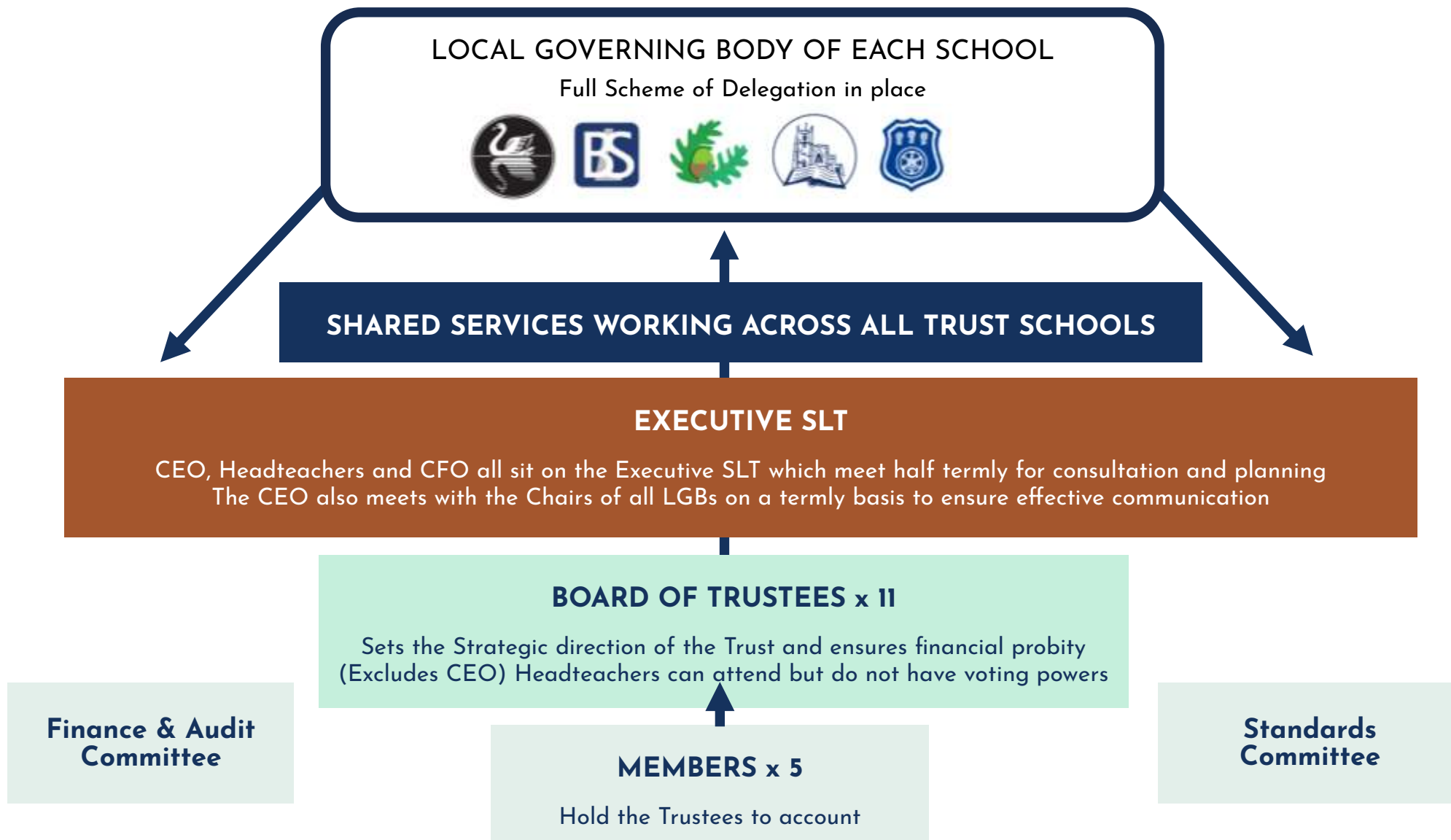


THE CORNOVII TRUST GOVERNANCE STRUCTURE AND SCHEME OF DELEGATION



The Cornovii Trust - Principles and Scheme of Delegation

Key principles - The Trust Board delegates responsibility as much as possible, but it cannot delegate accountability. Governance involves all, but the Trust and all the schools in it are **one legal entity** of which the Trust Board is ultimately accountable.

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- should be read in conjunction with the Terms of Reference for each layer of governance;
- may only be altered or revoked by the Trustees.

The Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- HR & Operations.

To assist interpretation of the matters delegated in the scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on page 3.

(NB - for reference Trustees = Directors, SC= Standards Committee, F&AC= Finance & Audit Committee, MIFP = Manual of internal financial procedures)

For further guidance on the role of the local tier see Appendix 1.

In this Scheme the phrases used above have the following meanings:

Accountability: ownership of outcomes, all schools, and the Trust.

Comply: the individual/group will follow agreed policies and procedures.

Consult: the individual/group that should be consulted as part of the process of designing or completing a particular task.

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Head this will be at school/LGB level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Schools (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of:

- the CEO they will be making recommendations to the Board and/or LGB (as appropriate);
- the LGB they will be making recommendations in relation to their school to the Trustees, CEO and/or Head (as appropriate);
- the Head they will be making recommendations in relation to their school to the CEO and/or LGB (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- the CEO they will be making reports to the Board and/or LGB (as appropriate);
- the LGB they will be making reports in relation to their school to the Trustees and/or CEO (as appropriate);
- the Head they will be making reports in relation to their school to the CEO and/or LGB (as appropriate).

Responsibility: delivery of tasks.

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of:

- the Trustees will be reviewing the CEO and/or LGB (as appropriate);
- the CEO and LGB will be reviewing the Head;
- the LGB will be reviewing the Head and his/her leadership team.

Support: the individual/group that should support completing a particular task.

SCHEME OF DELEGATION IN PRACTICE AND LINE MANAGMENT WITHIN TCT

STRATEGY AND LEADERSHIP	Trustees	CEO	Exec SLT	LGB	Head
Develop the character/corporate identity, mission & values of the Trust and any growth.	Consult Determine	Develop Deliver	Deliver	Deliver	Recommend
Develop the unique ethos of the individual schools within the Trust mission.	Review	Consult	Consult	Consult Determine Deliver	Recommend Deliver
Set strategic objectives of the Trust	Determine	Develop	Consult	Deliver	Deliver
Set strategic objectives of the schools		Develop	Develop	Determine	Consult - in the case of their school Deliver
Deliver strategic objectives of the Trust	Determine	Deliver	Deliver	Deliver (was review)	Deliver
Deliver strategic objectives of the schools		Consult (was deliver)	Consult (was deliver)	Determine (was deliver)	Determine (was deliver)
Scrutiny: Performance - review & challenge progress of the Trust against its strategic objectives and KPIs	Review - progress of the Trust schools (SC)	Report Review - reports from the LGBs/Heads	Report	Review - progress of the school Report - progress to the CEO & Board	Review - progress of the school Report - progress of the school to the LGB and CEO
Scrutiny: Ethos - operation of the Trust & schools against the agreed character, mission & ethos	Review	Report	Report	Review	Report
Compliance: Funding Agreement - comply with all obligations including the Academy Trust Handbook	Review (F&AC) Comply	Deliver Comply	Comply	Comply	Comply

STRATEGY AND LEADERSHIP	Trustees	CEO	Exec SLT	LGB	Head
Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review Comply	Deliver Report - to Board Comply	Review	Comply (was review)	Deliver Report - to LGB & CEO Comply
Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Determine - policies to ensure compliance Review (F&AC)	Deliver Report - to Board Comply	Review	Comply (was review)	Deliver Report - to LGB & CEO Comply
Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine - policies to ensure compliance Deliver	Comply	Comply	Comply (was deliver)	Comply
Trust Risk Register	Determine Review	Deliver - management of corporate risk register	Review	Review	Deliver - management of risk register at school
Appointment and removal of Trustees - ensuring processes in place for appointment of Trustees (including ensuring that the Trustees have the skills to run the Trust) The Articles of Association provide guidance on the appointment and removal of Trustees. The Articles also provide guidance on the disqualification of Trustees (articles 69-79)	Determine - policies and criteria for the selection of Trustees Review - the Board's own performance Members and Trustees appoint and remove Trustees	Review - annually the size, structure and composition and skills of the Trust Board Recommend - if appropriate changes to the size and composition of the Trust Board			

STRATEGY AND LEADERSHIP	Trustees	CEO	Exec SLT	LGB	Head
Appointment and removal of Governors - ensuring processes in place for appointment of governors (including ensuring that the Governors have the skills to run the schools) The Articles of Association provide guidance on the appointment and removal of local governors. The Articles also provide guidance on the disqualification of local governors (article 80)	Review annually the size, structure and composition and skills of LGBs	Report - to the Board on the changes to and performance of the LGBs Review		Determine - policies and criteria for the selection and removal of Governors Review - the LGB's own performance Consult with CEO if needed Appoint new governors Deliver	Review - procedures for the election of staff and parent governors of the LGB Recommend - if appropriate, changes to the size and composition of the LGBs Consult with CEO if needed
Register of Interests	Deliver and review	Comply	Comply	Comply (was deliver)	Comply
Appointment of Clerk - Trust Board	Deliver - appoint the clerk to the Board	Recommend	Consult		
Appointment of Clerk - LGB		Review	Review	Deliver and appoint LGB clerk	Appoint
Policies - review and approval (See attached appendix 2 statutory policies)	Determine Review Trust-wide policies	Consult Recommend - presenting policies to the Board for approval Deliver Report - material non-compliance to the Board	Consult - Trust policies to the Board for approval	Consult on Trust policies and Comply with Trust policies once approved Determine and deliver school level policies	Comply with Trust policies Consult Recommend - presenting school level policies for approval by the LGB Report - noncompliance to the LGB and the CEO

STRATEGY AND LEADERSHIP	Trustees	CEO	Exec SLT	LGB	Head
Chair's Action - Trust level	Deliver - through the Chair of Trustees who will report to the Trustees	Consult			
Chair's Action - school Level		Consult		Deliver - Chair of Governors in consultation with the Headteacher	Consult
Training programme for Trustees	Determine Deliver	Develop	Consult		
Training programme for LGB		Consult	Recommend	Determine Deliver	Deliver

EDUCATION AND CURRICULUM	Trustees	CEO	Exec SLT	LGB	Head
School Improvement Plan - for each school in line with the Strategic Plan and aims of the Trust	Review	Recommend common strands for collective work Support	Recommend common strands for collective work Support	Determine - School Improvement Plan	Produce the School Improvement Plan work with the CEO Review - the School Improvement Plan
Key Performance Indicators - setting and reviewing performance of the Trust & the schools	Determine Trust wide KPIs Review performance against KPIs	Consult - with the LGBs and propose KPIs to the Board Receive reports from the Heads and LGBs and report performance of the LGBs against KPIs	Consult Recommend common strands for collective work and KPIs Provide peer challenge	Review performance of the school and report to the CEO Determine and Deliver - holding leadership to account for delivery against school based KPIs	Deliver - performance of the school against KPIs Report - performance of the school to LGB
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the CEO Review - across the Trust (SC)	Deliver - supporting the school and intervening where appropriate	Review Support	Review - at the school	Deliver management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB
Curriculum - setting the curriculum for the schools and reviewing its effectiveness	Review effectiveness of the curriculum across Trust (SC)	Comply (was recommend) Review Consult	Review	Determine Review	Determine Consult with CEO Deliver
Curriculum - ensuring that the legal requirements for children with special educational needs are met and that they are given support for learning.	Review (SC) Appoint SEN lead Trustee	Review & consult	Review & consult	Review Determine Appoint SEN link governor	Deliver

EDUCATION AND CURRICULUM	Trustees	CEO	Exec SLT	LGB	Head
Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review (SC)	Report - to Board effectiveness of use of the Pupil Premium across Trust	Review & consult	Determine & Review - how Pupil Premium is spent at the school and impact Appoint pupil premium governor link	Deliver Report - on effectiveness of use of the Pupil Premium to LGB and CEO
Student issues (including admissions, attendance, exclusions, punctuality and disciplinary matters for each school)	Review (SC)	Review	Review Consult	Receiving reports from the Head Report any material issues to the CEO	Deliver - ensuring student issues are dealt with in accordance with Trust and School Policies Report - to the LGB on any material issues
School Hours - setting the opening and closing times for the schools and length of school day	Review	Consult with HTs and LGBs	Review	Determine	Recommend Deliver
Setting the Term Dates	Review	Consult with HTs and LGBs	Review	Determine	Recommend Deliver
Safeguarding - including ensuring each school has appointed Designated and Deputy Safeguarding Leads, ensuring compliance with statutory guidance and maintenance of single central record	Review Appoint safeguarding lead Trustee	Review	Review	Deliver Appoint safeguarding governor	Deliver
External/ Ofsted Inspections Trust Support - <ul style="list-style-type: none"> Board will liaise with Ofsted/ external body where MAT is inspected, and it will assist with school inspections. CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review 	Deliver Support	Deliver Support	Review Support	Support Deliver	Support Deliver
Ofsted Inspections: Schools <ul style="list-style-type: none"> CEO will support LGBs and Headteachers for individual school inspections 	Review	Support	Support	Deliver	Deliver

FINANCIAL	Trustees	CEO	CFO	LGB	Head
Appointment of the Finance & Audit Committee ((F&AC)	Deliver	Support			
Appointment of the Accounting Officer	Appoint	Deliver - the Accounting Officer role			
Recommend appointment of External Auditors to the Members	Deliver	Review	Review Recommend		
Appointment of the Internal Auditors	Deliver	Review	Review Recommend		
Approve Annual Financial Statements	Approve	Review Recommend	Deliver - arrange for auditing and filing of annual report and accounts Recommend	Comply	Comply
Manual of Internal Financial Procedures (MIFP) & Financial Policies -establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine (F & AC) Approve & Comply	Review - compliance Report - any issues or non-compliance to the Board Comply	Deliver Report - any issues or non-compliance to the CEO Comply	Review - compliance by the school Comply	Comply
Bank Accounts - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Deliver	Recommend Deliver		
Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the schools so as to secure the Trust's financial health in the short term and the long term	Determine - in consultation with the LGBs	Review	Recommend a funding model to the Board for approval	Consult Review - compliance with the overall financial plan for the Academy	Consult Comply

FINANCIAL	Trustees	CEO	CFO	LGB	Head
Trust Annual Budget - formulating and setting the Trust wide budget and budget forecasting (including setting of assumptions)	Determine Approve - significant variances as outlined in MIFP Review - Submission of Trust budget to the ESFA	Review & recommend	Deliver - preparation of Trust budget and present to the Board for approval Recommend	Consult Comply	Consult Comply
School Annual Budgets	Approve - significant variances (as defined in MIFP) Review - submission of school budgets to the ESFA	Review Recommend	Deliver - preparation of school budgets in consultation with the LGBs	Consult - with CEO & CFO in respect of the school's requirements Determine Comply Approve within permitted limits (as defined in MIFP) any variances	Deliver - in consultation with CFO Comply
Expenditure and ensuring delivery of Annual Budgets	Review (F & AC)	Receive reports - on matters of concern in connection with compliance with the Annual Budgets	Report - to the board any material issues with delivery against the Annual Budget by the schools Deliver Review	Review Deliver Report - to the CEO/CFO any issues with expenditure or compliance with the Annual Budgets by the school	Report - to the LGB any matters of concern in respect of the school's annual budget Deliver
Reporting: financial reporting and KPIs	Determine (F & AC) Review	Deliver	Deliver	Review Comply	Deliver Comply
Investments - agreeing the investment policy in line with the Academy Trust Handbook and the MIFP	Determine and review delivery	Review	Deliver	Comply	Comply
Reserves - Agreeing the Reserves Policy in line with the Academy Trust Handbook and the MIFP	Determine and review delivery	Review	Deliver	Comply	Comply

HR AND OPERATIONS	Trustees	CEO	Exec SLT	LGB	Head
Appointing the CEO	Appoint		Consult	Consult	
Appointing the CFO	Appoint	Consult	Consult		
Appointing the Head at each school	Approve -in consultation with the CEO/ LGBs	Recommend - sit on appointment panel along with, two Trustees & at least three representatives of the relevant LGB	Consult	Deliver - at least 3 LGB representatives to sit on the appointment panel with the CEO & 2 Trustees	
Appointing of shared services and cross-Trust Staff (in line with recruitment policy)	Review	Consult Appoint and report to the Board	Consult		
Appointing School DHT/SLT (excluding Head)		Consult		Deliver/ Appoint and report to the Board	Recommend
Appointing School Staff (excluding SLT & Head)		Review		Review	Appoint/ Deliver
Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Deliver	Consult	Consult (was review)	Comply
Setting Appraisal Performance Management Policy	Review - in respect of CEO Determine Receive reports - in respect of arrangements and outcomes (SC)	Advise- in respect of Heads Develop Review, Deliver and Report to the Board on appraisal arrangements and outcomes	Consult	Review - in respect of Heads Consult with CEO	Review - in respect of all other staff Consult with CEO if required

HR AND OPERATIONS	Trustees	CEO	Exec SLT	LGB	Head
Pay reviews (in line with the Trust's pay policy and all statutory regulations)	Determine in respect of CEO Receive reports in respect of arrangements and outcomes Review any appeals in respect of the Heads and cross school staff	Review for Heads with LGB Review in respect of cross Trust staff (and any appeals from school staff)		Review in respect of Head with Pay Committee and CEO Review any appeals in respect of all other staff	Review in respect of all other staff Deliver
Setting Terms and Conditions of Employment and Staff Handbook	Determine - and consider any proposals by LGBs to make amendments	Recommend	Consult	Consult - report to Board on any suggested changes to the school's terms and conditions Comply	Comply
Dismissing CEO, /Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Deliver - in respect of the CEO	Review - in respect of Heads, cross school staff and senior leadership teams of the schools Report any dismissals to the Board		Deliver - in respect of the Headteacher of the school in consultation with the CEO	
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report - to the Board		Deliver (in consultation with the CEO) Report - to the CEO	Deliver
Reviewing discipline and grievance policy	Review delivery Determine	Deliver	Consult	Review - in line with Trust policy	Comply
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	Determine	Deliver in partnership with CFO	Consult	Comply	Comply

HR AND OPERATIONS	Trustees	CEO	Exec SLT	LGB	Head
Setting school specific procurement policies - in accordance with the Funding Agreement, Academy Trust Handbook and the Trust's procurement policy	Determine	Review with CFO	Consult	Deliver in accordance with Trust policy	Comply
Enter into contracts - up to limit of delegation set out in MIFP	Deliver	Deliver	Consult	Review	Deliver
Determining and allocating shared services provided to the schools by the Trust	Determine (in consultation with the LGBs)	Deliver-on recommending the allocation of services to the Board	Consult	Consult	Consult
Overseeing the effectiveness of services provided centrally by the Trust	Review (F&AC)	Review Deliver and report to Board	Consult	Report - to the Board	
Asset and Premises Maintenance Strategy - determining use of schools' premises and ensuring premises are adequately maintained	Determine - Trust wide policy and use of SCA (School condition allowance) Appoint H&S Trustee	Recommend	Consult	Comply with Trust H&S policy through H&S link governor and H&S committee Determine school level capital funding	Deliver
Acquiring and disposing of Trust land	Approve	Consult	Consult	Consult	Recommend
Changing use of Assets	Deliver	Recommend with CFO	Consult	Recommend to the Board of any changes to fixed assets used by the school	
Arranging insurance for the Trust	Determine	Deliver with CFO	Consult		

APPENDIX 1

THE ROLE OF THE LOCAL TIER

- Terms of reference are in place and are reviewed annually by the local governing board.
- The constitution of each board and appointment and removal of governors is delegated to the local tier but Trustees recommend the board comprises between 9-12 members.
- Trustees and the CEO do not sit on the local tier to ensure separation between the levels of governance.
- A minimum of two parents is required at local level and no more than a third will be employed by the Trust.
- Where faith representation is required this will be no more than 25%.
- Delegated functions can be summarised as:

Safeguarding	To monitor safeguarding practice, ensuring compliance with school and Trust wide policies and statutory requirements.
SEND	To ensure pupils with special educational needs and disabilities (SEND) get the support they need and seek assurance that staff are adequately trained.
Standards	To monitor school performance by reviewing data, including exam results, attendance rates and pupil progress. To work with school leaders to identify areas for improvement.
Stakeholder	To develop communication channels, consult stakeholders and work in partnership with the local community.
Engagement	To ensure stakeholder views are accounted for.

Other areas of delegation may include:

Financial oversight	To be aware of the school's budget and spending plans
Vision and strategy	To be involved in the delivery of the Trust strategy
Headteacher performance management	Local Chair involved
Policy review	School and Trust policies strengthened by consultation and feedback
Panel work	Review of school complaints, admissions and exclusions delegated to local tier

APPENDIX 2

TRUST/STATUTORY POLICY SCHEDULE

Policy name	STATUTORY	Responsibility	Last Review date	Notes
Accessibility	Y	SCHOOL	See school schedule	
Admissions	Y	SCHOOL	See school schedule	Reviewed annually Consultation every 7 years
Allegations against school staff	Y	TRUST	30.11.22	To review in light of change in legislation
Anti-Fraud and corruption	N	TRUST	14.03.23	To review in light of change in legislation
Attendance Management (Employees)	N	TRUST	06.12.23	To review in light of change in legislation
Behaviour	Y	SCHOOL	See school schedule	
Capitalisation and depreciation	Y	TRUST	14.03.23	To review in light of change in legislation
Charging and remissions	Y	TRUST	17.03.20	To review in light of change in legislation
Child protection and safeguarding	Y	SCHOOL	See school schedule	Annual review or in light of change in guidance

Policy name	STATUTORY	Responsibility	Last Review date	Notes
Code of conduct for employees	Y	TRUST	06.12.23	To review in light of change in legislation
Complaints	Y	TRUST	07.11.23	To review in light of change in legislation
Data protection (GDPR) (including protection of biometric data)	Y	TRUST	14.03.23	To review in light of change in legislation
Data retention	N	TRUST	14.03.23	To review in light of change in legislation
Dealing with challenging parents	N	TRUST	29.11.23	To review in light of change in legislation
Early career teachers (ECTs)	Y	TRUST	06.03.22	To review in light of legislation
Equality Policy including objectives	Y	TRUST	01.11.22	To review in light of recommended changes
Equality Statement	Y	TRUST	01.11.22	To update stats annually
Exams - Examination contingency plan	Y	SCHOOL	See school schedule	Secondary only
Exams - Non-examination assessment	Y	SCHOOL	See school schedule	Secondary only
Exclusions	Y	SCHOOL	See school schedule	May form part of behaviour policy
EYFS	Y	SCHOOL	See school schedule	Primary only

Policy name	STATUTORY	Responsibility	Last Review date	Notes
First Aid	Y	SCHOOL	See school schedule	
Health and safety	Y	TRUST	11.05.23	Annual review
Investment	Y	TRUST	14.03.23	To review in light of change in legislation
Leave of absence and time off	N	TRUST	06.12.23	To review in light of change in legislation
Pay policy - Teachers	Y	TRUST	07.11.23	Annual review
Pay Policy - Support Staff	Y	TRUST	07.11.23	Annual review
Pensions Discretions Policy	N	TRUST	29.11.22	To review in light of change in legislation
Privacy notices	N	TRUST	14.03.23	To review in light of change in legislation
Protection of pupils biometric information	Y	SCHOOL	See school schedule	Where applicable
Provider access (Careers)	Y	SCHOOL	See school schedule	Secondary only
Redundancy	N	TRUST	01.09.23	To review in light of change in legislation
Relationships and sex education	Y	SCHOOL	See school schedule	

Policy name	STATUTORY	Responsibility	Last Review date	Notes
Restructuring and Reorganisation	N	TRUST	01.09.23	To review in light of change in legislation
SEND	Y	SCHOOL	See school schedule	Annual review
Staff disciplinary	Y	TRUST	30.11.22	To review in light of change in legislation
Staff grievance procedures	Y	TRUST	07.07.21	To review in light of change in legislation
Supporting children with medical needs	Y	SCHOOL	See school schedule	
Support Staff Appraisal and capability	Y	TRUST	30.11.22	To review in light of change in legislation
Teachers Appraisal and Capability	Y	TRUST	30.11.22	To review dependent on legislation
Trustee expenses policy	Y	TRUST	27.9.22	To review in light of change in legislation
Vexatious complaints	N	TRUST	07.11.23	To review in light of change in legislation
Whistleblowing	Y	TRUST	01.12.21	To review in light of change in legislation