



Scheme of Delegation

Scheme of Delegation

Effective date: 1st November 2023

1. INTRODUCTION

- 1.1 This scheme of delegation (**Scheme**) has been put in place from the Effective Date pursuant the Company's Articles and may be altered, added to or revoked by the Trustees or the Members of the Company.
- 1.2 In this Scheme, unless the context requires otherwise, the definitions and rules of interpretation set out in the Articles shall apply.
- 1.3 No provision of this Scheme shall be inconsistent with or shall affect or repeal anything contained in the Articles or the law. In any conflict between any provision of this Scheme and the Articles, the Articles shall prevail.
- 1.4 Subject to the Articles and this Scheme, in the event of any ambiguity the Trustees shall have the power to rule on the interpretation of this Scheme.

2. BACKGROUND

- 2.1 As a charity and company limited by guarantee, Providence Learning Partnership (**Company**) is governed by a Board of Trustees (**Trustees**), who are legally responsible for, and oversee, the management and administration of the Company and the schools run by the Company.
- 2.2 The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
- 2.3 The Trustees have resolved to delegate certain of its powers in respect of each school and has therefore resolved to constitute the local governing board (**Local Governing Board**) to ensure the good governance of each school at a local level.
- 2.4 The Scheme of Delegation and the Scheme of Delegation Matrix (Matrix) set out the delegated powers, roles and responsibilities between the different bodies involved in the governance and operation of the Multi Academy Trust and member schools/settings. The bodies include: Members, Board of Trustees, the CEO and other members of the Executive Team, the school Principal and school Governors. The delegated autonomy for individual schools/settings are aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education, Charities Commission, HMRC and Companies House.

3. TRUSTEES' POWERS AND RESPONSIBILITIES

- 3.1 The Trustees have overall responsibility and ultimate decision making authority for all the work

and activities of the Company, including the establishing and running of each school. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes.

- 3.2 The Trustees have a statutory obligation as company trustees to promote the success of the Company. In their capacity as charity trustees the Trustees also have a duty to further the Company's Objects.
- 3.3 Trustees will have regard to the interests of the schools for which the Company is responsible in deciding and implementing any policy or exercising any authority in respect of each school.
- 3.4 The constitution, membership and proceedings of the Local Governing Board are determined by the Trustees in accordance with the Articles.
- 3.5 This Scheme sets out the scope of authority delegated to the Local Governing Board in order to enable the Local Governing Board to run each school and fulfil each school's mission in furtherance of the Company's Objects. The Trust operates on the principle of 'earned autonomy'. The Local Governing Board and Principal of each school have responsibility and decision making authority as outlined in this Scheme and the Scheme of Delegation Matrix (Matrix), unless there is a cause for concern. Where there is identified concern, the Trust Board will take action including reviewing/withdrawing delegated authority to individuals and the Local Governing Board should there be an issue or failure in terms of carrying out duties and responsibilities effectively and in line with the Trust mission and values. In such cases, the Matrix will be adjusted by the Trustees in order to meet the needs and circumstances of the school and to ensure they are being proactive in supporting all schools to strive for excellence and to continue to improve.
- 3.6 The Scheme of Delegation and Matrix should be read in conjunction with the Terms of Reference for the relevant board. While the Scheme is designed to be comprehensive, it will not cover every task.

4. CONSTITUTION OF THE LOCAL GOVERNING BOARD

4.1 Members of the Local Governing Board

- 4.1.1 The number of people who shall sit on the Local Governing Board shall be not less than three but, unless otherwise determined by the Trustees, shall not be subject to any maximum.
- 4.1.2 The Local Governing Board shall have the following members:
 - 4.1.2.1 up to 4 members appointed under clause 4.2.1 below;
 - 4.1.2.2 2 staff members appointed under clause 4.2.2 below;
 - 4.1.2.3 not less than 2 parent members elected or appointed under clause 4.2.5 below;

- 4.1.2.4 the headteacher of the school (**Principal**); and
- 4.1.2.5 any additional members, if appointed by the Trustees at the request of the Secretary of State of Education (**Secretary of State**) pursuant to the Master Funding Agreement.
- 4.1.3 The Trustees (all or any of them) shall also be entitled to serve on the Local Governing Board and attend any meetings of the Local Governing Board. Any Trustee attending a meeting of the Local Governing Board shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the Local Governing Board.
- 4.1.4 All persons appointed or elected to the Local Governing Board shall give a written undertaking to the Trustees to uphold the Objects of the Company.

4.2 **Appointment of Members of the Local Governing Board**

- 4.2.1 The Trustees may appoint up to 4 persons to serve on the Local Governing Board, having regard to any recommendations and views of the Local Governing Board in relation to ensuring that the people serving on the Local Governing Board between them have an appropriate range of skills and experience and due attention is given to succession planning.
- 4.2.2 The Trustees may appoint persons who are employed at the school to serve on the Local Governing Board through such process as they may determine, provided that the total number of such persons (including the Principal) does not exceed one third of the total number of persons on the Local Governing Board. The positions held by those employed at the school will be taken into account when considering appointments as there should be one teaching staff member and one non-teaching staff member elected to the Local Governing Board unless it is not possible to recruit to both posts in which case two of either teaching or non-teaching staff can be appointed.
- 4.2.3 Unless the Trustees agree otherwise, in appointing persons to serve on the Local Governing Board who are employed at the school, the Trustees shall invite nominations from staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the school (excluding the Principal) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees.
- 4.2.4 The Principal shall be treated for all purposes as being an ex officio member of the Local Governing Board.
- 4.2.5 Subject to clause 4.2.9 below, the parent members of the Local Governing Board shall be elected by parents of registered students at the school and they must be a parent of a student at the school at the time when they are elected.

- 4.2.6 The Trustees are responsible for determining the process of the elections of Parent Trustees and Parent Local Governors, including determining any question of whether a person is a parent of a registered student at the school. The Governance Professional shall make all necessary arrangements for the elections. Any election of persons who are to be the parent members of the Local Governing Board which is contested shall be held by secret ballot.
- 4.2.7 The arrangements made for the election of the parent members of the Local Governing Board shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post, electronically or, if they prefer, by having their ballot paper returned to the school by a registered student at the school.
- 4.2.8 Where a vacancy for a parent member of the Local Governing Board is required to be filled by election, the Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered student at the school is informed of the vacancy and that it is required to be filled by election, informed that they are entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 4.2.9 The number of parent members of the Local Governing Board required shall be made up by persons appointed by the Local Governing Board if the number of parents standing for election is less than the number of vacancies.
- 4.2.10 In appointing a person to be a parent member of the Local Governing Board pursuant to clause 4.2.9 above, the Trustees shall appoint a person who is the parent of a registered student at the school; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age but not above the age of 19.
- 4.2.11 The first parent and staff members of the Local Governing Board shall be those people who filled those positions on the governing board of the predecessor school at its closure (provided that they remain eligible under this Scheme), who shall serve on the Local Governing Board for the remainder of the terms of office for which they were elected to the predecessor governing board.

4.3 Term of Office

- 4.3.1 The term of office for any person serving on the Local Governing Board shall be 4 years, except for ex-officio positions (e.g. the Principal), which are held for as long as the individual remains in post, and for Parent Governors, whose term of office shall be two years.
- 4.3.2 Subject to remaining eligible to be a particular type of member on the Local Governing Board and to clause 4.3.3 below, any person may be re-appointed or re-elected to the Local Governing Board.
- 4.3.3 No person may be reappointed or re-elected at the end of their term after serving on the Local Governing Board for 8 years or more consecutively unless in the

circumstances the Trustees decide to disapply the restriction set out in this clause 4.3.3.

4.4 Resignation and Removal from Office

- 4.4.1 A person serving on the Local Governing Board shall cease to hold office if they resign their office by notice to the Local Governing Board (but only if at least three persons will remain in office when the notice of resignation is to take effect).
- 4.4.2 A person serving on the Local Governing Board shall cease to hold office if they are removed by the person or persons who appointed them. Whilst at the same time as acknowledging that no reasons need to be given for the removal of a person who serves on the Local Governing Board by a person or persons who appointed them, any failure to uphold the values of the Company and/or the school or to act in a way which is appropriate in light of this Scheme will be taken into account. A person may also be removed by the Trustees but only after the Trustees have given due regard to any representations by the Local Governing Board. This clause 4.5.2 does not apply in respect of a person who is serving as a parent member on the Local Governing Board.
- 4.4.3 If any person who serves on the Local Governing Board in their capacity as an employee at the school ceases to work at the school, they shall be deemed to have resigned and shall cease to serve on the Local Governing Board automatically on termination of their work at the school.
- 4.4.4 Where a person who serves on the Local Governing Board resigns their office or is removed from office, that person or, where they are removed from office, those removing them, shall give written notice thereof to the Local Governing Board, who shall inform the Trustees.

4.5 Disqualification of Members of the Local Governing Board

- 4.5.1 No person shall be qualified to serve on the Local Governing Board unless they are aged 18 or over at the date of their election or appointment. No current student of each school shall be entitled to serve on the Local Governing Board.
- 4.5.2 A person serving on the Local Governing Board shall cease to hold office if they would cease to be a Trustee under the Articles.
- 4.5.3 Where, by virtue of this Scheme, a person becomes disqualified from serving on the Local Governing Board; and they were, or were proposed, to so serve, they shall upon becoming so disqualified give written notice of that fact to the Local Governing Board, who shall inform the Trustees.
- 4.5.4 A person serving on the Local Governing Board shall cease to hold office if they are absent without the permission of the Chair of the Local Governing Board from all the meetings of the Local Governing Board held within a period of six months and the Local Governing Board resolves that their office be vacated.

5. DELEGATED POWERS

5.1 General Provisions

- 5.1.1 Subject to provisions of the Companies Act 2006, the Articles, any directions given by the Members of the Company by special resolution and any directions given by the Trustees, the management of the business of each school shall be delegated by the Trustees to the Local Governing Board who may exercise all the powers of the Company in so far as they relate to the school in accordance with the terms of this Scheme.
- 5.1.2 No alteration of the Articles and no direction given by the Members or the Trustees shall invalidate any prior act of the Local Governing Board which would have been valid if that alteration had not been made or that direction had not been given.
- 5.1.3 In the exercise of its powers and functions, the Local Governing Board may consider any advice given by the Principal and any other executive officer as well as the Trustees.

5.2 Finance

- 5.2.1 The accounts of the Company shall be the responsibility of the Trustees.
- 5.2.2 The Trustees shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academy Trust Handbook are observed at all times as well as any requirements and recommendations of the Members and the Secretary of State.
- 5.2.3 The Local Governing Board shall inform the Trustees of any need for significant unplanned expenditure and will discuss with the Trustees (and others as the Trustees shall require) options for identifying available funding.
- 5.2.4 The Trustees shall develop appropriate risk management strategies and shall at all times adopt financial prudence in managing the financial affairs of the Company in so far as these relate to each school.

5.3 Premises

- 5.3.1 The maintenance of the buildings and facilities used in respect of each school is the responsibility of the Trustees, who shall have regard at all times to the safety of the users of the buildings and the facilities and their legal responsibilities as owners of such buildings and facilities.
- 5.3.2 The responsibility for any disposals or acquisitions of land to be used by each school will be that of the Trustees. This shall include (without limitation):
 - 5.3.2.1 any conveyance or transfer of land;

5.3.2.2 any grant of lease, easement, right of way, wayleave or any other proprietary interest or any surrender of such rights;

5.3.3 Insuring the land and buildings used by each school will be the responsibility of the Trustees.

6. OPERATIONAL MATTERS

- 6.1 The Local Governing Board shall comply with the obligations set out in the Appendix which deals with the day to day operation of the Local Governing Board.
- 6.2 The Local Governing Board shall adopt and comply with all policies of the Trustees communicated to the Local Governing Board from time to time.
- 6.3 The Trustees and all members of the Local Governing Board each have a legal duty to act independently and not as agents of those who may have appointed them and will act with integrity, objectivity and honesty in the best interests of the Company and of each school and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.
- 6.4 The Local Governing Board will review its policies and practices on a regular basis, having regard to recommendations made by the Trustees from time to time, in order to ensure that the governance of each school is best able to adapt to the changing political and legal environment.
- 6.5 The Local Governing Board shall provide such data and information regarding the business of the school and the students attending the school as the Trustees may require from time to time.
- 6.6 The Local Governing Board shall work closely with and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either threatened or is carried out by the Secretary of State and the Trustees expressly reserve their unfettered right to review or remove any power or responsibility conferred on the Local Governing Board under this Scheme in such circumstances.
- 6.7 The Local Governing Board acknowledges that the Trustees have legal responsibility for the management of the Company including the running of each school. Furthermore, the Local Governing Board acknowledges that its powers are limited to those delegated by the Trustees under the Scheme and are revocable by the Trustees at any time in accordance with the Articles.

7. ANNUAL REVIEW

- 7.1 This Scheme shall operate from the Effective Date in respect of each school. The Trustees will have the absolute discretion to review this Scheme at least on an annual basis.
- 7.2 In considering any material changes to this Scheme or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the Local Governing Board.

Appendix A: Functioning of the Local Governing Board

A. CHAIR AND VICE-CHAIR OF THE LOCAL GOVERNING BOARD

- A.1 Each school year the members of the Local Governing Board shall at their first meeting in that year elect a chair and a vice-chair from among their number to serve until a successor is appointed or a vacancy occurs, as envisaged in paragraph A.3 below. Neither a person who is employed by the Company (whether or not at the school) nor a person who is at the time of election already a Trustee of the Company (except where such person is a Trustee by virtue of being the incumbent chair) shall be eligible for election as chair or vice-chair.
- A.2 Subject to paragraph A.4 below, the chair or vice-chair shall hold office as such until their successor has been elected in accordance with this paragraph A.1.
- A.3 The chair or vice-chair may at any time resign their office by giving notice in writing to the Local Governing Board. The chair or vice-chair shall cease to hold office if:
- A.3.1 they cease to serve on the Local Governing Board;
 - A.3.2 they are employed by the Company (whether or not at the school);
 - A.3.3 they are removed from office in accordance with this Scheme; or
 - A.3.4 in the case of the vice-chair, they are elected in accordance with this Scheme to fill a vacancy in the office of chair.
- A.4 Where by reason of any of the matters referred to in paragraph A.3 above, a vacancy arises in the office of chair or vice-chair, the members of the Local Governing Board shall at its next meeting elect one of their number to fill that vacancy.
- A.5 Where the chair is absent from any meeting or there is at the time a vacancy in the office of the chair, the vice-chair shall act as the chair for the purposes of the meeting.
- A.6 Where in the circumstances referred to in paragraph A.5 above the vice-chair is also absent from the meeting or there is at the time a vacancy in the office of vice-chair, the members of the Local Governing Board shall elect one of their number to act as a chair for the purposes of that meeting, provided that the person elected shall neither be a person who is employed by the Company whether or not at the school nor a Trustee.
- A.7 A Trustee shall act as chair during that part of any meeting at which the chair is elected.
- A.8 Any election of the chair or vice-chair which is contested shall be held by secret ballot.

B. CONFLICTS OF INTEREST

- B.1 Any member of the Local Governing Board who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with their duties as a member of the Local Governing Board shall disclose that fact to the Local Governing Board as soon as the individual becomes aware of it. A person must

absent themselves from any discussions of the Local Governing Board in which it is possible that a conflict will arise between their duty to act solely in the interests of the school and any duty or personal interest (including but not limited to any Personal Financial Interest) and shall have no vote on the matter in question and shall not be counted in the quorum in relation to such vote.

B.2 For the purpose of paragraph B.1 above, a person has a Personal Financial Interest if they are in the employment of the Company or are in receipt of remuneration or the provision of any other benefit directly from the Company or in some other way is linked to the Company or the school.

B.3 The obligation under paragraph B.1 above to disclose any direct or indirect duty or personal interest shall not apply where:

B.3.1 the member in question of the Local Governing Board is unaware of such direct or indirect duty or personal interest (but for these purposes they are treated as being aware if they ought reasonably to have been aware); or

B.3.2 the Local Governing Board is already aware of such any direct or indirect duty or personal interest.

B.4 Any disagreement in relation to conflicts of interest between the members of the Local Governing Board and the Principal shall be referred to the Trustees for their determination.

C. THE MINUTES

C.1 The minutes of the proceedings of a meeting of the Local Governing Board shall be drawn up, recorded and retained by the person authorised to keep the minutes of the Local Governing Board; and shall be signed (subject to the approval of the members of the Local Governing Board) at the same or next subsequent meeting by the person acting as chair thereof. The minutes shall include a record of:

C.1.1 all appointments of officers made by the Local Governing Board; and

C.1.2 all proceedings at meetings of the Local Governing Board and of committees of the Local Governing Board including the names of all persons present at each such meeting.

C.2 The chair shall ensure that copies of minutes of all meetings of the Local Governing Board shall be provided to the Trustees as soon as reasonably practicable after those minutes are approved.

D. DELEGATION

D.1 Provided such power or function has been delegated by the Trustees to the Local Governing Board, the Local Governing Board may further delegate to any person serving on the Local Governing Board, the Principal or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Trustees or the Local Governing Board may impose

and may be revoked or altered.

- D.2 Where any power or function of the Trustees or the Local Governing Board is exercised by any Trustee or member of the Local Governing Board, the Principal or any other holder of an executive office, that person shall report to the Local Governing Board in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Local Governing Board immediately following the taking of the action or the making of the decision.

E. MEETINGS OF THE LOCAL GOVERNING BOARD

- E.1 Subject to the Articles and this Scheme, the Local Governing Board may regulate its proceedings as the members of the Local Governing Board think fit.
- E.2 The Local Governing Board shall normally meet six times a year, with a minimum of at least three meetings in every school year. Meetings of the Local Governing Board shall be convened by the Governance Professional. In exercising their functions under this Scheme, the secretary shall comply with any direction:
- E.2.1 given by the Trustees or the Local Governing Board; or
- E.2.2 given by the chair of the Local Governing Board or, in their absence or where there is a vacancy in the office of chair, the vice-chair of the Local Governing Board, so far as such direction is not inconsistent with any direction given as mentioned in E.2.1 above.
- E.3 Any three members of the Local Governing Board may, by notice in writing given to the Governance Professional, requisition a meeting of the Local Governing Board; and it shall be the duty of the Governance Professional to convene such a meeting as soon as is reasonably practicable.
- E.4 A meeting of the Local Governing Board shall be terminated forthwith if:
- E.4.1 the members of the Local Governing Board so resolve; or
- E.4.2 the number of members present ceases to constitute a quorum for a meeting of the Local Governing Board in accordance with paragraph E.7 below, subject to paragraph E.9 below.
- E.5 Where, in accordance with paragraph E.4 above, a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the Governance Professional as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.
- E.6 Where the Local Governing Board resolves in accordance with paragraph E.4 above to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governing Board shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and they shall

direct the secretary to convene a meeting accordingly.

- E.7 Subject to paragraph E.9 below, the quorum for a meeting of the Local Governing Board, and any vote on any matter thereat, shall be any three of the members of the Local Governing Board, or, where greater, any one third (rounded up to a whole number) of the total number of persons holding office on the Local Governing Board at the date of the meeting. If the Trustees have appointed any additional members of the Local Governing Board pursuant to clause 4.1.2.5 of this Scheme, a majority of the quorum must be made up of such persons.
- E.8 The Local Governing Board may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.
- E.9 Subject to this Scheme, every question to be decided at a meeting of the Local Governing Board shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Subject to paragraph E.10 below, every member of the Local Governing Board shall have one vote.
- E.10 Where there is an equal division of votes, the chair of the meeting shall have a casting vote in addition to any other vote they may have.
- E.11 The proceedings of the Local Governing Board shall not be invalidated by:
 - E.11.1 any vacancy on the board; or
 - E.11.2 any defect in the election, appointment or nomination of any person serving on the Local Governing Board.
- E.12 A resolution in writing, signed by all the persons entitled to vote on the matter in question at a meeting of the Local Governing Board shall be valid and effective as if it had been passed at a meeting of the Local Governing Board. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Local Governing Board and may include an electronic communication by or on behalf of the Local Governing Board indicating their agreement to the form of resolution providing that the member has previously notified the Local Governing Board in writing of the email address or addresses which the member will use.
- E.13 Subject to paragraph E.14 below, the Local Governing Board shall ensure that a copy of:
 - E.13.1 the agenda for every meeting of the Local Governing Board;
 - E.13.2 the draft minutes of every such meeting, if they have been approved by the person acting as chair of that meeting;
 - E.13.3 the signed minutes of every such meeting; and
 - E.13.4 any report, document or other paper considered at any such meeting, are, as soon as is reasonably practicable, made available at the school to persons wishing to inspect

them.

E.14 There may be excluded from any item required to be made available in pursuance of paragraph E.13 above, any material relating to:

E.14.1 a named teacher or other person employed, or proposed to be employed, at the school;

E.14.2 a named student at, or candidate for admission to, the school; and

E.14.3 any matter which, by reason of its nature, the Local Governing Board is satisfied should remain confidential.

E.15 Any member of the Local Governing Board shall be able to participate in meetings of the Local Governing Board by telephone or by any suitable electronic means agreed by the Trustees and by which all those participating in the meeting are able to communicate with all other participants. A person so participating by telephone or other communication shall be deemed to be present in person at the meeting and shall be counted in a quorum and entitled to vote.

F. INDEMNITY

F.1 Subject to the provisions of the Companies Act 2006, every member of the Local Governing Board acting in relation to the school shall be indemnified out of the assets of the Company against any liability incurred by them in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

Appendix B

Scheme of Delegation Matrix

General Principles:

1. This Matrix aligns to and supports the Providence Learning Partnership Multi-Academy Trust (Trust) Vision, Values and Aims:

Transforming lives through education

Our Trust's Vision

Our Trust prioritises excellence in teaching and learning, recognising the uniqueness of each student in celebration of diversity and inclusion. Working collaboratively, we embrace expertise and innovation, contributing to the North of England through the cultivation of lifelong learners.

Our Trust's Values

high quality, inspirational teaching and learning;
excellent support, care and guidance;
personal and professional integrity;
ambition and progress for our students, our communities and ourselves.

Our Trust's Aims

We enable our vision through the following aims, which are supported by actions in our Trust Development Plan.

Student success: We will empower our students to achieve their full potential in a nurturing and inclusive environment underpinned by high-quality, inspirational teaching and learning. Through fostering a culture that emphasises wellness, resilience and challenge, we will support our students to both consistently achieve above the national average and develop the skills needed to thrive in a dynamic educational landscape.

Educational excellence: We will lead and champion excellence through the development of extensive and sustainable educational partnerships and networks and through local mathematics, arts and literacy outreach programmes which enhance engagement and enrich our community.

Responsible growth: We will expand our Trust responsibly and with integrity, mindful of the need to maintain alignment with our values.

2. The aim of the Matrix is to clearly set out how accountability and decision making works within the Trust.
3. The Board of Trustees will put in place effective arrangements for monitoring and evaluating the performance of both LGBs and schools within the Trust.
4. The Trust operates on the principle of 'earned autonomy'. The LGB and Principal of each school have responsibility and decision making authority as outlined in the matrix below, unless there is a cause for concern. Where there is identified concern, the Board will take action including reviewing/withdrawing delegated authority to individuals and the LGB should there be an issue or failure in terms of carrying out duties and responsibilities effectively and in line with the Trust mission and values. In such cases, this Matrix will be adjusted by the Trustees in order to meet the needs and circumstances of the school and to ensure they are being proactive in supporting all schools to strive for excellence and to continue to improve.
5. Each LGB has a responsibility to contribute to the overall development and success of the Trust, including providing effective challenge to leaders, sharing best practice and upholding and exemplifying the Trust mission and values.
6. Each LGB can only act as expressly set out in the Scheme of Delegation (incorporating the Matrix).
7. The Matrix forms part of the Scheme of Delegation and will be reviewed annually by the Trust Board.

Matrix Key

A Accountable	Those that are answerable for the task being delivered and that delegates the task to those responsible.
R Responsible	Those responsible for the delivery of the task, ensuring that it is completed.
I Informed	Those who are kept up-to-date on progress.
C Consulted	Those who need to be involved before the decision is made.

No.	Activity	Members	Trust board	CEO	School Governors	Principal
1a. Board business - Members/Trust						
1.1	Appoint/remove members	A/R				
1.2	Elect chair of members at meetings	A/R				
1.3	Establish and review Trust governance structure and ensure clear reporting channels are established		A/R	C		
1.4	Appoint/remove Trustees	A/R	A/R *			
1.5	Elect/appoint chair/vice chair of Trust board annually		A/R			
1.6	Elect/appoint chairs of Trust board committees annually and remove when necessary		A/R			
1.7	Appoint Trust Governance Professional and undertake annual appraisal		A	R		
1.8	Agree Trust clerking arrangements		A/R	R	I	I
1.9	Appoint/remove Trust board committee chairs		A/R			
1.10	Appoint/remove Trust board committee members		A/R			
1.11	Articles of Association: recommend		A/R			
1.12	Articles of Association: approve/ratify changes	A/R				

No.	Activity	Members	Trust board	CEO	School Governors	Principal
1.13	Agree Trust board committee Terms of Reference and complete annual review		A/R	C	I	I
1.14	Agree Scheme of Delegation and complete annual review		A/R	C	I	I
1.15	Complete annual Trust board self-evaluation		A	R		
1.16	Commission external review of board effectiveness every three years	I	A/R	C	I	I
1.17	Publish governance arrangements on Trust and school websites, GIAS and Companies House		A	R		
1.18	Ensure Trust and school websites are compliant and effective, including the publication of current Registers of Interests		A	R		
1.19	Submit Annual Report on the performance of the Trust to members and publish	Receive	A	R		
1b. Board business - Local Governing Board (LGB)						
1.20	Appoint Governors and elect/appoint chair of LGB		A		A/R	
1.21	Agree named safeguarding governor lead		I	I	A/R	C
1.22	Agree named SEND governor lead		I	I	A/R	C
1.23	Agree named careers governor lead		I	I	A/R	C
1.24	Complete annual LGB self-evaluation		I	I	A	R
1.25	Publish governance arrangements on school websites		A	R		
1.26	Ensure school websites are compliant and effective		A	R		
2. Vision and Strategy						
2.1	Determine Trust's Vision, strategy and key priorities, including growth strategy		A/R	C	I	I
2.2	Apply Trust Vision and strategy to individual schools			R	A	R
2.3	Determine the approach to Trust-wide and school level policies		A	R		I
2.4	Establish Trust Risk Register and conduct a full review at least annually		A	R		
2.5	Develop engagement channels with stakeholders		A	R	R	R
3. Finance/ Operations						

No.	Activity	Members	Trust board	CEO	School Governors	Principal
3.1	Appoint and remove external auditors	A/R	C			
3.2	Receive external auditors report	A/R	I			
3.3	Action recommendations made by external auditors		A	R	I#	I
3.4	Produce annual report and accounts		A	R		
3.5	Submit required reports and returns		A	R		
3.6	Agree budget plan to support delivery of Trust strategic priorities		A	R		
3.7	Agree budget plan to support delivery of school strategic priorities		A	R	I	C
3.8	Monitor Trust budget and develop and submit three year budget forecast		A	R		I
3.9	Approve long term financial plans		A/R			
3.10	Carry out benchmarking and Trust-wide value for money evaluation		I	A/R		
3.11	Agree reporting and monitoring arrangements for Trust and school budgets		A	R		I
3.12	Manage SLAs and contracts		A	R		C
3.13	Identify additional services to be procured on behalf of school		A	R		C
3.14	Agree and deliver a programme of internal scrutiny ensuring the effective use of external third-parties to support the Trust		A	R		
3.15	Action recommendations arising from internal audits			A/R		
3.16	Secure suitable insurance (e.g. Risk Protection Arrangement) for the Trust		A	R		
3.17	Develop a cyber security framework		A	R	I	I
3.18	Agree on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes		A	R		
3.19	Appoint a Data Protection Officer			R		
4. Human Resources						

No.	Activity	Members	Trust board	CEO	School Governors	Principal
4.1	Appoint/dismiss CEO/Accounting Officer		A/R			
4.2	Performance manage CEO		A/R			
4.3	Agree CEO pay and reward		A/R			
4.4	Appoint/dismiss COFO			R		
4.5	Performance manage COFO		A	R		
4.6	Agree COFO pay and reward		A/R	C		
4.7	Appoint/dismiss Principal		A	R	C	
4.8	Performance manage Principal			A/R	I (Chair)	
4.9	Agree Principal pay and reward		A/R	C		
4.10	Appoint/dismiss PLP central staff (other than CEO and COFO)		C	A/R		
4.11	Appoint/dismiss school senior leadership team (other than Principal)		I	A/R	C	C
4.12	Appoint/dismiss school teaching posts and support staff			C	I	A/R
4.13	Review and agree Staff Appraisal Policy and procedure		A	R		C
4.14	Review staff pay recommendations and appeals		A	R		
4.15	Determine executive team staffing structure		A	R		
4.16	Determine school staffing structure			A/R	I	C
4.17	Approve Trust wide Pay Policy, terms and conditions of employment		A	R		
4.18	Determine Disciplinary and Capability Policies		A	R		
4.19	Implement disciplinary and capability procedures – regarding CEO		A/R			
4.20	Implement disciplinary and capability procedures– regarding Trust staff		A	R		
4.21	Implement disciplinary and capability procedures– regarding Principal			A/R		
4.22	Implement disciplinary and capability procedures – school staff			C	A	R
4.23	Implement disciplinary and capability procedures - appeals		A/R			
4.24	Determine and implement the Confidential Reporting Code (Whistle-Blowing Policy) and procedures		A	R	I	I

No.	Activity	Members	Trust board	CEO	School Governors	Principal
4.25	Approval of exit payments/early retirement/pension discretion (above a certain threshold)		A	R		
4.26	Monitor compliance with safer recruitment requirements		A	R	I	R
4.27	Monitor staff wellbeing and workload		A	R	A	R
4.28	Monitor complaints raised across the Trust		A	R	I	R
5. Education						
5.1	Approve school curriculum and Curriculum Statement of Intent		A	R	C	C
5.2	Ensure high standards of teaching and learning		I	I	A	R
5.3	Delivery of curriculum				A	R
5.4	Set targets for Trust outcomes		A	R	I	C
5.5	Plan and deliver individual school improvement interventions and strategies		I	C	A	R
5.6	Agree Trust Climate for Learning and Attendance Policy		A	R	I	C
5.7	Discharge statutory duties in respect of students with SEND		A/R	R	A	R
5.8	Develop a Safeguarding Policy for the Trust in line with statutory requirements		A	R	I	I
5.9	Implement the Trust Safeguarding Policy		I	R	A	R
5.10	Implement Climate for Learning and Attendance Policy		I		I	A/R
5.11	Monitor student attendance		I	I	A	R
5.12	Monitor progress and attainment of vulnerable students		I	I	A	R
5.13	Monitor support for looked after and previously looked after children		I	I	A	R
5.14	Monitor student data across different student groups		I	I	A	R
5.15	Ensure progression provider access across Trust		A	R	I	C
5.16	Review permanent and fixed term exclusions		A/R	I	I	C
5.17	Ensure free school meal provision is appropriately implemented				A	R
5.18	Deliver inclusive extra-curricular activities		I		I	A/R
5.19	Monitor student's wellbeing and how this is actively supported		C	R	A	R
5.20	Agree Admissions Policy		A	R	I	C

No.	Activity	Members	Trust board	CEO	School Governors	Principal
5.21	Determine Complaints Policy		A/R	C	I	C
5.22	Implement complaints procedures		A (Trust)	R	A (school)	
5.23	Agree equality information and objectives statement and monitor delivery		A	R	A	R
5.24	Monitor the inclusiveness of the curriculum				A	R
6. Trust Estate						
6.1	Develop and implement a Health and Safety Policy		A	R	I	I
6.2	Ensure health and safety laws/regulations are adhered to and appropriate health and safety certificates are in place		A	R	I	R
6.3	Monitor school estates to ensure they are safe and well-maintained		A	R	C	R
6.4	Agree and oversee premises management including estate vision, estate strategy and asset management plan		A	R	C	C
6.5	Charging and Remissions Policy		A	R (Review)	R (Implementation)	C
7. Community						
7.1	Develop stakeholder partnerships across the Trust		A	R		
7.2	Develop stakeholder partnerships at school level		I		A	R

* (where permitted by Articles)

(as applicable)