



Symphony Learning
TRUST

Scheme of Delegation

Adopted by Symphony Learning Trust on	Autumn 2018
Next Review Due	Autumn 2019

The role of the members:-

The members of the trust have a different status to trustees. Originally, they will have been the signatories to the memorandum of understanding and will have agreed the Trust's first Articles of Association (a document which outlines the governance structure and how the trust will operate). The Articles of Association will also describe how members are recruited and replaced, and how many of the trustees the members can appoint to the Trust Board. The members appoint trustees to ensure that the trust's charitable objects are carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the Trust's Articles of Association. Members are responsible for the appointment of auditors.

While members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the members and the Trust Board, and in line with DfE expectations, not all members should be trustees and in SLT, the limit is two. Members are not permitted to be employees of the Trust.

The role of the trustees:-

The trustees are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the trust in accordance with the provisions set out in the memorandum of understanding and articles of association. The Board of Trustees is the accountable body for the performance of all schools within the Trust and as such must:

- Ensure clarity of vision, ethos and strategic direction;
- Hold the executive team to account for the educational performance of the schools and their pupils, and the performance management of staff;
- Oversee the financial performance of the Trust and make sure its money is well spent.

Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably, however, we use the term 'trustee' in SLT.

The Trust Board is permitted to exercise all the powers of the Academy Trust. The Trust Board will delegate to the Chief Executive Officer responsibility for the day to day operations of the Trust. The trustees can determine whether to delegate any governance functions.

The Trust has the right to review and adapt its governance structure at any time which includes removing delegation.

The role of the chief executive officer (CEO):-

The CEO has the delegated responsibility for the operation of the trust including the performance of the Trust's academies/schools and so the CEO performance manages the executive team and all other head teachers.

Where there is delegation to a local governing body (LGB) this will usually be with the chair of the LGB alongside the CEO.

The CEO is the Accounting Officer, so has overall responsibility for the operation of Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive team of the Trust. The CEO will delegate functions to the executive team and is accountable to the Trust Board for the performance of the executive team.

The role of the chief financial officer (CFO):-

The CFO has the delegated duty for the day to day management of financial issues including the establishment and operation of suitable accounting system and the maintenance of effective internal controls within the Trust.

The management of the Trust financial position at a strategic and operational level within the framework for the financial control determined by the Trustees. The role includes ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the academies/schools, with the preparation of monthly management accounts. The CFO must ensure all forms and returns are sent to the DfE/ESFA in line with the timetable in the DfE guidance and signing such forms as necessary.

The role of the executive head teacher/ head teacher:-

Executive head teachers and head teachers are responsible for the day to day management of schools in SLT. Where there is an executive head teacher, many of the day to day functions of running a school are delegated to a head of school. Executive head teachers and head teachers are managed by the CEO and reports to the LGB on matters which have been delegated to the LGB.

The role of the 'Chairs' Forum':-

The trust board will establish a LGB Chairs' Forum, which has the Chair of LGB from every school in the Trust, or his/her representative, who should also be a local governor. One trustee will chair this forum (usually the Chair of Trustees) and the CEO will be in attendance. The remit of the group is liaison between the two governing groups (Trust and LGBs), to ensure LGBs are aware of the decisions made by the Board of Trustees and also LGBs have had the opportunity to make their views known directly to the Board.

The role of the local governing body (LGB):-

The Board of Trustees will establish Local Governing Bodies and ensure that two parents are elected to each Local Governing Body.

The LGB may:

- Act as the panel when reviewing the Executive head teacher's/ head teacher's decisions on exclusions, and parents' complaints;
- Be the consultative body for the school's stakeholders;
- Represent the school's stakeholders;
- Forge links with the community;
- Act as an ambassador for the school.

The responsibilities of the Local Governing Body include:-

- Ensuring clarity of vision, values, and objectives for the school;
- Setting and agreeing the school improvement strategy with priorities and targets;
- Building an understanding of how the school is led and managed;
- Monitoring whether the school is:
 - Working within agreed policies
 - Managing their finances well
- Engaging with stakeholders;
- Reporting to the Board of Trustees.

The Local Governing Body will ensure accountability, by:-

- Supporting the Board of Trustees in the appointment of the Head teacher/ Executive head teacher;
- Appoint the other members of the senior leadership team;
- Monitoring the educational performance of the school and progress towards agreed targets;
- Alongside the CEO, Performance Managing the Executive Head teacher/Head teacher ;
- Contributing to school self-evaluation.

The Local Governing Body will oversee financial performance, by:

- Setting the School Improvement budget;
- Monitoring spending against the budget;
- Ensuring money is well spent and value for money is obtained;
- Ensuring risks to the organisation are managed.

Key

Red box Function cannot be legally carried out at this level.

Action/ decision to be undertaken at this level

A Provide advice and support to those accountable for decision making

M Monitor

Scheme of Delegation

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGB	Exec team (inc. CFO)
People	Members: Appoint / Remove	✓				
	Trustees: Appoint / Remove	✓	✓			
	Role descriptions for members	✓	A	A		
	Role descriptions for trustees / chair / specific roles / committee members: agree		✓	A		
	Parent LGB member: elected				✓	
	Trustee committees (where relevant) chairs: appoint and remove		✓	A		
	LGB chairs: appoint				✓	
	LGB chairs: remove		✓			
	Clerk to board of trustees: appoint and remove		✓	A		
	Clerk to LGB: appoint and remove			A	✓	A

Systems and structures	Articles of association: agree and review	✓	A	A		
	Governance structure (committees) for the trust: establish and review annually		✓	A		
	Terms of reference for trust committees (including audit if required, and scheme for school committees): agree annually		✓	A		
	Terms of reference for LGB / local committees: agree and review annually		✓	A	A	A
	Skills audit: complete and recruit to fill gaps		✓	A	✓	A

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGB	Exec team (inc. CFO)
Systems and structures	Annual self-review of trust board and committee performance: complete annually		✓			
	Annual self-review of LGB performance: complete annually		A	A	✓	
	Chair's performance: carry out 360 review periodically		✓		✓	
	Trustee / committee member contribution: review annually		✓	A	✓	
	Succession: plan		✓	A	✓	A
	Annual schedule of business for trust board: agree		✓	A		
	Annual schedule of business for LGB: agree				✓	A

Reporting	Trust governance details on trust and schools/academies' websites: ensure		✓	A		M
	Academy governance details on academy website: ensure		✓	M	✓	✓
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✓	M	✓	M
	Annual report on performance of the trust: submit to members and publish		✓	A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	A		
	Annual report work of LGB: submit to trust		M	A	✓	A

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGB	Exec team (inc. CFO)
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	A		A
	Determine academy/school level policies which reflect the academy/school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum (including disapplication); behaviour: approve, implement, monitor & review.				✓	A
	Central spend -: agree		✓	A		A
	Management of risk: establish register, review and monitor		✓	A	✓	A
	Engagement with stakeholders	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	A	M	A
	School vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			A	✓	A

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGB	Exec team (inc. CFO)
Being Strategic	Budget plan to support delivery of trust key priorities: agree		✓	A		A
	Budget plan to support delivery of school key priorities: agree		M	A	✓	A
	Trust's staffing structure: agree		✓	A		
	Academy/school staffing structure: agree		M	A M	✓	A

Holding to Account	Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment): agree		✓	A	✓	A
	Reporting arrangements for progress on key priorities: agree		✓	A	✓	A
	Performance management of the Chief Executive Officer: undertake		✓			
	Performance management of head teacher/ exec head		✓	A	✓	
	Performance management of academy/school staff				M	✓
	Trustee monitoring: agree arrangements		✓	A		
	LGB member monitoring: agree arrangements				✓	A

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGB	Exec team (inc. CFO)
Ensuring Financial Probity	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	A		
	Trust's scheme of financial delegation: establish and review		✓	A		A
	School's scheme of financial delegation: establish and review		✓	A		A
	External auditors' report: receive and respond		✓	A	✓	A
	CEO pay award: agree		✓			
	Exec head/ head teacher/ HoS pay award: agree		✓		A	
	Staff appraisal procedure and pay progression: monitor and agree		M	M	✓	A
	Benchmarking and trust wide value for money: ensure robustness		✓	A		A
	Benchmarking and academy/school value for money: ensure robustness		✓	A	✓	A
	Develop trust wide procurement strategies and efficiency savings programme			✓		✓
	Appoint and remove auditors	✓				

'Aspiration, Innovation, Excellence'

Chair of Trust – Mr Bill Gilmour Chief Executive Officer – Mrs K McGovern

Symphony Learning Trust Registered Office –

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Symphony Learning Trust registered company number - 07941899

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGB	Exec team (inc. CFO)
Education and Curriculum	Key Performance Indicators – setting and reviewing performance of the Trust & the schools/academies		✓	A		A
	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		✓	A	✓	A
	Curriculum – setting the curriculum for the school/academy and reviewing its effectiveness			A	✓	A
	Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		M	A	✓	A
	Set admissions' policy		✓	A		A
	Admission decisions			A	✓	A
	Collective worship arrangements for school without religious character				✓	A
	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each school/academy)				✓ M	✓
	School/academy hours (including term dates) – setting the opening and closing times for the school/academy				✓	A
	School lunch – ensure provided to appropriate nutritional standards		M	✓	M	✓
Provision of free school meals to those meeting criteria						

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGB	Exec team (inc. CFO)
HR and operations	Appointing CEO		✓			
	Appointing Exec Heads		✓	A	A	
	Appointing the Head teacher at each academy /school		✓	A	✓	
	Appointing of cross-Trust staff (in line with recruitment policy)		✓	A		A
	Appointing academy/ school staff (including Head of School and other leadership posts)				✓	A
	Establishing Trust wide HR policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations		✓	A	M	A
	Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)		✓	A	M	A
	Appointing the Head teacher / Head of Schools at each Academy			A	✓	
	Appointing of cross-Trust Staff (in line with recruitment policy)		✓	A		A

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGB	Exec team (inc. CFO)
	Dismissing CEO (in accordance with the Trust disciplinary and capability policies)		✓			
	Dismissing Exec and head teachers and trust staff (in accordance with the Trust disciplinary and capability policies)		✓	A		
	Dismissing Head of Schools, senior academy staff (in accordance with the Trust disciplinary and capability policies)		M	A	✓	A
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)			A	✓	A
	Reviewing discipline and grievance policy		✓	A		A
	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy		✓	A	M	A
	Setting Terms and Conditions of Employment and Staff Code of Conduct		✓	A	M	A