



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 & Risk Committee, and LGBs (in relation to their own academy), will make recommendations to the Trust Board. The Principal/Headteacher 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).

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 relevant links in the Resources section.

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Issue direction to the Trustees to take a specific action	Deliver by special resolution	Consult				Consult		
Appointment/removal of Members	Deliver by special resolution Ratify							
Appointment/removal of trustees	Deliver Ratify (up to 6)	Deliver Ratify						
Appointment/removal of governance professional		Ratify				Deliver		
Election of Chair and Vice-chair of Trustees		Deliver Ratify						
Election of LGB Chair and Vice-chair			Deliver Ratify					
Removal of LGB Chair and Vice-chair		Recommend Ratify Deliver	Recommend					
Appointment/removal of Trust governors and finance governors		Deliver Ratify						

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Appointment/removal of local governors			Deliver Ratify					
Determining the Vision of the Trust		Deliver Ratify Monitor	Consult			Consult	Consult	Consult
Governance structure for the Trust: establish and review annually		Ratify						
Trust priorities		Ratify Monitor				Recommend Deliver		
Setting and reviewing KPIs for the Trust		Ratify Monitor				Recommend Deliver		
School Development Plan			Ratify				Recommend	Deliver
Monitoring progress of School Development Plan			Deliver					

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Trust Board Chair's Action		Chair to deliver Excludes approval of Trust's budget				Recommend		
FA&R 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		Consult 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		Recommend Deliver		
Policies – review and approval of academy policies.		Admissions, Safeguarding/CP and SEND policies must be ratified by Trust Board	Ratify stat. policies, except Admissions, Safeguarding /CP and SEND policies – consult				Recommend Ratify agreed non-statutory policies	Deliver

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Scheme of Delegation, Review and approval		Ratify						
Terms of reference (ToR) for committees.		Ratify						
Local governors' and trustees' Code of Conduct		Ratify						
Trustees'/local governors' Induction procedure		Chair to deliver for trustees Ratify	Chair to deliver for local governors					
Training programme for trustees finance/LGB govts		Recommend for trustees	Recommend for local governors					
Dates of committee meetings							Deliver	
Review / amend Articles of Association	Ratify and deliver subject to consent from third parties e.g. ESFA	Consult						

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Deployment of key staff within the Trust						Ratify Deliver	Consult (Trust)	Consult (academy)
Changes to the staff structure		Ratify				Recommend (Trust) Deliver	Recommend (academy) Deliver	Consult
Change the name of the Trust	Ratify	Consult	Consult			Recommend Deliver	Consult	Consult
Dissolve the academy trust	Ratify	Consult	Consult	Consult		Recommend Deliver	Consult	Consult
Self-review of Trust Board: Complete annually	Consult	Deliver						
Self-review of LGBs: Complete annually	Consult		Deliver					
Triennial external review of board effectiveness: submit to members		Deliver						

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
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				Deliver		
Publish governance arrangements on trust and schools' websites						Deliver		
Ensure trust and school websites are compliant and effective		Monitor	Monitor			Deliver	Deliver	

Education & curriculum	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Improvements to 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			Deliver		Deliver
Safeguarding procedures		Ratification of policy	Monitor Consult on policy				Consult	Deliver
Pupil Premium Spending			Monitor				Consult	Deliver
SEND procedures		Ratification of policy	Monitor Consult on policy				Consult	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, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Developing, implementing and reviewing the curriculum		Consult on strategic Trust-wide matters Ratify	Consult on strategic school level matters. Monitor effectiveness			Deliver (Trust-wide)	Consult	Deliver (school level)
Approval of school residential trips			Ratify					Recommend Deliver
Approval and review of Admissions Policy		Ratify	Consult			Recommend Deliver	Recommend Deliver	Consult
Students' attendance, punctuality, and behaviour			Monitor				Consult	Deliver
Academy hours: Opening and closing times, length of school day.		Ratify	Consult			Recommend Deliver	Recommend Deliver	Consult

Education & curriculum	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Term dates			Ratify			Recommend	Recommend Deliver	Consult
Student suspension and exclusion			Ratify Suspension & Exclusion policy Non-statutory governors' panel may be required in accordance with school behaviour policy				Consult	Deliver
Student suspension and exclusion appeals		Delegate appeals to a subcommittee of PCLC governors, which must include a majority of trustees.					Consult	

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

Finance and premises	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO / CFO	Executive Head	Principal/Head
Funding Model across the Trust to secure the Trust's financial health.		Ratify		Consult		Recommend		
Formulating and setting the Trust wide budget		Ratify		Recommend		Deliver		
Expenditure of Trust's budget		Ratify		Monitor and report to Trustees		Deliver		
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				Recommend Monitor		Deliver		

Finance and premises	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO / CFO	Executive Head	Principal/Head
Monitoring expenditure in relation to school development plan			Deliver					
Monitoring of auditing and financial controls				Deliver				
Financial reporting and KPIs				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 ESFA and other third parties	Right to receive the annual accounts	Ratify		Monitor		Deliver		

Finance and premises	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO / CFO	Executive Head	Principal/Head
Management of risk: establish register, review and monitor		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 Academy Trust Handbook and Funding Agreement				Monitor		Deliver	Deliver	Consult
Appointment/removal of external auditors	Ratify			Recommend		Deliver		
Appointment / removal of internal auditors and agree internal audit programme.				Ratify		Deliver		

Finance and premises	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO /CFO	Executive Head	Principal/Head
Act on recommendations made by auditors				Monitor		Deliver		
Determining, allocating and overseeing central services provided to Trust's academies		Ratify		Monitor		Deliver		
Asset and premises management strategy - determining the use of academies' premises and ensuring these are adequately maintained.		Ratify		Monitor		Deliver	Recommend	
Acquiring and disposing of Trust's land and assets		Ratify		Consult		Recommend Deliver		
Change of use of Trust's fixed assets		Ratify	Consult	Consult		Recommend Deliver	Recommend	
Arranging insurance for the Trust				Consult		Deliver		
Establish and review of Trust-wide Health & Safety policy.		Ratify Monitor				Deliver	Deliver	

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

HR and operations	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
CEO appraisal and pay review		CEO's PMR Panel to deliver			Remuneration Committee to monitor and ratify			
Executive Head appraisal and pay review		Executive Head PMR Panel to deliver			Remuneration Committee to monitor and ratify	Deliver		
Co-Principal / Headteachers' appraisal and pay review			Nominated LGB governor (other than Executive Head) and one external advisor to deliver, overseen by CEO.		Remuneration Committee to monitor and ratify	Deliver		
CFO appraisal and pay review				F&A Committee Chair to deliver	Remuneration Committee to monitor and ratify	Deliver		
Implementation of Pay Policy and Appraisal procedures		Ratify policy			Monitor	Deliver	Deliver (primaries)	Deliver (Passmores)

HR and operations	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Approval of Executive Pay					Ratified by Remuneration Committee			
Approval of Staff Pay		Ratify			Pay Committee recommend to Trust board		Recommend to Pay Committee	Recommend to Pay Committee
Pay Appeals		Subcommittee with a majority of trustees who have had no involvement with Remuneration, Appraisal or Pay Committees. Deliver.						
Setting terms and conditions of employment		Ratify				Deliver		
Determine Discipline & Capability policy		Ratify						
Implement discipline and capability procedures		Deliver (for CEO)				Deliver (for central team)	Deliver (for central team and school staff)	Deliver (for school staff)

HR and operations	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
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 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	Recommend Deliver (primaries)	

HR and operations	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Dismissal or suspension of other staff.							Recommend Deliver (primaries)	Deliver (Passmores)
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/headteacher/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.						

HR and operations	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
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.						
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.						
Redundancy and staff re-structuring		Ratify		Consult re financial implications		Recommend Deliver	Recommend	
Approval of exit payments, early retirement, pension discretion.		Ratify				Deliver		

HR and operations	Members	Trust Board	LGB	Finance, Audit & Risk	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Media and PR, overseeing public relations and projecting to the wider community		Consult				Deliver		Deliver
Academy prospectus			Consult					Deliver
Dealing with complaints		Complaints Panel consisting of a majority of trustees, in accordance with policy	Monitor					Deliver
Staff wellbeing		Monitor (Executive staff)	Monitor			Deliver (Trust level)		Deliver (school level)

