

**CLARION ACADEMY TRUST: SCHEME OF RESERVATION AND DELEGATED AUTHORITY**

**Trustee 'Members' – have two specific Roles; Appointment and Dismissal of Trustees and Receiving the Annual Accounts**

<b>Subject</b>	<b>Reserved to the Board of Trustees</b>	<b>Delegated to Chair and/or Vice Chair of Trustees</b>	<b>MAT trust Resources Committee and LGB's</b>	<b>Delegated to Chief Executive Officer who may delegate some responsibilities to the Head Teacher or Leadership teams</b>
<b>Governance</b>	Review & approval of governance arrangements including: <ul style="list-style-type: none"> <li>• The schedule of TRUST Board meetings, &amp; format of agendas;</li> <li>• Approval of minutes;</li> <li>• TRUST Committee structures and terms of reference including those of the Local Governing Body (LGB);</li> <li>• Levels of delegated authority including limits of financial authority;</li> <li>• Policy on Trustee induction &amp; appraisal, &amp; TRUST Board review &amp; development;</li> </ul>	Approval of TRUST Board agendas & draft minutes for circulation to the TRUST Board. Final decision on interpretation of any aspects of the operation of the TRUST Board or its Committees.	<b>Local Governing Bodies (LGBs):</b> Establishment Review and approval of: <ul style="list-style-type: none"> <li>• The cycle of LGB meetings.</li> <li>• Composition of the LGB including the recruitment of new governors from diverse backgrounds with the appropriate skills and experience and with a minimum (2) number of parent governors.</li> <li>• TOR of LGB within the CAT SoD</li> <li>• Role descriptors of members of LGB</li> <li>• Structure and membership of subcommittees where appropriate.</li> <li>•</li> </ul>	Contribution to review & development of the LGBs. Planning/organisation of LGB meetings, preparation of agendas, papers & minutes in liaison with the Chairs of the LGBs. Contribution to review & development of the Trust's governance arrangements including liaison with the Trust's legal advisers. Planning/organisation of TRUST Board meetings, preparation of agendas, papers & minutes in liaison with the Chair. Ensuring the effective servicing and support of Committees.  Developing a scheme of delegation within management and ensuring its effective implementation.

	<ul style="list-style-type: none"> <li>Trustee Code of Conduct &amp; Conflict of Interest Policy.</li> </ul>			
	<p>Appointment of:</p> <ul style="list-style-type: none"> <li>the Chair of Trustees;</li> <li>Committee Chairs &amp; LGB Members</li> </ul> <p>TRUST Board reserves the right to determine the composition of the LGB.</p>	<p>Recommendation to the TRUST Board of Committee membership</p>	<p><b>Resources Committee:</b></p> <p>Review of committee skills requirements recommendations to the TRUST Board.</p> <p><b>Local Governing Bodies:</b></p> <p>Appointment of the Chair and vice chair. Review of LGB skills and requirements. Making recommendations for the appointment of new LGB members.</p>	<p>Advising:</p> <p>HT:</p> <ul style="list-style-type: none"> <li>The LGB Chairs in making recommendations re its membership</li> </ul> <p>CEO:</p> <ul style="list-style-type: none"> <li>Reviewing and making recommendations re TRUST Board membership its Committee Chairs &amp; members.</li> </ul>
<p><b>Strategy &amp; Planning</b></p>	<p>Determine the Trust's:</p> <ul style="list-style-type: none"> <li>Vision, mission &amp; values;</li> <li>Strategic direction;</li> <li>Strategic and annual operating plans &amp; budgets.</li> </ul> <p>Approval of the Schools' Development Plans, Post Inspection Action Plans &amp;/or School Improvement Plans.</p> <p>Approval of Facility plans and capital funding bids</p>		<p><b>Resources Committee:</b></p> <ul style="list-style-type: none"> <li>Detailed scrutiny &amp; challenge of the business aspects of the Trust's strategic &amp; annual plans including facility plans and capital funding bids.</li> <li>Preparations, recommendations and oversight of Trust and School Budgets.</li> </ul> <p><b>Local Governing Bodies:</b></p> <p>Monitoring budget expenditure and making recommendations for additional expenditure including capital expenditure. Detailed scrutiny, support and challenge of the School Development Plans, Post Inspection Action Plans &amp;/or School Improvement Plans &amp; advice to the TRUST Board.</p>	<p>Supporting the TRUST Board in developing/setting the Trust's overall strategy including:</p> <ul style="list-style-type: none"> <li>Early consultation with the TRUST Board;</li> <li>Drafting propositions for Committee/TRUST Board review;</li> <li>Development of draft strategic &amp; operating plans &amp; budgets.</li> </ul> <p>CEO:</p> <p>Ensuring the School Development Plans aligns with the Trust's strategy Supporting the Trust's growth strategy through presenting recommendations and competing appropriate bid processes etc.</p> <p>HT:</p> <p>Develop a SIDP that reflects Trust strategy and recommend this to CEO.</p>

<p><b>Policies</b></p> <p>(Relating to Education, Communication, and other initiatives)</p>	<p>Approval of the Trust's:</p> <ul style="list-style-type: none"> <li>• Trust wide policies such as Health and Safety etc.</li> <li>• Communications &amp; systems for ensuring effective stakeholder engagement;</li> <li>• Quality Assurance framework.</li> </ul> <p>Monitoring of policy implementation &amp; decision making on action required.</p>		<p><b>Local Governing Bodies:</b></p> <p>Delegated authority in relation to:</p> <ul style="list-style-type: none"> <li>• the conduct of the Schools;</li> <li>• promoting high standards of educational achievement in line with the overall strategic direction of the Trust;</li> <li>• ensuring that the curriculum for the Schools is appropriate, balanced, broadly based and operates within the context of the school's statement of values and ethos as agreed by the Trust;</li> <li>• the admission arrangements to the Schools</li> <li>• implementation of the Trust Communication policies.</li> </ul> <p>Detailed scrutiny, challenge and approval of delegated school policies including:</p> <ul style="list-style-type: none"> <li>• Curriculum;</li> <li>• Sex Education;</li> <li>• Religious education &amp; collective worship;</li> <li>• Public examinations;</li> <li>• Admissions;</li> <li>• Safeguarding &amp; promotion of pupils' health &amp; welfare;</li> <li>• Behaviour &amp; Discipline;</li> <li>• Pupil records &amp; reports;</li> <li>• School term dates/holidays;</li> <li>• Other requirements as set out in the Trust's Articles or by regulation/legislation.</li> <li>• Complaints</li> </ul>	<p>HT:</p> <p>Advising on and supporting the development and implementation of the Trust's:</p> <ul style="list-style-type: none"> <li>• Education policies;</li> <li>• Communication processes, including systems for ensuring effective stakeholder engagement;</li> </ul> <p>Ensuring the effective management of the schools and other initiatives in line with policy/quality standards (including ensuring provision of information, advice and support on national education policy to the Local Governing Bodies).</p> <p>Advising on and supporting the development and implementation of a Quality Assurance framework for TRUST Board approval.</p>
<p><b>Performance Management</b></p>	<p>Approval of the Trust's performance management &amp; reporting framework including key performance indicators.</p> <p>Monitoring of performance in implementing the strategy and managing the</p>		<p><b>Resources Committee:</b></p> <p>Detailed scrutiny of the Trust's:</p> <ul style="list-style-type: none"> <li>• performance management &amp; reporting framework;</li> <li>• business performance against plans &amp; budgets;</li> </ul>	<p>CEO:</p> <p>Development and operation of the schools' performance management &amp; reporting frameworks.</p> <p>HT:</p> <p>Development and implementing the Trust's complaints policy at school level.</p>

	<p>Trust, &amp; decision-making on action required. Approval of the Trust's Complaints Policy &amp; decision making on appeals in line with the policy. Approval of pay awards for CEO and central Trust staff.</p>		<p><b>HR Committee:</b></p> <ul style="list-style-type: none"> <li>Recommendations for pay awards and appeals for CEO and other central Trust staff.</li> </ul> <p>Finance Committee:</p> <ul style="list-style-type: none"> <li>Approval of pay awards and appeals for CEO and other central Trust staff.</li> </ul> <p>Monitoring of complaints &amp; advice to the TRUST Board in line with the Complaints Policy.</p> <p><b>Local Governing Bodies:</b> Detailed scrutiny of performance against the School Development Plans, Post Inspection Action Plans &amp;/or School Improvement Plans, &amp; decision making re action required. Oversight of complaints about the schools in line with the Complaints Policy. Support the CEO in the performance management review of the Headteacher or Head of School. Approval of the Trust's Complaints Policy &amp; decision making on appeals in line with the policy. Approval of pay awards for academy staff, including all SLT. Management of pay award appeals for academy staff, including SLT.</p>	<p>Supporting and facilitating the resources responsibilities for overseeing:</p> <ul style="list-style-type: none"> <li>performance management &amp; reporting framework;</li> <li>business performance against plans &amp; budgets;</li> </ul> <p>Formulating and making recommendations to the resources committee. Ensure rigorous professional development. Recommendations for pay awards for academy staff up to and including SLT.</p> <p>CEO: Approval of Trust's complaints policy. Management &amp; reporting of complaints in line with the policy. Delivery of the strategy and operational management of the Trust &amp; reporting on progress. Conduct performance reviews for Headteachers/Heads of School. Recommendation of pay awards for HTs/HoS where appropriate.</p>
<p><b>Finance and Investments</b></p>	<p>Approval of Financial Regulations/Standing Orders. Approval of:</p> <ul style="list-style-type: none"> <li>Opening/closing of bank accounts &amp; cheque signatories;</li> <li>All loan agreements (including overdraft facilities, mortgages or</li> </ul>	<p>Authorisation of payment/signature of cheques in line with Financial Regulations/Standing Orders</p>	<p><b>Resources Committee:</b> Detailed scrutiny &amp; advice to the TRUST Board re:</p> <ul style="list-style-type: none"> <li>Financial Regulations/Standing Orders;</li> <li>Delegation of approved financial expenditure to within <u>standing orders</u> Trust Policies.</li> <li>All financial decisions reserved to the TRUST Board.</li> </ul> <p><b>LGB</b></p>	<p>HT: Setting and agreeing the school budget within Trust parameters. Management, oversight and reporting of day to day expenditure within school budgets. CEO: Development of the Trust's Financial Regulations/ Standing Orders for review/approval.</p>

	<p>other collateral or security);</p> <ul style="list-style-type: none"> <li>• Within budget revenue expenditures &gt; £50K.</li> <li>• All unbudgeted revenue expenditures &gt;£25K;</li> <li>• Covenants on prospective restricted donations<sup>1</sup></li> </ul>		<ul style="list-style-type: none"> <li>• Agreeing school budget virements during fiscal year within financial delegation.</li> <li>• Scrutiny of school budget.</li> </ul>	<p>Management of the Trust's finances in accordance with Financial Regulations/Trust Policies. To agree any contracts over £2,500 per annum.</p>
	<p>Approval of the Trust's Reserves Policy.</p>		<p><b>Resources Committee:</b> Review of the Trust's Reserves Policy and advice to the TRUST Board.</p>	<p>CEO: Development of the Trust's Reserves Policy.</p>
	<p>Approval of Investment Strategy &amp; Policy.</p>		<p><b>Resources Committee:</b> Detailed scrutiny and advice to the TRUST Board re of Investment Strategy &amp; Policy. Approval of investment providers &amp; products. Detailed scrutiny of investment performance &amp; advice to the TRUST Board.</p>	<p>Recommendation on selection of providers and monitoring and reporting on performance in consultation with HT.</p>
	<p>Monitoring &amp; review of financial performance of the Trust and decision making on action required.</p>		<p><b>Resources Committee:</b> Approval of format of management accounts. Detailed scrutiny of financial performance &amp; advice to the TRUST Board.</p>	<p>CEO/TBM: Preparation of management accounts &amp; financial reporting. Development of the Trust's financial reporting framework for approval.</p>

<sup>1</sup> To be reviewed in revised Financial Standing Orders

<p><b>Internal Control and Risk Management</b></p>	<p>Approval of the Trust's systems of internal control including:</p> <ul style="list-style-type: none"> <li>• Health &amp; Safety;</li> <li>• Data Protection;</li> <li>• Fraud prevention &amp; Detection;</li> <li>• Whistle Blowing</li> <li>• Safeguarding</li> <li>• SEN</li> </ul> <p>Approval of the Trust's risk management strategy and twice yearly review of:</p> <ul style="list-style-type: none"> <li>• Major risks;</li> <li>• Health &amp; Safety reports;</li> <li>• Safeguarding &amp; decision on action required.</li> </ul> <p>Appointment of Trust's Responsible Officer and Accounting Officer;</p> <p>Decision making on any other matter or prospective transaction which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p>		<p><b>Resources Committee:</b> Detailed scrutiny &amp; advice to the TRUST Board re the Trust's systems of internal control and risk management (incl. quarterly review of the full risk register). Approval of insurance providers &amp; level of cover, &amp; oversight &amp; advice to the TRUST Board on legal/insurance issues. Monitoring &amp; investigation of any matters of concern within its TOR including seeking relevant professional advice with reporting/advice to the TRUST Board. Escalating to the TRUST Board any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p> <p><b>Local Governing Bodies:</b> Reporting to the TRUST Board any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk. Monitoring and improving H&amp;S and safeguarding in schools.</p>	<p>CEO/TBM: Reporting to the TRUST Board any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk. HT: Development of systems of internal control &amp; risk management, relating to pupil provision, safeguarding, curriculum, teaching and learning and Health and Safety, ensuring their effective operation, &amp; reporting to LGB/the TRUST Board as appropriate.</p> <p>CEO: Liaising with the Trust's insurers &amp; legal advisers on any relevant issues &amp; reporting to Resources/the TRUST Board. Reporting to the TRUST Board any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk. Development of systems of internal control &amp; risk management ensuring their effective operation, &amp; reporting to Resources/the TRUST Board. Selection of insurers/level of cover for Resources approval.</p>
<p><b>Audit</b></p>	<p>Appointment of external auditors &amp; approval of</p>		<p><b>Resources Committee:</b></p>	<p>CEO liaising with HT: Supporting and cooperating with the work of external auditors as</p>

	<p>changes to auditors' terms of engagement.  Review of external auditors management letter &amp; decisions re action on issues arising<sup>2</sup>.  Approval of the Annual Report &amp; Accounts.</p>		<ul style="list-style-type: none"> <li>• Recommendation to the TRUST Board re appointment of external auditor &amp; setting the scale of fees annually;</li> <li>• Approval of the scope of work;</li> <li>• Consideration of management letter &amp; advice to the TRUST Board re actions arising &amp; adoption of the Annual Report &amp; Accounts.</li> </ul>	<p>determined by the Resources/TRUST Board, liaise with the Business Manager.  Preparation of Annual Report &amp; Accounts.  Responding to &amp; acting on issues raised in the management letter.</p> <p>Management of the process for appointment of external auditors.  Planning &amp; liaison with external auditors.</p>
<b>Information Systems</b>	<p>Approval of Information Systems Strategy &amp; Policy.</p>		<p><b>Resources Committee:</b>  Detailed scrutiny of the Trust's Information Systems Strategy, Policy, &amp; performance, &amp; advice to the TRUST Board.</p> <p><b>Local Governing Bodies:</b>  Detailed scrutiny of educational management information in support of pupil and school performance and providing advice and information to the TRUST Board.  Scrutiny of school website and e-safety measures.</p>	<p>HT:  Supporting the implementation and operation of the schools' Information Systems. Ensuring school website and e-safety is compliant with national guidelines.  CEO in conjunction with HT:  Development of an Information Systems Strategy &amp; Policy for approval, and ensuring its effective implementation and reporting to the LGB/Resources as appropriate.</p>
<b>Asset Management</b>	<p>Approval of the sale, purchase or disposal of any capital asset &gt; £50K value in line with provisions of the Funding Agreement.</p>		<p><b>Resources Committee:</b>  Detailed scrutiny of the Trust's asset management strategy and performance and advice to the TRUST Board.</p> <p>LGB:  Scrutiny of school's assets including any planned/proposed disposal.</p>	<p>CEO with reference to LGB and HT:  Sale, purchase or disposal of capital assets &amp; recommendations re purchase of land/property or sale of fixed assets, in line with the provisions of the Funding Agreement.  Development of a strategy for the management of fixed assets and its implementation.</p>

<b>Human Resources</b>	<p>Appointment of the CEO and other Trust Senior Managers</p> <p>Approval of the structure of the Trust's Executive Leadership Team and each schools' SLT and staffing complement.</p> <p>Nomination of Trustees to support the CEO in the recruitment of Executive Team members/Schools SLT and approval of these appointments.</p>	<p>Leading in the process of recruiting the CEO &amp; making recommendations to the TRUST Board re an appointment and in line with HR policies, Performance Management (including dismissal) of CEO.</p>	<p>LGB:</p> <p>Appointment of HT and SLT for schools in conjunction with CEO and Trust.</p> <p>Agreeing staffing structures within allocated budget arrangements in conjunction with CEO/Trust.</p>	<p>HT:</p> <p>Leads on the recruitment of the school's SLT in consultation with nominated. LGB and CEO.</p> <p>CEO:</p> <p>Reporting to Chair of LGB on regular basis</p> <p>Leads on the recruitment of the Trust's Executive Team in consultation with nominated Trustees &amp; makes recommendations re appointments for TRUST Board approval.</p> <p>Development of the Executive Leadership Team structure.</p> <p>Reporting to a nominated Trustee on a regular basis</p>
	<p>Approval of HR Strategy and Policies including Reward &amp; Remuneration Strategy &amp; annual pay award.</p>		<p><b>Resources Committee:</b></p> <p>Review &amp; recommendation to the TRUST Board re HR Strategy and Policies including Reward &amp; Remuneration Strategy &amp; terms &amp; conditions of employment.</p> <p>Review/recommendation to the TRUST Board re staff annual pay award.</p> <p>LGB:</p> <p>Comment and recommendation re: HR strategy and policies including Pay Policy and T&amp;C of employment.</p>	<p>Development of HR Strategy &amp; Policies for TRUST Board review &amp; approval.</p> <p>HT:</p> <p>Appointment and management (including dismissal) of all staff below SLT level in the school in line with agreed HR policy, supported by CEO. Recommendations for SLT dismissal.</p> <p>CEO:</p> <p>In line with relevant HR policies:</p>



				Management (including dismissal) of all staff in Executive Team beyond the school. Management (including dismissal) of Headteachers and Heads of School. Decisions on dismissal of SLT members.
	Approving a policy for the Executive team's appraisal  Approving performance pay awards (or otherwise) of CEO following recommendations from the Remuneration Committee.	Recommending a policy & procedure for the CEO's appraisal. Either directly or through nominating a relevant Trustee, setting and reviewing the CEO's objectives, carrying out a performance appraisal on behalf of the TRUST Board and reporting on this to the TRUST Board.	<b>Resources Committee:</b> Reviewing levels of remuneration with independent expert advice. Overseeing the appraisals of the CEO and making recommendations regarding any performance pay awards to the TRUST Board. Approval of any performance pay awards for the School's HT and Executive Leadership Team (beyond the school) on the basis of recommendations	HT: Setting the objectives of the school's SLT and staff, managing their performance & making decisions regarding their level of remuneration. CEO: Setting the objectives of the Executive Team managing their performance & making recommendations regarding their level of remuneration
	Final appeals for all staff under Disciplinary and Grievance Policy.		LGB: To undertake appeals for school staff under Staff Discipline and Grievance Policy with the support of HR advisors and CEO.	HT for schools/CEO for Trust Staff: Managing staff performance as per HR policy.
<b>Advisers:</b>	Appointment of the Trust's main legal advisers, investment advisers, & approving the terms of their appointment.		<b>Resources Committee</b> Approval of the Trust's bankers. Review recommendations re the Trust's main legal advisers, investment advisers & the terms of their appointment.	CEO: Manages process of review & makes recommendations re selection/appointment & on-going liaison.