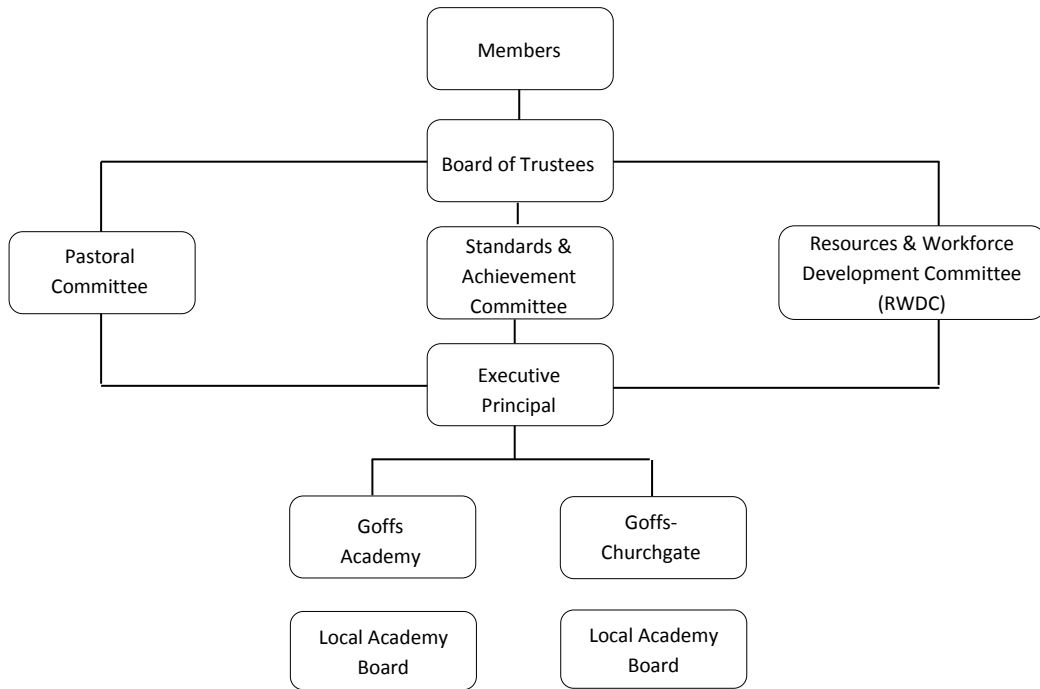




Sept 2018 Generations Educational Trust Scheme of Delegation

Date of Ratification	Sept 2018	Date of next review	Sept 2019
Review period	Annually	Owner	Board



Governance Structure and Lines of Accountability

The Trust Board (“the Board”) delegates responsibility for the day to day operation and performance of the Trust, including the performance of the academies within the Trust, to the Executive Principal (EP).

This means that as the EP is accountable to the Board for the performance of the Trust as a whole, the EP will report to the Board on the performance of the Trust including on the performance of the Trust’s schools.

The EP is performance managed by the Board, and may not be delegated. The EP performance manages the Academy Principals.

There are Local Academy Boards (LABs) at school level which facilitate communication between the Principal and parents/carers. For the avoidance of doubt, Local Academy Boards do not have delegated powers although the Board may review this position in the future.



Roles and Responsibilities

The Members of the Trust have a different status to Trustees. They are equivalent to the shareholders in a private company, save that they have no entitlement to receive dividends. Originally they were the signatories to the Memorandum of Association and 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 also describes how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the 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.

While Members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the Members and the Board, and in line with DfE expectations, not all Members should be Trustees. In order to avoid overlap between the Members and the Trustees, this Trust aims to have five Members, three of which are to be recruited from external sources – ie they were not Trustees at the point of the Generations Trust being established. The DfE has amended the model Articles to state that Members are not permitted to be employees of the Academy Trust. In line with this expectation, the Executive Principal has stepped back from being a Member to Trusteeship only.

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 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 EP, Chief Finance Officer (CFO) and Principals to account for the educational performance of the schools and their students, and the performance management of staff
- oversee the financial performance of the Trust and make sure its money is well spent.

The Board is permitted to exercise all the powers of the Academy Trust. The Board is responsible for the appointment, removal and remuneration of the executive Principal. The Board will delegate to the Executive Principal 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 Trustees have established committees with delegated authority to make decisions and to provide advice and support, informing the overall work of the Board. However, these committees are not legally responsible or accountable for statutory functions – the Board retains overall accountability and responsibility. The Board may appoint committee members and committee



chairs. The responsibilities of committees are set out in their terms of reference and are summarised below.

The **Standards and Achievement Committee** monitors the educational performance of each of the schools in the Generations Trust, considering educational aims and setting appropriate performance targets. It also oversees arrangements for individual committee members to take a leading role in specific areas of provision e.g. special educational needs and disabilities, or child protection.

The **Resources and Workforce Development Committee** considers: the Trust's financial priorities; the management accounts; the appropriate charging of expenses; and draft budgets submitted by Trust schools. The committee also: ensures that Generations has proper insurance cover and that the regulations relating to funding are complied with; sets and monitors human resource policies/contractual terms; and monitors the management of the estate.

Given the currently small size of the Trust, this Committee also advises the Board on: the adequacy and effectiveness of internal financial control and risk management; control and governance processes; securing value for money; the terms of appointment and the remuneration of the external auditor and the internal audit service provider; and on audit strategy. A separate Audit and Risk Committee will be established to undertake these activities, on the future growth of the Trust.

The **Pastoral Committee** oversees all pastoral matters across the Trust's schools including admissions, student welfare, behaviour, anti-bullying, child protection, Additional Educational Needs, pupil premium, catering provision and uniform.

The **EP** has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies and as such performance manages the Academy Principals.

The EP is also the accounting officer so has overall responsibility for the operation of the 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 EP leads the executive management team of the Academy Trust; the Principals. The EP will delegate executive management functions to the executive management team and is accountable to the Board for the performance of the executive management team.

The Academy Principals are responsible for the day to day management of the school they lead and are accountable to the EP.

The Board establishes a Local Academy Board (LABs) in each school. A number of parents/carers will be elected to the LAB by parents/carers of that school. It will be chaired by a Trustee of the Board. (Membership may include governors of a predecessor school joining the Trust, as part of facilitating continuity. The LAB is intended to facilitate communication with the Principals and may discuss:

- the operation of the Academy and its performance
- issues of concern with the Principal/Associate Principal about the operation of the Academy, and;
- provide papers to the Board or its committees.

KEY

Level 0: Members

Level 1: Board of Trustees

Level 2: Board Committees

Level 3: Executive Principal

Level 4: Academy Principals

Level 5: Local Academy Board

✓ Action to be undertaken at this level/overall ownership

A Provide advice and support to those accountable for decision making (in the case of Committees, the name of the Committee indicates which Committee provides advice and support)

In the event of any differences between this document and, for example, Committee Terms of References or policies of the Trust, the arrangements specified in this document take priority.

Area	Function	Delegation						
		Members	The Board	Board Committee	EP	CFO	Principal/ Associate Principal	Academy Advisory Board
		The Governance Framework						
People	Appoint/remove Members	✓						
	Appoint/remove Trustees	✓						
	Appoint/remove co-opted Trustees		✓					
	Agree role descriptions for Trustees/Chairs/specific roles/committee members		✓					
	Appoint and remove Committee Chairs		✓					
	Appoint and remove Company Secretary		✓					
Systems and structures	Approve amendments to Articles of Association	✓	A		A			
	Establish governance structure (Committees) for the Trust and review annually		✓	A	A			
	Agree terms of reference for Trust Committees (including audit if required, and scheme of delegation for Academy committees) and review annually		✓	A	A	A		
	Agree terms of reference for Local Academy Board and review annually		✓		A	A	A	
	Review Trustee contribution on an annual basis	✓						
	Review Local Academy Board members' contribution on an annual basis		✓			A	A	
	Plan for succession		✓		A	A	A	
	Agree annual schedule of business for the Board		✓	A	A	A		
	Agree annual schedule of business for Committees		✓	A	A	A		
	Agree annual schedule of business for Local Academy Board		✓		A	A	✓	A
Reporting	Ensure Trust governance details on Trust and academies' websites		✓		A	A		
	Register of all interests, business, pecuniary, loyalty for Members/Trustees/Committee members: establish and		✓		A	A		

	publish							
	Annual report on performance of the Trust: submit to Members and publish		✓	R&WD	A	A		
	Submit annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money		✓	R&WD		✓		
		Being Strategic						
Being strategic	Determine Trust wide policies which reflect the Trust's ethos and values		✓	✓ (in line with delegation)	A	A	A	
	Agree central spend / top slice		✓	R&WD	A	✓		
	Management of risk: establish Register, review and monitor		✓	R&WD		✓		
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓	✓
	Determine Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured	✓	✓	S&A R&WD	✓	✓	A	
	Determine school's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured				✓	✓	✓	A
	Appoint and dismiss EP	✓	✓					
	Appoint and dismiss Academy Principals/Associate Principals		✓					
	Agree budget plan to support delivery of Trust key priorities		✓	R&WD	A	✓		
	Agree budget plan to support delivery of key school priorities		✓	R&WD	A	✓	A	
	Agree Trust's staffing structure		✓	R&WD	A	A	A	
	Agree school staffing structure				✓	A	A	

		Holding To Account						
Holding to account	Agree auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment)		✓	R&WD Pastoral	A	A	A	
	Agree reporting arrangements for progress on key priorities		✓		A			
	Undertake performance management of the Executive Principal		✓					
	Undertake performance management of Academy Principals				✓			
		Ensuring Financial Probity						
Ensuring financial probity	Appoint Chief Financial Officer for delivery of Trust's detailed accounting processes and oversight of all aspects of the Trust's financial work and performance		✓	R&WD	A			
	Trust's financial code of practice: establish and review		✓	R&WD	A	✓		
	External auditors' report: receive and respond		✓	R&WD	A	✓		
	Internal auditors' report: receive and respond		✓	R&WD	A	✓		
	EP pay award: agree		✓					
	Academy Principals pay award: agree			R&WD	✓			
	Staff appraisal procedure and pay progression: monitor and agree			R&WD	✓	A	A	
	Benchmarking and Trust wide value for money: ensure robustness			✓ R&WD	A	✓		
	Benchmarking and school value for money: ensure robustness			✓ R&WD	A	✓	A	
	Develop Trust wide procurement strategies and efficiency savings programme				R&WD	✓	✓	



Authorised Expenditure Limits

The Principals have delegated authority to incur expenditure, as necessary, up to the limit of £10,000 (excluding VAT) per order, or per contract where one contract comprises several individual orders and/or payments, provided this expenditure is planned for in the approved Trust budget.

The Chief Financial Officer has delegated authority to incur expenditure, as necessary, up to the limit of £20,000 (excluding VAT) per order, or per contract where one contract comprises several individual orders and/or payments, provided this expenditure is planned for in the approved Trust budget.

The Executive Principal has delegated authority to incur expenditure, as necessary, up to the limit of £30,000 (excluding VAT) per order, or per contract where one contract comprises several individual orders and/or payments, provided this expenditure is planned for in the approved Trust budget.

The RWDC has delegated authority to incur expenditure, as necessary, up to the limit of £35,000 (excluding VAT) per order, or per contract where one contract comprises several individual orders and/or payments, provided this expenditure is planned for in the approved Trust budget.

All expenditure over the value of £35,000 (excluding VAT) per order, or per contract where one contract comprises several individual orders and/or payments must be approved by the Board of Trustees.

On an exceptional time critical basis, the EP has delegated authority to incur unbudgeted expenditure up to £10,000. Such expenditure will be brought to the attention of the RWDC within 3 working days. Seeking retrospective approval would almost certainly be a disciplinary matter. All unplanned expenditure above this delegated authority level is to be brought to the RWDC for consideration and passed to the board of trustees for approval.

The RWDC or Board may amend, suspend or remove any of the aforementioned delegated Authorised Expenditure Limits at any time.

Policies

The Board delegates authority to adopt, monitor and review the following policies of the Trust as specified below.

Pastoral Committee:

- Accessibility Plan
- Admissions Policy - in year and Year 6
- Anti-Bullying Policy
- Attendance and Punctuality Policy
- Behaviour for Learning Policy
- Careers Education Information, Advice and Guidance Policy
- Child Protection Policy/Safeguarding
- Children Looked After Policy
- Code of Conduct - Acceptable Use Students
- Collective Worship Policy
- Drugs Education Policy
- Equality Policy

- Fixtures Policy
- Home-School Agreement
- Internet Usage Policy
- Mental Health Policy
- Off-Site Visits Policy
- Saturday Detentions Policy
- School Dog Policy
- Sixth Form Attendance Policy
- Special Educational Needs and Disabilities Policy
- Sex and Relationships Education Policy
- Supporting Students with Medical Conditions Policy

Standards and Achievement Committee:

- Assessment, Recording and Reporting Policy
- Curriculum Policy
- Home-Learning
- Learning and Teaching Policy
- Marking Policy
- Public Examinations Policy
- Rarely Cover Policy

Resources and Workforce Committee:

- Business Continuity Plan - school to confirm
- Charging and Remissions Policy
- Data Protection; eSafety; Acceptable Usage of IT Systems Policy
- Emergency Evacuation
- Financial Procedures Manual
- Freedom of information Publication Scheme
- Gifts and Hospitality Policy
- Health and Safety Policy
- Investment Policy - school to confirm
- Local Government Pension Scheme
- Reserves Policy - school to confirm
- Schedule of Delegation
- Single Central Record
- 16-19 Bursary Fund Policy

- All HR Policies:
 - Alcohol and Drugs at Work Policy
 - Anti-Bribery Policy
 - Appointment of Support Staff Policy
 - Appointment of Teaching Staff Policy
 - Capability of Staff
 - Code of Conduct – Staff
 - Code of Conduct - Acceptable Use Staff, Governors and Visitors
 - Code of Conduct – Governors
 - Complaints Policy
 - Employee Value Scheme

- Eyesight Testing Policy
- Fair Processing Notice
- Family and Careers Policy
- Flexible Working Policy
- Guidance on Arrangement for Leave
- Harassment and Bullying Policy
- Leave of Absence Policy
- Managing Aggressive Behaviour from Parent/Carers
- Probationary Procedure for Support Staff
- Recruitment of Ex-Offenders Policy
- Restructure Guidance
- Safer Recruitment Policy
- Salary Advance policy
- Smoke Free Policy
- Staff Disciplinary Procedure
- Staff Dress Code
- Staff Grievance Procedure
- Staff Health and Attendance Policy
- Staff Appraisal Policy
- Staff Pay Policy
- Whistleblowing Policy

The Board delegates authority to the EP to adopt, monitor and review the following procedures/protocols/policies:

- Academy improvement plans (Principals; local document)
- Academy self-evaluation documents (Principals; local document)
- Academy development plans (Principals; local document)
- Risk assessments (Principals; local document)