Everyone Matters Schools Trust

Scheme of Delegation

This Scheme of Delegation outlines the delegated responsibilities between the key governance tiers within the Everyone Matters Schools Trust ("the Trust") – the Members of the Trust, Trust Board, CEO, Local Governing Boards (LGBs) and Principals.

This summary is designed for use by governance stakeholders within the Trust and external regulators, including Ofsted and the Education & Skills Funding Agency ("EFSA").

The vision of the Everyone Matters Schools Trust is:

"To make a difference to every person so that we improve their life and opportunities."

Our guiding principles that underpin all levels of governance are:

- Everyone Matters: we strive for all our partners to be happy and successful schools within our trust community based on our culture of compassion, generosity and kindness.

- Everyone Helps: we work together to make great choices for our schools and our children to create an interconnected community of team members who do the best for children, staff and our community.

- Everyone Succeeds: we work tirelessly together to overcome the challenges we face to invest in our schools, so all our schools, children and team members are successful

Summary of governance structure

Within the Trust, the overarching approach to delegations for each governance tier is as follows:

- Members – Members have responsibility for ensuring that the charitable purpose of the trust is pursued. They have a limited and distinct role as set out in the scheme of delegation below.

- Trust Board – The Trust Board holds the ultimate legal accountability for all aspects of operation delivery, policy and decision making. They oversee the management and administration of the Trust and the academies within it. The Board will deal with non delegated key matters such as strategic direction, vision and values and educational targets.

- Chairs Action in certain circumstances in between meetings when a decision is needed by the Trust board and written agreement cannot be obtained from the Trustees. The Chair in these exceptional circumstances has the power to act on the behalf of the board and then have the action shared and retrospectively approved by the Trust Board.

- CEO – Holds delegated responsibility from the Trust Board to manage the day to day activities of the trust.

- Local Governing Boards – LGBs hold delegated power from the Trust Board at Academy level to make decisions and scrutinise at a local level.

- Academy Principals** – The Academy Principals within the Trust are responsible for all aspects of the day to day running of their setting and operational delivery of Academy improvement plans. ** The term Academy Principal is interchangeable with Headteacher when appropriate.

A multi academy trust's board of trustees is accountable in law for all major decisions about all the schools within the trust. However, this does not mean that the board is required to carry out all the trust's governance functions and many functions can and should be delegated elsewhere, including to the CEO, the board's committees, and to LGBs.

At all levels of delegation, the Trust Board retains the right to withdraw delegation of certain responsibilities or functions if performance in the delegated area is a cause for concern or there is a need to refocus the delegated powers to secure rapid improvements. For example, if a school's leadership and management is judged to be in need of urgent improvement, the trustees may wish to take responsibility for governance at a local level to ensure the correct support and scrutiny is in place.

The decisions as to which powers the board has delegated are recorded in the table below. This allows individuals and groups to act promptly when such power is within their remit.

Reading the grid
Description of actions to be undertaken at this level included within the grid. These are: Approve appointment or removal, Review and Agree, Propose and recommend, Agree and Approve, Act, Act and Inform, Consult and Inform, Consult and Advise, Conduct, complete and develop, Establish and Review
< / > - Demonstrates which way up/down the decision chain the advice must be provided
Note: Decisions retained by the trust board may be delegated to a board committee but not to the CEO, academy committee or HT

Governance function		Members	Trust Board	Trust Board Committees	CEO		Local Governing Boards	Principal
Governance Function	Trustees: appoint/remove	Approve appointment or removal						
	Parent LGB members: appoint when elected		Agree and Approve				Propose and recommend	
	Board committee chairs: appoint and remove		Appoint and Remove				Propose and recommend	
	Named safeguarding trustee: appoint and remove		Appoint and Remove					
	LGB chairs: appoint and remove		Appoint and Remove				Propose and recommend	
	Governance function	**Members**	**Trust board**	**Trust Board Committees**	**CEO**		**Local Governing Boards**	**Principal**
	LGB members: appoint and remove		Appoint and Remove				Propose and recommend	
	Clerk to board: appoint and remove		Appoint and Remove					
	LGB Governance Professional appoint and remove		Appoint and Remove					

	Chairs Action: Chair's action is the procedure by which the chair of the board can take unilateral decisions, bypassing usual processes, in specific circumstances of urgency. This would be when "delay… would be likely to be seriously detrimental to the interests of the school; any pupil at the school, or their parent; or a member of staff". This cannot be used to approve budget, suspend governors, discontinue school or pass policies relating to the management of staff		Chair of Trust Board				Chair of LGB	
Governance framework: systems and structures	Articles of association: review and agree	Review and Agree	Propose and recommend					
	Governance structure for the trust: establish and review annually		Establish and Review					
	Committee terms of reference and scheme of delegation: agree annually		Agree and Approve					
	Annual schedule of governance business: agree		Agree and Approve				Consult	Consult

	Self-review of trust board and committees: complete annually		Conduct , complete and develop					
	Self-review of academy committees (LGBs): complete annually						Conduct, complete and develop	
	Chair's performance: carry out 360° review periodically		Conduct, complete and develop					
	Trustee/academy committee (LGB) member contribution: review annually		Conduct, complete and develop				Conduct, complete and develop	
Governance framework: reporting	Publish governance arrangements on trust and schools' websites: ensure				Act			Act
	Governance function	**Members**	**Trust board**	**Trust Board Committees**	**CEO**		**Local Governing Boards**	**Principal**
	Annual report on the performance of the trust: submit to members and publish				Act		Consult	Consult

	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House		Act					
	ESFA required reports and returns - submit		Act		Advise			
	Annual report work of academy committee (LGB): submit to trust and publish						Act	
Being strategic	Determine trust wide policies which reflect the trust's values: approve		Agree and Approve		Propose and recommend		Consult	Consult
	Determine school level policies: approve				Review and amend		Agree and Approve	Propose and recommend
	Management of risk: establish register, review and monitor		Establish, register, review and monitor	Review and monitor	Advise			
	Engagement with stakeholders: ensure		Act		Act		Act	Act
	Determine trust's vision, strategy and key priorities: approve		Agree and Approve		Propose and recommend		Consult and inform	Consult and inform

	Determine schools' vision, strategy and key priorities: approve				Agree and Approve		Agree	Propose and Recommend
	Governance function	**Members**	**Trust board**	**Trust Board Committees**	**CEO**		**Local Governing Boards**	**Principal**
	Chief executive officer: appoint and dismiss		Agree and Approve	Appoint or dismiss				
	Accounting officer: appoint and dismiss		Agree and Approve	Appoint or dismiss				
	HTs: appoint and dismiss	Inform	Inform		Agree and Act		Consult	
	Budget plan to support delivery of trust key priorities: agree		Agree and Approve		Advise			Consult
	Budget plan to support delivery of schools' key priorities: agree		Agree and Approve		Agree		Accept	Consult
	Trust's staffing structure: agree		Agree and Approve		Advise			
	Schools' staffing structure: agree				Agree		Propose and Recommend	Advise
	Admission of new academies to the MAT		Agree and Approve		Advise			

Holding to account	Ensuring compliance (e.g. safeguarding, H&S, employment, whistleblowing): agree auditing and reporting arrangements		Accountable	Agree	Accountable		Responsible	Responsible
	Monitoring progress on key priorities: agree reporting arrangements		Agree reporting arrangements	Agree reporting arrangements	Advise			
	Performance management of the chief executive: undertake		Agree and Approve	Undertake and Recommend				
	Performance management of HTs: undertake				Agree		Undertake and recommend	
	Governance function	**Members**	**Trust board**	**Trust Board Committees**	**CEO**	**CFOO**	**Local Governing Boards**	**Principal**
Financial oversight	External auditors: appoint	Appoint				Advise		
	Chief financial officer: appoint		Appoint	Appoint	Advise			
	Trust's scheme of financial delegation in the Trusts Financial Procedure Manual:		Establish Monitor and Review	Establish, Monitor and Review	Advise	Advise		

	establish, monitor and review							
	External auditors' report: receive and respond		Receive and Respond	Advise	Advise	Advise		
	CEO and CFO pay award: agree		Agree	Agree				
	Principal's pay award: agree		Agree	Agree	Advise		Propose and Recommend	
	Staff appraisal procedure and pay progression: review and agree		Review and Agree	Review and Agree	Propose and Recommend		Recommend	Advise
	Benchmarking and trust wide value for money: ensure robustness		Review and ensure	Review and ensure	Advise	Advise		
	Monitoring budget: agree reporting		Agree reporting	Agree reporting	Advise	Advise	Aware	
Admissions	Setting Admissions Policies		Agree	Agree	Propose and Recommend			Advise
	Keeping Admission and Attendance Registers							Act
	Compliance with admissions and appeals codes		Act	Act	Act			Act
	Arranging suitable independent appeals panels				Act			

	Governance function	Members	Trust board	Trust Board Committees	CEO	Trust Safeguarding Lead	Local Governing Boards	Principal
	Setting individual academy PANs		Approve	Approve	Advise		Propose and Recommend	Advise
Safeguarding	Setting of Safeguarding Practices and Policies		Accountable		Responsible	Monitor, evaluate and advise	Approve	Responsible
	Support for LAC, Disadvantaged and SEN students				Responsible	Monitor, evaluate and advise	Responsible	Act
	Monitoring effect of additional grants		Accountable		Responsible		Act	Act
	Monitoring amount of additional grants		Accountable		Responsible		Act	
	Setting and monitoring of Behaviour Policy						Act	<Advice
	Monitoring of Single Central Record				Act	Monitor, evaluate and advise	Act	Act
	Statutory Safeguarding Employment Checks				Act	Monitor, evaluate and advise	Act	Act

Standards, Curriculum and Assessment	Set the Trust approach to Curriculum and Assessment with regard to statutory requirements				Act			<Advise
	Develop statutory curriculum policies				Advise >			Act
	Trust and Academy academic targets		Approve		Advise>			Act
	Academy Self Evaluation		Approve		Advise>		Advise>	Act
	Delivery of careers guidance		Approve				Advise	Act
	Governance function	**Members**	**Trust board**	**Trust Board Committees**	**CEO**	**CFOO**	**Local Governing Boards**	**Principal**
	Term dates		Agree and approve		<Advise		<Advise	<Advise
	Length of the Academy Day		Agree and Approve		<Advise		<Advise	<Advise
	Fixed Term Exclusions				Advise>		Act	Act
	Permanent Exclusions				Advise>		Act	Act
	Exclusion Reviews						Act	
Human Resources	Approval of annual staffing plan				Act		Propose and Recommend	<Advise
	Authority to increase academy/organisational		Act	Act	Act			<Advise

	headcount within existing staffing budget							
	Job Description – Sign off		Act	Act	Act	<Advise		<Advise
	Job evaluation policy and procedures		Act	Act		<Advise		
	Varying employment terms and conditions		Act		<Advise	<Advice		<Advise
	Suspension of academy staff (deputy principal and below)				Consult and Advise>			Act and inform
	Suspension of the principal				Act			
	Suspension of executive staff				Act			
	Suspension of the Chief Executive Officer		Act	Act				
	Governance function	**Members**	**Trust board**	**Trust Board Committees**	**CEO**		**Local Governing Boards**	**Principal**
	Dismissal of academy staff (deputy principal and below)				Consult and Advise >		Act	Act and inform
	Dismissal of the principal				Act			
	Dismissal of executive staff				Act			

	Dismissal of the Chief Executive Officer		Act	Act				
	Appeals		Act				Act	
Complaints	Complaints made under Stage 2 of the policy (formal complaint)				Consult and Advise>			Act and inform
	Complaints made under Stage 2 of the policy about the principal (formal complaint)				Consult and Advise>		Act and inform	
	Complaints made about executive trust staff under Stage 2 of the policy (formal complaint)				Act			
	Complaints made about the CEO under Stage 2 of the policy (formal complaint)	Act	Act					
	Complaints made under Stage 3 of the policy (regarding the academy, all staff including the principal)						Act	

	Governance function	Members	Trust board	Trust Board Committees	CEO	CFOO	Local Governing Boards	Principal
Estates Management	Trust wide estates vision		Responsible		Responsible	Advise	Support	Support
	Trust Health and Safety Policy		Accountable		Accountable	Advise		
	School Health and Safety Policy						Responsible	Responsible
	School Preplanned Maintenance Schedule				Responsible	Advise		Responsible
	Trust Sustainability Plan		Accountable		Accountable	Advise	Support	Support
	School Sustainability Plan						Responsible	Responsible
	Trust and School Energy Saving Policy		Accountable		Accountable	Advise	Responsible	Responsible
	Governance function	**Members**	**Trust board**	**Trust Board Committees**	**CEO**	**Trust Safeguarding Lead**	**Local Governing Boards**	**Principal**
Permanent Exclusion Hearings and Protocols	Ensuring that all exclusion processes across the Trust comply with statutory guidance issued by the Department for Education and relevant legislation.		Accountable		Advise	Support		
	Reviewing exclusions must be carried out by a committee formally.		Delegated	Responsible		Support	Responsible	
	Where an academy's LGB does not have sufficient		Responsible	Responsible			Responsible	

	eligible, trained or impartial members to form a Panel, or where the Trust Board otherwise directs, the Panel may be constituted using: 1:Governors from another school within the Trust; 2:Trustees; or 3: A mixed panel comprising trustees and governors from across the Trust.							
	All exclusion decisions must be formally recorded and reported to the Trust Board through established governance reporting channels		Accountable				Responsible	

School in crisis such as significant financial issues or OFSTED concern these systems will come into effect until improvement across the school has been secured	
Financial Responsibility	All Financial responsibility and financial oversite and control of the school's operational finances is passed to the CFOO and the Trust finance team. The CFOO is then accountable to the Trustees for reporting the schools financial position to them directly.
Recovery Board and School Improvement	Rapid school improvement is overseen by a Recovery Board made up of appropriately skilled and qualified individuals form across and if necessary beyond the Trust to oversee the Recovery Plan that the CEO is accountable for and the school leadership are responsible for implementing and delivering within the agreed time scales.
Governance Responsibility	All non financial governance previously delegated to the LGB is removed and given to an interim board approved by the Trustees until sustainable improvement is secured.