

	operational controls	in accordance with SORP are reconciled and accurate reflection of the Charitable purposes	Ensure reconciliation of management accounts to statutory accounts			
	To delegate operation of the Bank accounts to the CEO and the Executive team but providing the overarching approval to open and close accounts in line with Banks policy	F&R F&R to oversee the control over any balance sheet reconciliations including those relating to Banks and to approve the Executive team recommendations on the holding of cash and number of accounts held	Executive team led by the CFO to review use of bank accounts by the Trust and ensure that control is adequately managed over signatories			Where appropriate ensue sufficient signatories are available to ensure smooth running of bank accounts
	Board to ensure proper books of account	F&R, RAG F&R to ensure adequate controls in place to accurately determine the financial position of the Trust	CFO ensures adequate books of accounts through use of a financial system, including budgeting			

Facilities, Catering, Capital and Estates; Contracts and Procurement						
Members	Board of Directors	Sub-committee of Board	Trust Executive Team/inc Head teacher Board	Advisory Council	Local governing Boards (LGBs)	Head of School/Head teacher
	Adopt a Trust wide procurement/Tender policy in line with the SFI in Finance	<p>F&R Approve the Tender and Contracting Policy and procedure</p> <p>Agree the delegated levels of procurement for budget holders/executive as per the SFI</p>	Agree a policy in line with the SFI levels of procurement and delegation and working practices for on-going capital replacement and repairs and maintenance	Independently advise the board on procurement	Support the Academy in its use of funds for the development of the Academy site and supporting infrastructure	Bid for capital works in line with Trust policy; use of Devolved capital agreed with Executive team
		<p>F&R F&R to approve any consolidation of contracts and services to schools that are deemed support functions to ensure value for money and service delivery on a par at least with previous solution</p>	CFO to review all costs with respect to value for money/Efficiencies/scale across the Academies and cost effectiveness including Facilities; catering; insurance; IT etc		Ensure Trust policy adhered to with regards to procurement and budgeted expenditure	Provide user requirements for any service under review for cost effectiveness Enter into contracts as per the scheme of delegation in the SFI

		F&R Ensure the assets of the Trust are used in the most cost effective manner including the land and buildings	Monitor and management cross school contracts and ensure centralisation provides the most cost effective solution			
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Communications

Members	Board of Directors	Sub-committee of Board	Trust Executive Team/inc Head teacher Board	Advisory Council	Local governing Boards (LGBs)	Head of School/Head teacher
	<p>Approval for all the TSAT communications both inside and outside the school boundaries – act as an advocate for the school</p>	<p>F&R F&R to approve any overarching broad communications to the public, including the web-site</p> <p>Communications/ marketing strategy to be part of the offer in the business plan to advertise the Trust to a wider school base agreed at the Away day each year</p>	<p>Responsible for compliance to data protection and EFA basic requirements of web-site for both the Trust and Academies</p> <p>Responsible for all communications and filtering any FOI requests to the correct person on the team for compliance</p> <p>Responsible for the TSAT communication strategy and its implementation including press coverage</p>	<p>Independently advise the Board on communications where appropriate from the community voice</p>	<p>Act as a monitor for communications to the community</p>	<p>Work towards the Trust corporate style in terms of common communications to parents, pupils, press and the community; keeping the individuality of the school and local population</p> <p>Ensure web-site compliant with overarching TSAT site.</p>