

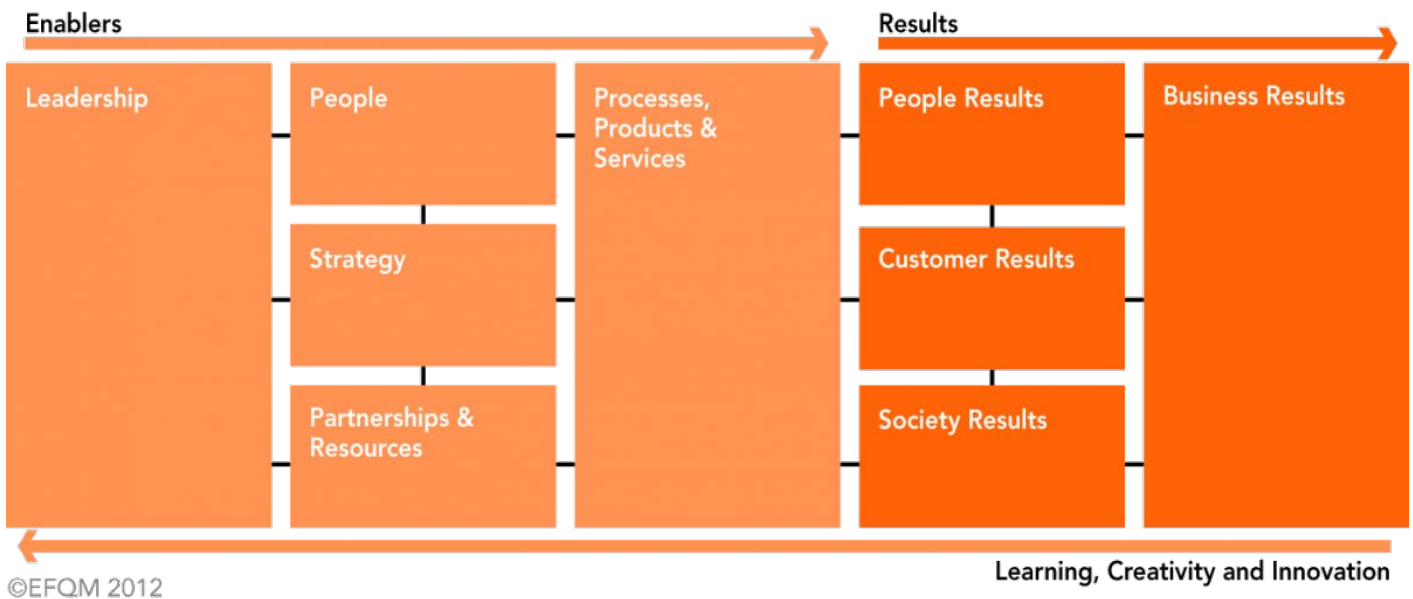


Governance Scheme of Delegation

Tees Valley Education Trust

Version:	3.0
Ratified by:	Trust Board
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Name of reviewer:	Carol White and Emma Chawner
Circulated to:	Trustees, SLT and academy business teams
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Target audience:	All Trust staff and Trust Board

EFQM Model



Excellence Framework for Organisational Management, promoted by European Foundation for Quality Management (EFQM).

Excellent organisations achieve and sustain outstanding levels of performance. The EFQM Excellence Model allows people to understand the cause and effect relationships between what their organisation does and the results it achieves. TVED can use it to determine their current “level of excellence” and where they choose to improve their efforts for maximum impact on children’s outcomes and life chances. The model also helps to ensure that business decisions incorporate the needs of the children and stakeholders that are ultimately aligned with the objective already mentioned.

Tees Valley Education’s scheme of delegation is designed to:

- Ensure the executive leadership is clear about which decisions the Trust Board remain responsible for
- Ensure that the role of the executive leadership is fully understood throughout the MAT
- Promote a culture of honesty, transparency and accountability
- Identify responsibility for key strategic appointments and performance management (eg CEO, Directors, Head Teachers and Deputy Head Teachers, Heads and Deputy Heads of Academy)
- Identify responsibility for policy and practice (Trust/academy)
- Identify responsibility for setting and management of each academy’s budget
- Identify responsibility for assessing, managing and pre-empting risk in each academy and across the Trust
- Identify responsibility for children’s outcomes and educational entitlement

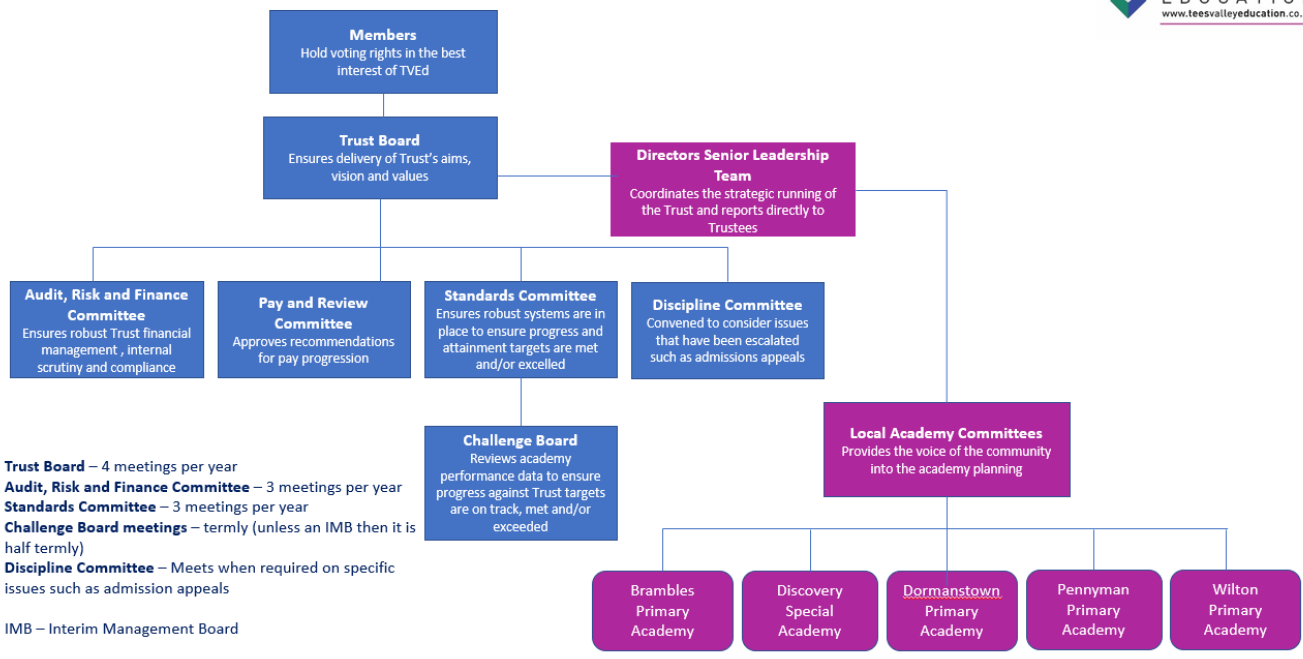
The Scheme of Delegation will assist leaders at all levels to fulfil their roles throughout the Trust. This will in turn help the Trust to enable all of our pupils to be the very best learners, citizens and community advocates they can be and ensure they can play a fulfilling and productive role in the future economy.

Our Governance Structure and lines of accountability

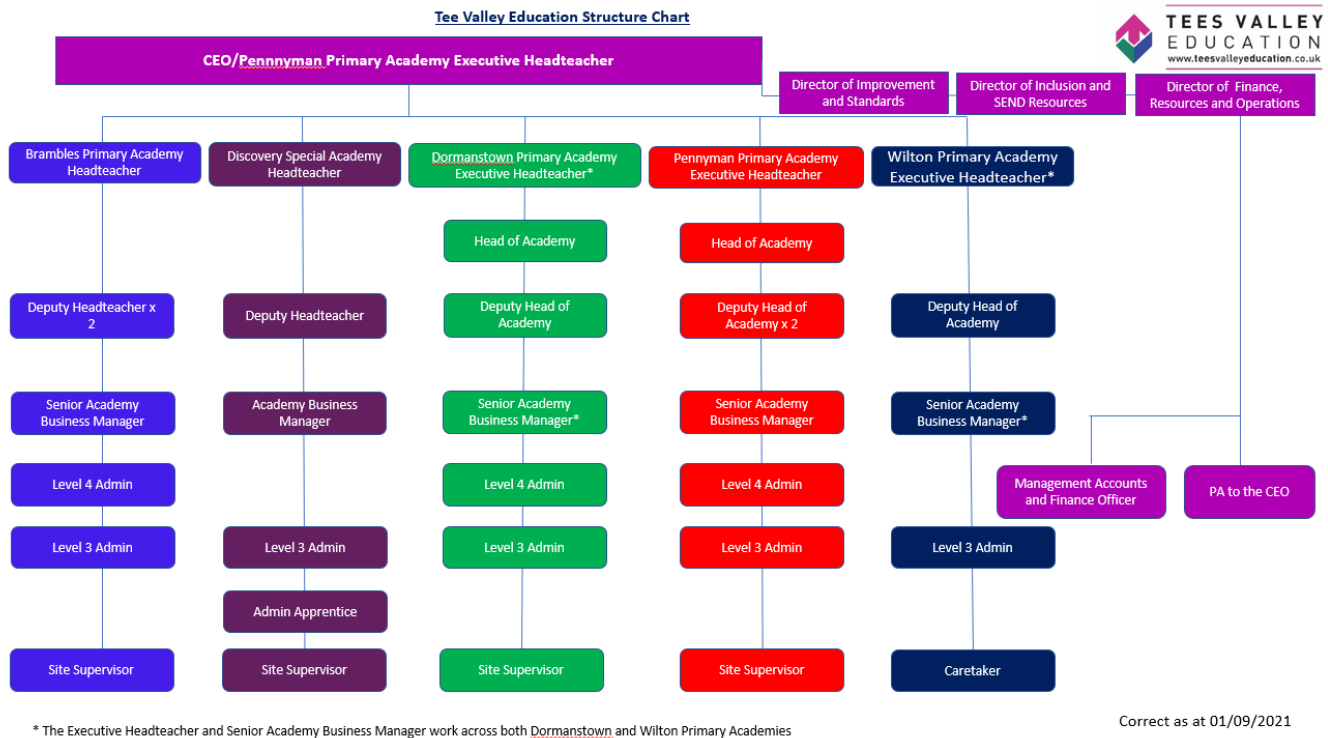
Trust Governance Structure



Trust Governance Structure 2021/22



Trust Organisational Structure



The role of the members

The members of the Trust have a different status to trustees. They are the signatories to the memorandum of association and agree the Trust's articles of association (a document which outlines the governance structure and how the trust will operate). The articles of association describes how members are recruited and replaced. 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 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.

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 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:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent to provide the best outcomes for the children

As trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably. We use the term trustee as it avoids the possible confusion caused when executive leaders are called directors but are not company directors and trustees.

The trust board is permitted to exercise all the powers of the academy trust. The trust board delegates to the Chief executive responsibility for the day to day operations of the trust. The 'Scheme of Delegation' delegates any other governance functions.

The trust has the right to review and adapt its governance structure at any time which includes removing delegations. However there is an acknowledgement that some decisions can only be made by Trust Board e.g. signing off the annual accounts, appoint a named individual as its accounting officer, and constitution of the board of trustees.

The role of committees

The trustees have established committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the trust board. However these committees are not legally responsible or accountable for statutory functions – the trust board retains overall accountability and responsibility.

The responsibilities of board committees are set out in their terms of reference (see links to web site).

- [Trust Board](#)
- [Audit, Risk and Finance Committee](#)
- [Standards Committee](#)
- [Challenge Board](#)
- [Local Academy Committee](#)

The trust board appoints committee members and committee chairs.

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 and so the CEO performance manages the academy Head Teachers. This is done in partnership with a Trustee.

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that with the Director of Finance, Resources and Operations the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

From September 2021, the trust's senior leadership team (SLT) comprises the CEO working with three directors:

- Director of Trust Improvement and Standards;
- Director of Inclusion and SEND Resources; and
- Director of Finance, Resources and Operations

The CEO delegates executive management functions both collectively to the SLT and to individual directors. The CEO manages the directors and is accountable to the trust board for their performance.

Key

Level 1: Members

Level 2: Board of trustees of the multi academy trust

Level 3: Chief Executive Officer

Level 4: Challenge Board, IMB and Local Academy Committee (LAC)

Level 5: Academy Head Teacher

Blue box Function **cannot** be legally carried out at this level.

✓ Action to be undertaken at this level

A Provide advice and support to those accountable for decision making

Notes:

1. Executive HT – Where there is an Executive Head Teacher in post decisions are taken jointly with the Head of Academy with clear lines of accountability set.

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
Governance framework							
People	Members: Appoint/Remove	✓					
	Trustees: Remove	✓	✓				
	Role descriptions for members	✓					
	Trustees: Appoint	✓			A		
	Role descriptions for trustees/chair/ specific roles/committee members: agree		✓		A		
	Chair: Appoint and Remove		✓				
	Parent trustee/committee member: elected		✓		A		
	Committee chairs: appoint and remove		✓		A		
	LAC chairs: appoint and remove		✓		A		
	Clerk to board: appoint and remove		✓		A		
	Clerk to LAC: appoint and remove					✓	✓
Systems and structures	Articles of association: agree and review/amend	✓	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		

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
Systems and structures	Terms of reference for LAC/local committees: agree and review annually		✓		A		
	Recruit to fill gaps Trust wide		✓		✓		A
	Annual self-review of trust board and committee performance: complete annually	✓	✓				
	Trustee / committee member contribution: review attendance annually		✓				
	Sustainability: planning		✓		A		
	Annual schedule of business for trust board meetings and LAC expectations: agree		✓		A		
Reporting							
Reporting	Trust governance details on trust and academies' websites: ensure		✓		A		A
	Academy governance details on academy website: ensure		✓		A		A
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✓		A		
	Annual report on performance of the trust: submit to members and publish		✓		A		

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
	Approve annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	Audit, Risk and Finance Committee A	A		
	Receive annual report and accounts	✓					
	Ensure the Objects of the Trust are fulfilled	✓	A		A		

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
Being Strategic							
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; SEND; safeguarding and child protection, charging and remissions; complaints; expenses; health and safety, premises management; data protection and Freedom of Information; staffing policies including capability, discipline, conduct and grievance: approve		✓		A		
	Determine school level policies which reflect the school's ethos and values to include e.g. curriculum; behaviour: approve				✓		A
	Central spend / top slice: agree		✓		A		
	To appoint internal and external auditors for the Trust	✓	A	Audit, Risk and Finance Committee A	A		
	To appoint bankers and agree banking arrangements and signatories for the Trust		✓		A		
	To ensure appropriate insurance arrangements for all academies in the Trust		✓		A		

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
Being Strategic	Management of risk: establish register, review and monitor			✓	A		A
	Engagement with stakeholders	✓	✓		✓		✓
	Trust's strategic plan including vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓		A		
	Academy's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine				✓		✓
	Academy improvement plans and targets agreed				✓		✓
	Chief Executive Officer: Appoint, dismiss and disciplinary action	✓ Appeal Panel					
	Academy Head Teacher : Appoint, dismiss and disciplinary action		✓		A		
	To formally approve the annual budget of the Trust and each academy in line with EFA deadlines and in consultation with LAC		✓	Audit, Risk and Finance Committee A	A		A

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
	Trust's staffing structure: agree		✓		A		
	Academy's staffing structure: agree				✓ Sign off		✓
Curriculum quality and provision							
Curriculum quality and provision	Determine academy curriculum				✓		✓
	Ensure agreed curriculum is delivered				✓		✓
	Responsible for quality of teaching				✓		✓
	Changing term times, holiday patterns, length of school/college day		✓		A		
Behaviour management and pupil well-being							
Behaviour management and pupil well-being	Establish trust behaviour policy including responsibility for exclusions		✓		A		
	Discipline Committee decisions about permanent exclusions			Discipline Committee			A
	Monitor effectiveness of behaviour code and policy			Standards Committee	✓		✓
	Determine trust's anti-bullying policy including implementation and reporting requirements in each academy		✓		✓		✓

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
	Set annual academy attendance targets and monitor performance against targets.		✓	Standards Committee A	✓		✓
Pupil performance progress and outcomes							
Pupil performance progress and outcomes inc. pupil premium	Monitor performance against targets across the trust including pupil premium annual plan		✓	Standards Committee	✓		✓
	Monitor performance against targets in each academy, including whole school and identified pupil/student groups.		✓	Standards Committee	✓		✓
	Annual review of academy/pupil outcomes		✓	Standards Committee A	✓		✓
Admissions							
Admissions	Determine the trust's admissions policy.		✓		A		
	Manage independent admissions appeals		✓		A		
Information for parents and other stakeholders							
Information for parents and other stakeholders	Ensure trust and academies are fully compliant with web-site publication requirements			Audit, Risk and Finance Committee	✓		
	Freedom of Information (FOI) requests				✓		

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
	Media requests/publicity				✓		
	Reporting to parents				✓		✓
Policies							
Policies	Approve SEND policy		✓		A		
	Approve Safeguarding policy		✓		A		
	Approve Human Resources (HR) policies and procedures including all employment terms and conditions		✓		A		
	Approve Charging and remissions policy		✓		A		
	Approve Health and Safety (H&S) policy		✓		A		
	Ensure compliance with approved policies and report on compliance to the Trustees.				✓		
Holding to account							
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment, financial): agree		✓	Audit, Risk and Finance Committee A	✓		✓
	Reporting arrangements for progress on key priorities: agree		✓		✓		✓

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
	Performance management of the Chief Executive Officer: undertake		✓				
	Performance management of academy Headteacher : undertake				✓		
	Trustee monitoring: agree arrangements		✓		A		
Ensuring financial probity							
Ensuring financial probity	Director of Finance, Resources and Operations for delivery of trusts detailed accounting processes: appoint		✓				
	To ensure compliance with the provisions of the funding agreements including the Academies Handbook			Audit, Risk and Finance Committee	A		
	To establish and approve the Trust's financial and procurement procedures and policies		✓	Audit, Risk and Finance Committee A	A		
	Agree Trust's scheme of financial delegation: establish and review		✓		A		
	Internal and External auditors' report: receive and respond		✓	Audit, Risk and Finance Committee	A		

Area	Decision	Delegation					
		Members	Trust Board	Committees	CEO	LAC	Academy HT/Exec HT
				A			
	CEO pay award: agree		✓				
	Academy Headteacher pay award: agree				✓		
	Assign Teaching and Learning Responsibility		✓				✓
	Trusts Pay Policy						
	Staff appraisal procedure and pay progression: monitor and agree		✓		✓		✓
	Benchmarking and trust wide value for money: ensure robustness			Audit, Risk and Finance Committee	A		
	Monitor the financial performance of the Trust			Audit, Risk and Finance Committee	A		