
Samuel Ward Multi-Academy Trust

Scheme of Delegation

April 2018

Samuel Ward Academy Trust governance

Multi-academy trust boards operate under the mixture of rules and guidance set out by the Education and Skills Funding Agency in its 'Academies Financial Handbook', https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/633375/Academies_Financial_Handbook_2017.pdf

Local governing bodies

The trust continues to have a local governing body for each school. The trust board holds its executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff. The trust's executive leaders work with headteachers and local governing bodies to carry out this role.

The trust updates a handbook for local governing bodies each September.

During the summer term 2018, the trust will refresh the trust's scheme of delegation and focus on support for the governors' role in overseeing school improvement.

During the summer term 2018, the trust will set out a timescale to refresh and republish all policies, and be clear on which are trust-wide and those that each school develops to meet its pupils' needs.

A handbook for governors of schools in the Samuel Ward Academy Trust was published in October 2016. The current version was updated in October 2017 and reflected the growth of the trust and Government expectations.

The key principles of governance in this trust are:

- children come first in every decision
- no challenge is too much to drive improvement

Governors are one of the largest volunteer forces in the country and have an important part to play in raising academy standards. The role of the local governing body is key to the effectiveness of an academy. In 2016, Ofsted described common characteristics of what it described as 'stronger trusts' and included, 'clear frameworks of governance, accountability and delegation'. The trusts it described positively were 'able to draw on the expertise of a cadre of trustees or non-executive directors who use their range of skills and experience to monitor performance.'

Samuel Ward Academy Trust is a partnership of schools located on the Suffolk, Essex, Cambridgeshire borders and East London. We share the same values, face similar issues and are geographically close enough to support and challenge each other. We share a Teaching School and a Research School.

We recognise the unique characteristics of each of the communities in which we work and how they are reflected in distinctive school cultures. We encourage cultural diversity, celebrate the special qualities of each of our schools and recognise that for communities to become sustainable they must

develop and grow. We look for what works and look to make sure that all children in our trust learn from this knowledge.

Governors play a key role in the success of our academies and the trust as a whole. The trust is proud to support them in their roles. The Handbook aims to set out their key roles and the trust's expectations that their work leads to children and young people having a better education than would otherwise be the case.

Trust Board

As a charitable company limited by guarantee the trust has members who have a similar role to the shareholders of a company limited by shares. They:

- may amend the articles of association (the articles include a definition of the trust's charitable objects and governance structure) subject to any restrictions in the articles or in the trust's funding agreement or charity law
- have powers to appoint and remove trustees in certain circumstances
- appoint the trust's auditors and receive the trust's audited annual accounts (subject to the Companies Act).

The trust has in April 2018 four members, three of whom are independent of the board of trustees.

The trustees of the academy trust are also its company directors. In April 2018, the trust board has eight directors plus the Chief Executive. They are referred to as trustees in recognition of the charitable status of the trust. The board of trustees manages the business of the academy trust and focuses strongly on three core functions of governance:

- ensuring clarity of vision, ethos and strategic direction
- holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- overseeing the financial performance of the organisation and making sure its money is well spent.

The trustees ensure compliance with the trust's charitable objects and with company and charity law, and adherence to the trust's funding.

The trust board has established two committees – an Audit Committee and a Remuneration Committee

The role of the Audit Committee is to provide assurance over the suitability of, and compliance with, the trust's financial systems and operational controls.

The role of the Remuneration Committee is to determine and agree with the Board the framework and operation of the framework of the executive management of the trust including Head Teachers.

The trust has appointed a Senior Independent Director to at least annually with the directors review the chair's performance and carry out succession planning for the chair's role

Scheme of delegation

An updated scheme of delegation is below.

A- Approve, R – Recommend, C - Consult				
	Board	CEO	LGB	Head
Governance				
Approve Trust Articles of Association - Board - Members only	R			
Appoint and remove Trust Board directors – Members only approve	R			
Approve membership of new academies	A	R		
Approve Trust Scheme of Delegation	A	R	C	C
Establish Trust Committees	A			
Approve Trust Committee Terms of Reference	A			
Establish LGB working groups			A	R
Appoint Chair of Trust Board	A			
Appoint Chair of LGB			A	
Remove Chair of LGB	A	R		
Appoint and remove Vice Chair of LGB			A	
Appoint (and remove) Chair(s) of Trust Committees	A			
Appoint (and remove) Trust Committee members	A			
Appoint (and remove) Clerk to Trust Board	A			
Appoint (and remove) Clerk to LGB	A		R	
Organise calendar of Trust Board and LGB meetings	A	R	C	
Register of business interests	A	R	C	C
Governors' allowances	A	R	C	C
Trust & Academy Performance, Curriculum and Teaching				
Academy 1 Year development Plan		C	A	R
Academic Performance Targets		A	C	R
Curriculum Policy		A	C	R
Teaching & Learning Policy		A	C	R
Equality information and objectives		C	A	R
Special educational needs policy		C	A	R
Supporting pupils with medical conditions		C	A	R
Sex Education policy		C	A	R
Religious Education policy		C	A	R
Accessibility plan		C	A	R
Transport plan		C	A	R

Home-school agreement document		C	A	R
Data protection	A	R	C	C
Central record of recruitment and vetting checks	A	R	C	C
Freedom of Information	A	R	C	C
Trust Staff Development Plan		A	C	C
Academy Staff Development Plan		C	A	R
Trust Inset Days (Trust Minimum)		A	C	R
School information published on a website		A	C	R
Staff policies				
Pay & Remuneration Policy	A	R	C	C
Job Role Salary & Grading Policy		A	C	C
Changes to Employee Terms & Conditions or Collective Agreements	A	R	C	C
Adoption of Transferring Policies and Collective Agreements	A	R		
Teachers Annual Pay Award	A	R	C	C
Support Staff Annual Pay Award	A	R	C	C
Headteacher Performance Pay Awards (Remuneration Committee)	A	C	C	C
Executive Performance Pay Awards (Remuneration Committee)	A	C		
Chief Executive Performance Pay Award	A			
Individual Performance Pay Awards, schools		C	A	R
Individual Performance Pay Awards, central trust		A		
Performance Management & Appraisal Review Policy	A	R	C	C
Disciplinary Policy	A	R	C	C
Grievance Policy	A	R	C	C
Capability Policy	A	R	C	C
Whistleblowing Policy	A	R	C	C
Re-structuring & Redundancy Policy	A	R	C	C
Health & Safety Policy	A	R	C	C
Staffing				
Staff complement, structure and grades		A	C	R
CEO appointment	A			
Principal appointment		A	R	
Vice Principal appointment		C	A	R

Senior leadership appointments		C	C	A
Teaching and support staff appointments				A
Suspension of CEO	A			
Return of CEO	A			
Suspension of Headteacher		A	C	
Suspension of Deputy Headteacher		A	C	R
Return of Principal after suspension		A	C	
Return of Vice Principal after suspension		A	C	R
Suspension of teaching and support staff		C		A
Return of teaching and support staff after suspension		C		A
Financial governance				
Trust & Academy Financial Regulations	A	R	C	C
Trust & Academy Financial Procedures		A	C	C
Trust Procurement Policy		A	C	C
Trust Budget	A	R		
Trust Annual Accounts	A	R		
Trustees Report	A	R		
Response to Auditor's Management Letter	A	R		
Academy 3 year Budget Plan		A	R	R
Academy 1 year Budget		A	R	R
Financial authorisation				
Expenditure or contracts up to Lower Limit				A
Expenditure or contracts from Lower Limit to Upper Limit		A		R
Expenditure or contracts from Upper Limit to OJEU limit		A		R
Expenditure over OJEU limit		A		R
Disposals or write off of stock, assets or debts up to £5,000		A		R
Disposals or write off of stock, assets or debts over £5,000 (up to AFH limit) To ESFA	R	R		
Compensation payments up to £50,000	A	R		
Academy procedures				
Academy times		C	A	R
Academy terms and holidays		A	C	C
Expansion of Academy (PAN or NOR)		A	C	R
Extension of Academy provision (Nursery)	A	R	C	R

Safeguarding Policy including procedures for dealing with allegations of abuse against staff		A	C	C
Child Protection Policy		R	A	R
Attendance Policy		C	A	R
Pupil Behaviour & Exclusions Policy		C	A	R
Short-term Exclusion				A
Return after short-term exclusion				A
Permanent Exclusions		C	A	R
Complaints Policy	A	R	C	C
Complaints Appeals			A	R
Complaints Appeals when investigated by LGB		A	R	
Admissions Policy	A			
Allocation of places against Admissions Policy			A	R
Admissions Appeals panel		A		
Academy prospectus		C	A	R
Academy website		C	A	R
Academy name, logo & branding		C	A	R
Academy uniform		C	A	R
Charging Policy		C	A	R
Academy Trips Policy		C	A	R
Extended services on-site		C	A	R
Pupil Premium Policy		C	A	R
Pupil Premium Plan		C	A	R
Premises & Assets				
Asset Management Policy & Plan	A	R	C	C
Health & Safety Policy		A	C	C
Commissioning of repairs or works up to £10,000				A
Commissioning of repairs of works over £10,000		A		R