

# Griffin Schools Trust Scheme of Delegation

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# Scheme of Delegation

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## Introduction

The Griffin Schools Trust (referred to herein as the “Trust”) was established in December 2011.

The Trust is a Multi-Academy Trust capable of operating and maintaining a number of academies (each as “School” and together the “Schools”).

- 1.2 The Trust is both a company limited by guarantee and an exempt charity, regulated by the Secretary of State for Education, who acts as the Headteacher regulator.
- 1.3 The Trust’s constitution and its charitable objective is set out in its Memorandum and Articles of Association (“Articles”).
- 1.4 Trustees have an overriding duty to always act freely and in the best interest of the Trust and the Schools.
- 1.5 The purpose of this Scheme of Delegation is to provide operating clarity as to the roles, responsibilities and authority of those who contribute to the governance and oversight of the Schools and the Trust itself. This Scheme of Delegation is subsidiary to the Articles, the Funding Agreement(s) and all schools/School’s legislation.
- 1.6 The Trustees reserve the right (in their absolute discretion) to review and alter this Scheme of Delegation and the level of delegated responsibility at any time, and will be formally reviewed for its effectiveness at least annually.

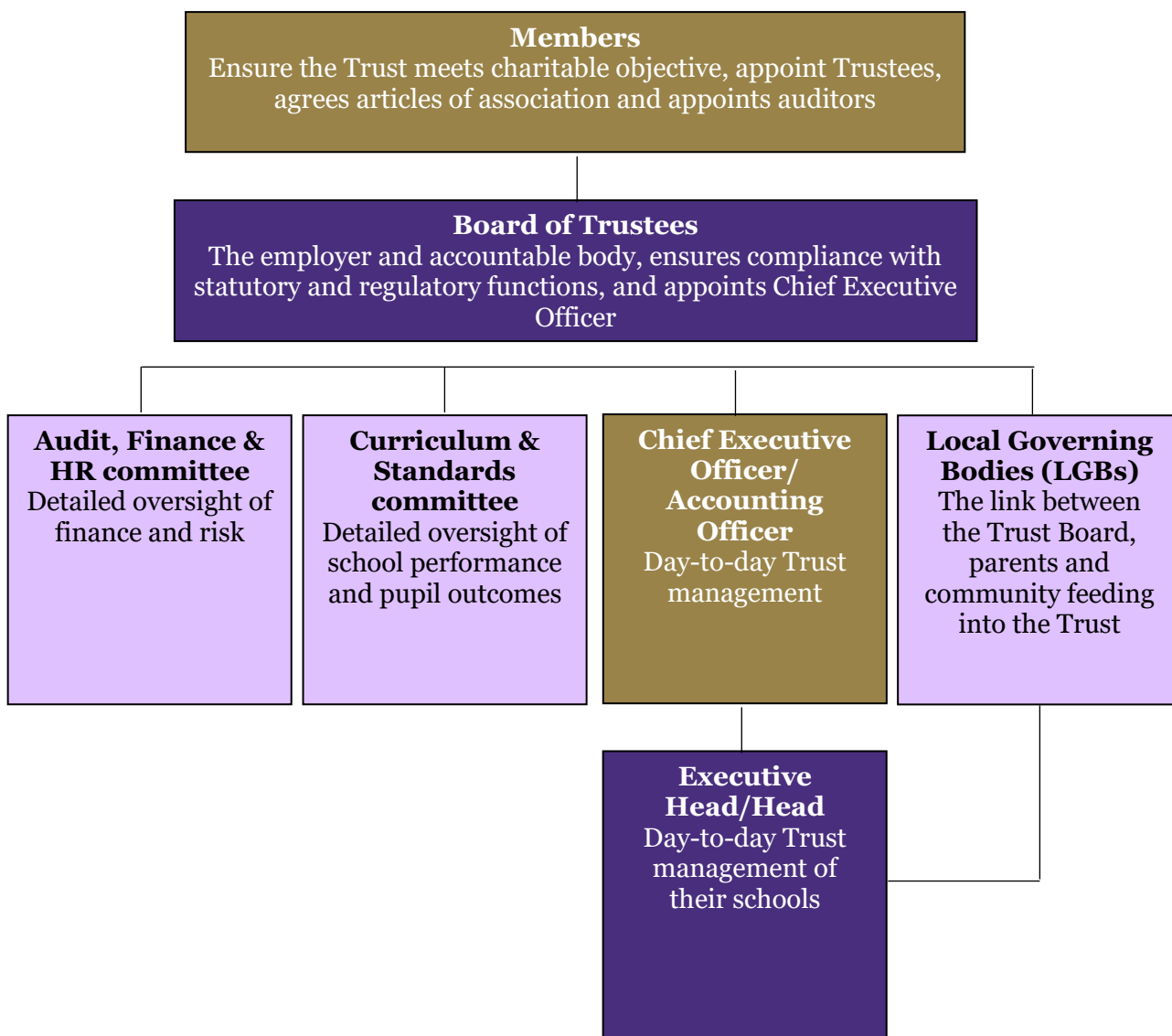
### 1. Ethos and Mission Statement

The Trust’s mission is for all of its schools to become great with proud traditions, wide horizons and high achievement, and to be part of a family of schools known for elite performance in many areas, with no social or academic selection.

# Scheme of Delegation

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## 2. Trust Governance Structures



### Delegation to an intervention board

An intervention board will be established to manage any schools requiring rapid improvement. Intervention boards generally consist of a small number of senior executives, plus one or two trustees or Local Governing Body members who meet regularly to monitor agreed actions and take key decisions.

### Delegation to hubs

The Trust uses a hub model where Local Governing Bodies are delegated functions related to more than one school (based on region). These are usually chaired by the senior executive leading and managing the hub, with a mix of other executives sitting on it as well as Local governing body representatives.

### 3. Roles and Responsibilities

Summary of roles:

<b>Role</b>	<b>Description &amp; duties</b>
<b>Members</b>	<ul style="list-style-type: none"> <li>• Guardians of the governance of the trust, ensuring the charitable objective is fulfilled</li> <li>• Agree the trust's articles of association, appoint trustees and external auditors</li> <li>• Receive the annual report, accounts and other information</li> <li>• The majority of Members should not also serve as Trustees.</li> </ul>
<b>Trustees (sometimes known as 'directors' as per the articles)</b>	<ul style="list-style-type: none"> <li>• Legally accountable for all statutory functions and performance of all the schools within the trust</li> <li>• The trust creates information pathways between the trust board, the Local Governing Bodies and the chief executive.</li> </ul>
<b>Local Governing Body</b>	<ul style="list-style-type: none"> <li>• Responsibilities vary depending on the scheme of delegation.</li> <li>• Local Governing Bodies carry out functions that cover the 4Ss: standards, stakeholders, safeguarding and SEND</li> </ul> <p>Local Governing bodies may delegate some governance functions to an improvement board.</p>
<b>Chief Executive Officer</b>	<ul style="list-style-type: none"> <li>• Day-to-day management of the trust</li> <li>• Leadership and management of the central team and the schools' heads</li> <li>• Reports to the trust board and its committees.</li> </ul>
<b>Executive Heads/Head</b>	<ul style="list-style-type: none"> <li>• Day-to-day management of the trust's schools</li> <li>• Shares information with the Local Governing Body about how the school operates to enable monitoring and scrutiny of key policies and School Development Plans.</li> </ul>

## 4. Delegation Matrix

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge. Statutory expectation or necessary to comply with articles of association or funding agreement.

## Board Business

		Principal Sponsor	Members	Trust Board	CEO	Local Governing Body	Executive Head/ Head
1.1	Appoint/remove members	A/R	A/R				
1.2	Appoint/remove trustees		A/R	A/R		C	
1.3	Elect chair of trustees			A/R			
1.4	Appoint and remove board committee chairs			A/R			
1.5	Establish and review trust governance structure		C	A/R	C		
1.6	Agree named safeguarding trustee			A/R			
1.7	Appoint/remove Local Governing Body chairs			A	R	C	C
1.8	Appoint/remove Local Governing Body members			A	R	C	C
1.9	Appoint trust governance professional			A	R		
1.10	Agree Local Governing Body clerking arrangements			A	R	C	
1.11	Articles of association: review			A/R			
1.12	Articles of association: ratify		A/R				
1.13	Agree committee terms of reference			A/R	C	C	C
1.14	Complete annual review of scheme of delegation		C	A	R		
1.15	Complete annual trust board self-review			A/R			
1.16	Complete review of local governance		C	A	R	C	C
1.17	Publish governance arrangements on trust and schools' websites			A	R		
1.18	Ensure trust website is compliant and effective			A	R		
1.19	Ensure school websites are compliant and effective				A		R
1.20	Submit annual report on the performance of the trust to members and publish			A	R		
1.21	Commission external review of board effectiveness		C	A/R	C		
1.22	Annually report work of Local Governing Body: submit to trust and publish			A	R	C	C

## Vision and Strategy

		Members	Trust board	CEO	Local Governing Body	Executive Head/Head
2.1	Determine trust's vision, strategy and key priorities		A/R	R	C	C
2.2	Apply trust vision and strategy to individual schools		A	R	C	R
2.3	Determine trust-wide policies which reflect the trust's ethos and values		A	R		
2.4	Determine school level policies		A	R	C	R
2.5	Establish Trust risk register and conduct regular review		A	R	C	R
2.6	Establish School risk register and conduct regular review			A	C	R
2.6	Ensure engagement with stakeholders		A	R	C	R

## Finance

		Members	Trust board	CEO	Local Governing Body	Executive Head/Head
3.1	Appoint and remove external auditors	A/R	C			
3.2	Appoint and performance manage chief financial officer		A	R		
3.3	Produce trust's scheme of financial delegation		A	R		
3.4	Receive external auditors report	A	R			
3.5	Action recommendations made by external auditors		A	R	C	
3.6	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		A	R		
3.7	Submit ESFA required reports and returns		A	R		
3.8	Agree budget plan to support delivery of trust strategic priorities		A	R		
3.9	Agree budget plan to support delivery of school development plan		A	A		R
3.10	Monitor trust budget		A	R	C	
3.11	Carry out benchmarking and trust-wide value for money evaluation		C	A/R		
3.12	Agree reporting and monitoring arrangements for trust and school budgets		A	R	C	
3.13	Approval of Expenditure over £250,000		A	R		



## Human Resources

		Members	Trust board	CEO	Local Governing Body	Executive Head/Head
4.1	Appoint and dismiss CEO/accounting Officer		A	R		
4.2	Performance manage CEO		A/R			
4.3	Agree CEO pay and reward		A/R			
4.4	Conduct executive team performance management		C	A/R		
4.5	Conduct Executive head/head performance management			A/R	C	
4.6	Agree Executive head/head pay and reward			A/R		C
4.7	Review and agree staff appraisal procedure and pay progression		A	R		C
4.8	Determine executive team staffing structure		A	R		
4.9	Determine school staffing structure			A	C	R
4.10	Executive head/head appointments and dismissal			A/R	C	
4.11	Trust wide pay policy, terms and conditions of employment		A	R		C
4.12	Determine disciplinary and capability policies		A	R		
4.13	Implement disciplinary and capability procedures – CEO		A/R			
4.14	Implement disciplinary and capability – central team		A	R		
4.15	Implement disciplinary and capability procedures – schools			A	C	R
4.16	Approval of exit payments/early retirement/pension discretion (above a certain threshold)		A	R		
4.17	Implement People Strategy (Including Recruitment and Retention)		A	R		C

## Education

		Members	Trust board	CEO	Local Governing Body	Executive Head/Head
5.1	Approve school curriculum and curriculum policy		A	R	C	R
5.2	Ensure high standards of teaching and learning		A	R	C	R
5.3	Delivery of curriculum			A	C	R
5.4	Set targets for trust outcomes		A	R		C
5.5	Plan and deliver individual school improvement strategies			A	C	R
5.6	Agree School behaviour policy		A	R	C	R
5.7	Implement School behaviour policy			A	C	R
5.8	Review permanent and fixed term exclusions		A	R	C	R
5.9	Agree admissions policy		A	R	C	C
5.10	Admissions appeal process		A	R	C	C
5.11	Determine complaints policy		A/R	C	C	
5.12	Implement complaints procedures		A	R	R	R
5.13	Agree named SEND school lead			A	C	R
5.14	Agree named careers school lead			A	C	R
5.15	Approve School Development Plans			A	C	R
5.16	Approve Trust Self Evaluation		A	R		C
5.17	Approve School Self Evaluation			A	C	R
5.18	Approve Trust Educational targets		A	R		C
5.19	Approve School Educational Targets			A/R	C	R
5.20	Approve Trust Wide Pupil Premium Objectives		A	R	C	R
5.21	Approve School Pupil Premium Plans and impact report			A	C	R
5.22	Approve appointment of trust wide designated safeguarding lead		A	R		
5.23	Approve appointment of School Safeguarding Leads			A		R
5.24	Approval Of School Census data prior to ESFA submission			A		R
5.25	Approval of assessment data			A		R
5.26	Approve Trust Wide Sports Premium Objectives		A	R	C	R
5.27	Approve School Sports Premium Plans and impact report			A	C	R
5.28	Approve School SEND Plans and impact report			A	C	R

## Asset and Premises

		Members	Trust board	CEO	Local Governing Body	Executive Head/Head
6.1	Approve proposals for the acquisition/ disposal of land/buildings		A	R		
6.2	Approve major (SCA) capital works and long-term building projects, based on condition surveys		A	R	C	C
6.3	Approve annual academy capital works and maintenance programme			A		R
6.4	Approve School health and safety plan			A		R

## Community

		Members	Trust board	CEO	Local Governing Body	Executive Head/Head
7.1	Developing stakeholder partnerships across the trust		A	R	C	C
7.2	Developing stakeholder partnerships at school level			C	A	R
7.3	Authority to submit Freedom of Information, Data Protection and Subject Access Request responses on behalf of GST			A/R		
7.4	Expansion of the trust via joining of a new school		A	R	C	C

## Scheme of Delegation

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**Disclaimer:** This document is concerned with core activities that are carried out within each functional area of operational and strategic delivery and how they are coordinated between the various decision makers. It does not lay out every legal responsibility of a MAT or activity within the remit of individual stakeholders. Nor does this document dictate when responsibilities may be further delegated within sets of stakeholders – for example by a Principal to other staff within the school, or the Chief Executive Officer to other staff within the central team. Some regions operate with an Executive Head/Head of School model; where this is the case, a separate document will set out how Principal responsibilities are discharged.

**Exceptions:** In certain circumstances, such as in times of crisis, the Executive Team may take a more active role and responsibilities may change or stakeholders may go above and beyond the level of support that is articulated here. This document is reviewed on an annual basis in order to ensure that delegated responsibilities can be aligned with organisational need.

## Scheme of Delegation

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### 5. Scheme of Financial Delegation

The Scheme of Financial Delegation shows the Board's delegated authority to the Executive Team. This is held within the Trust's Financial Handbook.

## Appendix

1. Terms of Reference - Local Governing Body
2. Terms of Reference - Audit Finance and HR Committee
3. Terms of Reference - Curriculum and Standards Committee
4. Terms of Reference – School improvement Board