



The Passmores Co-operative Learning Community Scheme of Delegation

The phrases used in the context of this document have the following meanings:

- Consult:** The individual or group who should be consulted by the Trustees as part of the process of completing the task.
- Deliver:** The individual or group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery as appropriate. In the case of the CEO this will be at Trust level. In the case of the Principal/Headteacher this will be at Local Governing Body level.
- Monitor:** The group that has responsibility for monitoring whether a particular task is being carried out to a satisfactory standard.
- Recommend:** The individual or group that should make recommendations as to how a particular task should be completed. The CEO, Finance & Audit Committee, and LGBs (in relation to their own academy), will make recommendations to the Trust Board. The Principal will make recommendations to Passmores LGB. The head teachers will make recommendations to their LGB and/or the CEO, as appropriate.
- Ratify:** Final ratification of policies or recommendations made by the CEO or appropriate group to either the Trust Board or LGBs (in cases where powers have been delegated to the LGB by the Trust Board).

Governor Monitoring: The key areas for monitoring identified by the Trust Board are: Safeguarding, SEND, disadvantaged students (includes PPG), Curriculum (includes T&L/standards), and Professional Learning & Wellbeing. Local governing bodies must monitor these areas and provide reports to the relevant LGB and Trust Board, in line with the Trust Board monitoring calendar (see Appendix). Local governing bodies may choose to monitor additional areas but in doing so, must take into account the workloads of governors, staff and the headteacher.

Communication: To stay informed of the activities of committees that individual governors are not members of, local governors and trustees are requested to read the relevant minutes. These are available on GovernorHub <https://governorhub.com/> under the Resources section.

Strategy & Leadership	Members	Trust Board	LGB	Finance & Audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Appointment/removal of trustees	Deliver Ratify (up to 6)	Deliver Ratify	Recommend				
Issue direction to the Trustees to take a specific action	Deliver by special resolution	Consult				Consult	
Appointment/removal of Clerk		Deliver Ratify					
Appointment of LGB Chair and Vice-chair		Ratify	Recommend Deliver				
Removal of LGB Chair and Vice-chair		Recommend Ratify Deliver	Recommend				
Appointment/removal of Trust governors and Finance governors		Deliver Ratify					
Appointment/removal of local governors			Deliver Ratify				

Strategy & Leadership	Members	Trust Board	LGB	Finance & Audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Trust Board Chair's Action		Chair to deliver Excludes approval of Trust's budget				Recommend	
F&A Committee Chair's Action				Chair to deliver. Excludes approval of Trust's budget		Recommend on advice of CFO	
LGB Chairs' action			Chair to deliver				Recommend
Decisions relating to Trust's expansion or changes to number of schools in Trust		Ratify	Consult			Recommend Deliver	
Policies – review and approval of Trust wide policies		Ratify	Trust Board may consult with LGB if required	Ratify finance and cyber security policies – consult with Trust Board if appropriate		Deliver	
Scheme of Delegation, Review and approval		Deliver Ratify					
Setting the Vision of the Trust	Consult	Deliver Monitor	Consult			Consult	Consult

Strategy & Leadership	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Trust's Three Year Strategic Plan		Monitor Ratify	Consult Recommend			Consult Recommend Deliver	Consult
Setting and reviewing KPIs for the Trust		Monitor Ratify	Consult Recommend			Recommend Deliver	
Policies – review and approval of academy policies.		Admissions, Safeguarding/CP and SEND policies must be ratified by Trust Board	Ratify, except Admissions, Safeguarding/CP and SEND policies - consult				Deliver
School Development Plan			Approve				Deliver
Prepare terms of reference (ToR) for committees.		Deliver Ratify					
Establish and review the policy for governors' expenses		Deliver Ratify	Consult				
Members', Trustees', Finance and LGB governors' Code of Conduct		Deliver Ratify					

Strategy & Leadership	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Establish Trustees'/Finance governors' Induction Policy		Ratify				Deliver	
Establish LGB governors' Induction Policy			Deliver Ratify				
Training programme for trustees finance/LGB govts		Recommend for trustees / finance governors	Recommend for local governors				
Monitoring progress of School Improvement Plan			Monitor				Deliver
Monitor progress of Trust Improvement Plan		Deliver					

Strategy & Leadership	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Dates of committee meetings		Ratify	Consult for LGB meetings	Consult for F&A meetings	Consult for Pay and Remuneration Committee		Recommend
Amend Articles of Association	Deliver Ratify, subject to consent from third parties e.g. ESFA						
Deployment of key staff within the Trust		Ratify				Recommend	
Changes to the senior leadership structure		Ratify	Consult			Recommend	Consult
Change the name of the Trust	Deliver Ratify	Consult	Consult	Consult		Recommend	Consult
Wind up the academy trust	Deliver Ratify	Consult	Consult	Consult		Recommend	Consult
Self-review of Trust Board: Complete annually		Deliver					
Self-review of LGBs and FA&R Committee: Complete annually			Deliver	Deliver			

Strategy & Leadership	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Annual self-review/triannual external review of board effectiveness: submit to members		Deliver					
Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House		Deliver					

Education & curriculum	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Processing systems to improve the quality of teaching: Challenge and support to support delivery of education			Monitor			Deliver by supporting H/Ts and intervening where appropriate	Deliver
Educational standards and students' achievements		Monitor	Monitor				
Safeguarding procedures		Ratification of policy	Monitor Consult on policy				Deliver
Pupil Premium Spending			Monitor Ratify PPG report				Deliver
SEND procedures		Ratification of policy	Monitor Consult on policy				Deliver
Set and publish targets for student achievement		Ratify (Trust-wide targets)	Ratify (school level targets)			Recommend Deliver (Trust level)	Recommend Deliver (school level)

Education & curriculum	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Developing, implementing and reviewing the curriculum	Monitor as part of ensuring PCLC's Objects are met	Consult on strategic Trust-wide matters Ratify	Consult on strategic school level matters. Monitor effectiveness			Deliver (Trust-wide)	Deliver (school level)
Approval of school residential trips			Ratify				Recommend/Deliver
Pupil Premium – review and challenge in terms of educational outcomes and narrowing the gap			Monitor				Deliver and report to LGB
Approval and review of Admissions Policy		Ratify	Consult			Deliver	Recommend
Students' attendance and punctuality		Ratify policy	Monitor				Deliver and report to LGB

Education & curriculum	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Academy hours: Opening and closing times, length of school day		Ratify	Consult			Recommend changes as appropriate	Recommend changes as appropriate Deliver
Term dates			Ratify			Recommend changes as appropriate	Recommend changes as appropriate Deliver
Student disciplinary and exclusion decisions		Decisions on reinstatement of excluded students to be delegated to a Pupil Discipline Panel to include a majority of trustees	Ratify Exclusion policy Non-statutory governors' panel may be required in accordance with school behaviour policy				Deliver in accordance with school's policy.
Students disciplinary and exclusion appeals		Delegate appeals to a subcommittee of three PCLC governors, which must include at least two trustees.	LGB Chair can reinstate student if exclusion means they would miss a public exam.				Recommend and deliver in accordance with school's policy.

Education & curriculum	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
School lunch – compliance and nutritional standards and FSM criteria			Monitor				Deliver
Approval of Sex & Relationships Policy		Ratify	Consult			Deliver	Recommend
Engagement with key stakeholders, including parents			Monitor				Deliver
Pupil wellbeing			Monitor				Deliver

Finance and premises	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Funding Model across the Trust to secure the Trust's financial health.		Ratify		Consult		Recommend	
Formulating and setting the Trust wide budget		Ratify	Consult	Recommend		Deliver	
Expenditure of Trust's budget		Ratify		Monitor and report to Trustees			
Review and approval of financial policies such as Charging and Remissions policy				Ratify – seek advice from Trust Board if appropriate.		Deliver	
Formulating and determining the proportion of the overall budget to be delegated to each academy		Ratify		Recommend		Deliver	
Benchmarking and trust wide value for money: ensure robustness				Deliver			

Finance and premises	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Monitoring expenditure in relation to school development plan			Deliver				
Monitoring of auditing and financial controls				Deliver			
Financial reporting and KPIs		Ratify		Monitor		Deliver	
Delegated budgets and finance - scheme of delegation of financial authority of academies		Ratify		Recommend		Deliver	
Approval of financial accounts, and submission of statutory reports to EFA and other third parties	Right to receive the annual accounts	Ratify		Monitor		Deliver	

Finance and premises	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Corporate risk register		Ratify		Monitor		Deliver	
Investment policy, in line with Academies Financial Handbook and internal policies and controls		Ratify		Recommend		Deliver	
Setting Trust wide procurement policies, including HR and payroll, solicitors, in accordance with the Academies Financial Handbook and Funding Agreement				Monitor		Deliver	Recommend
Selection of external auditors	Ratify			Consult		Deliver	
Selection of internal auditors				Ratify CFO to deliver			

Finance and premises	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Determining, allocating and overseeing central services provided to Trust's academies		Ratify				Deliver	
Asset and premises management strategy - determining the use of Academies' premises and ensuring these are adequately maintained.		Ratify				Deliver	Recommend
Acquiring and disposing of Trust's land and assets		Ratify				Deliver	
Change of use of Trust's fixed assets		Ratify	Consult			Deliver	Recommend
Arranging insurance for the Trust				Consult		Deliver	
Establish and review of Trust-wide Health & Safety policy		Ratify	Monitor			Deliver	

HR and operations	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Appointment of CEO		Trust Board Panel to deliver					
Appointment of Principal/headteacher at each academy		Deliver Ratify	Consult			Consult	
Vice-principal/deputy headteacher appointments		Ratify	Recommend			Consult	Deliver
Appointment of cross-trust staff		Consult	Consult			Recommend Deliver	
Appointment of academy staff						Consult for appointment of SLT	Deliver
Establish and review of Trust wide HR policies including Disciplinary and Capability procedures		Ratify				Deliver	
Setting Appraisal Policy and Pay Policy		Ratify		Recommendations for Pay Policy	Recommendations for Appraisal and Pay Policy	Deliver	

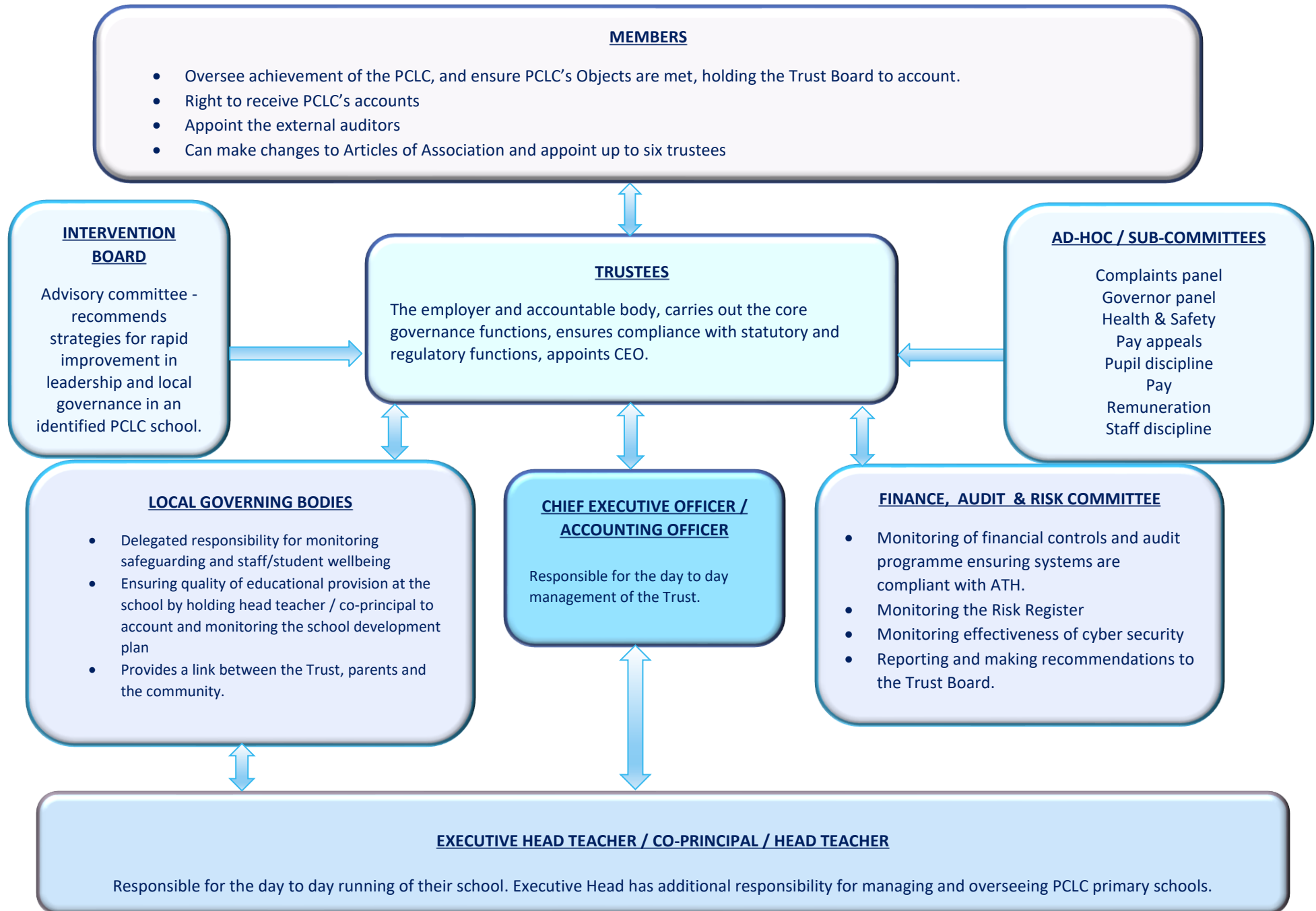
HR and operations	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
CEO appraisal and mid-year review		CEO's PMR Panel to deliver			Remuneration Committee to monitor		
Executive Head appraisal and mid-year review		Executive Head PMR Panel to deliver			Remuneration Committee to monitor	Deliver	
Co-Principal / Headteachers' appraisal and mid-year review			Nominated LGB governor (other than Executive Head and one external advisor to deliver, overseen by CEO.		Remuneration Committee to monitor	Deliver	
CFO appraisal and review				F&A Committee Chair to deliver	Remuneration Committee to ratify	Deliver	
Setting terms and conditions of employment		Ratify				Deliver	

HR and operations	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Dismissal or suspension of CEO		One trustee to act as investigating officer. Formal meeting with three other trustees. Deliver					
Dismissal or suspension of Executive Head		One trustee to act as investigating officer. Formal meeting with three other trustees. Deliver				Recommend Deliver	
Dismissal or suspension of co-principal/headteacher		If formal meeting required, three trustees to form subcommittee.				Recommend Deliver	
Dismissal or suspension of senior and cross-Trust staff.		Ratify	Consult			Recommend Deliver	
Dismissal or suspension of other staff.						Ratify	Recommend Deliver
Redundancy, staff re-structuring and early retirement.		Ratify		Consult re financial implications		Deliver	Recommend

HR and operations	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Appeal hearing following dismissal of CEO		Two trustees (other than the CEO) and one other PCLC governor who have not been involved at an earlier stage to ratify and deliver.					
Appeal hearing following dismissal of Executive Head/Head teacher/ Co-principal		Two trustees (other than the CEO) and one other PCLC governor who have not been involved at an earlier stage to ratify and deliver.					
Appeal hearing following dismissal of Cross-Trust staff		Subcommittee of PCLC governors to include at least two trustees (other than the CEO) to ratify and deliver.					

HR and operations	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Appeal hearing following dismissal of academy staff		Subcommittee of PCLC governors to include at least two trustees (other than the CEO) to ratify and deliver.					
Implementation of Pay Policy and Appraisal procedures					Monitored by Pay Committee. Executive pay and appraisal monitored by Remuneration Committee.	Deliver	Deliver
Approval of Executive Pay					Remuneration Committee		
Pay Appeals		Decisions on pay appeals will be delegated to a subcommittee consisting of a majority of trustees who have had no previous involvement in pay decisions.					

HR and operations	Members	Trust Board	LGB	Finance and audit	Pay/Remuneration Committees	CEO	Principal/headteacher
Media and PR, overseeing public relations and projecting to the wider community		Consult				Deliver (Trust level)	Deliver (school level)
Academy prospectus			Consult				Deliver
Dealing with complaints		In accordance with PCLC Complaints policy, a subcommittee may be formed comprising of at least two trustees.					
Staff wellbeing		Monitor – including CEO	Monitor			Deliver (Trust level)	Deliver (school level)



Appendix: Trust Board Calendar of monitoring

Key area	What	When
Safeguarding	All LGBs to receive a report from the designated governor. This will be also reviewed by the Trust Board.	Second LGB meeting of autumn term. Review at December meeting for Trust Board
Professional learning / staff wellbeing	All LGBs to receive the calendar of professional learning. Clerk to check with head teacher if there is anything to report on staff wellbeing when setting agendas throughout the year. All LGBs to receive a report from the designated governor on the impact of CPD on teaching and learning and teacher' workload.	First LGB meeting of autumn term Termly or as appropriate Report to LGBs and Trust Board in July
Curriculum/ teaching and learning	All LGBs to receive a report from the designated governor on intent, implementation and impact of the curriculum on standards across the school.	LGBS – January Trust Board - February
Disadvantaged, including PPG	All LGBs to receive a report from the designated governor on progress and attainment of disadvantaged pupils and impact and use of PPG funding.	Trust Board – March LGBs May
SEND	All LGBs to receive a report from the designated governor on progress and attainment of SEND pupils and impact of SEND support and interventions.	LGBs - March / May Trust Board – May

In addition, the Trust Board has delegated the responsibility for monitoring pay and appraisal to LGB pay committees who will meet in the autumn term.