



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, Standards 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	Standards	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						

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Appointment/ removal of Trust governors and finance governors		Deliver Ratify							
Appointment/ removal of local governors			Deliver Ratify						
Determining the Vision of the Trust		Deliver Ratify Monitor	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	

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Monitoring progress of School Development Plan			Deliver						
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		

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
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	
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						

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Dates of committee meetings								Deliver	
Review / amend Articles of Association	Ratify and deliver subject to consent from third parties e.g. ESFA	Consult							
Deployment of key staff within the Trust							Ratify Deliver	Consult (Trust)	
Changes to the staff structure		Ratify					Recommend (Trust) Deliver	Recommend (academy) Deliver	
Change the name of the Trust	Ratify	Consult	Consult				Recommend Deliver	Consult	
Dissolve the academy trust	Ratify	Consult	Consult	Consult			Recommend Deliver	Consult	
Self-review of Trust Board: Complete annually	Consult	Deliver							

Strategy & Leadership	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Self-review of LGBs: Complete annually	Consult		Deliver						
Triennial 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					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	Standards	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		Monitor		Deliver		Deliver
Safeguarding procedures		Ratification of policy	Monitor /consult on policy					Consult	Deliver
Pupil Premium Spending			Monitor		Monitor impact			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)		Monitor		Recommend Deliver (trust level)		Recommend Deliver (school level)
Developing, implementing and reviewing the curriculum		Consult on strategic trust-wide matters Ratify	Consult on strategic school level matters. Monitor effectiveness		Monitor		Deliver (trust wide)	Consult	

Education & curriculum	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
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		Monitor			Consult	Deliver
Academy hours: opening and closing times, length of school day		Ratify	Consult				Recommend	Recommend Deliver	Consult
Term dates			Ratify				Recommend	Recommend Deliver	Deliver
Student suspension and exclusion			Ratify Suspension & Exclusion Policy Non-statutory governors' panel maybe required in accordance with school behaviour policy		Monitor			Consult	Deliver

Education & curriculum	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Student suspension and exclusion appeals		Delegate appeals to a subcommittee of PCLC governors, which must include a majority of trustees						Consult	
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 & Premises	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	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 report to Trustees			Deliver		
Review and approval of financial policies such as Charging & Remissions policy				Ratify – seek advise 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		
Monitoring expenditure in relation to school development plan			Deliver						

Finance & Premises	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO/CFO	Executive Head	Principal/Head
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		
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		

Finance & Premises	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO/CFO	Executive Head	Principal/Head
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		
Act on recommendations made by auditors				Monitor			Deliver		
Determining, allocating and overseeing central services provided to Trust's academies		Ratify		Monitor			Deliver		

Finance & Premises	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO/CFO	Executive Head	Principal/Head
Asset and premises management strategy – determining the use of academies’ premises and ensuring that 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 & Operations	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	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 for SLT	Consult for appointment for senior staff	Deliver
Establish and review of Trust wide HR policies including Disciplinary and Capability procedures		Ratify					Deliver		

HR & Operations	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Setting Appraisal Policy & Pay Policy		Ratify				Recommend	Deliver		
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		
Principal/ Headteacher 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		

HR & Operations	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
CFO appraisal and pay review				FA&R 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 (Secondaries)
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		

HR & Operations	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
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)
Dismissal or suspension of CEO		One trustee to act as investigating officer. Formal meeting with three other trustees. Deliver							
Dismissal of suspension of Executive Head		One trustee to act as investigating officer. Formal meeting with three other trustees. Deliver					Recommend Deliver		

HR & Operations	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
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)	
Dismissal or suspension of other staff								Recommend Deliver (Primaries)	Deliver (Secondaries)
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							

HR & Operations	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
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							
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							

HR & Operations	Members	Trust Board	LGB	Finance, Audit & Risk	Standards	Pay/ Remuneration	CEO	Executive Head	Principal/Head
Redundancy and staff re-structuring		Ratify		Consult Re: financial implications			Recommend Deliver	Recommend	
Approval of exit payments, early retirement, pension discretion		Ratify					Deliver		
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 the policy	Monitor						Deliver
Staff Well-Being		Monitor (Executive staff)	Monitor				Deliver (Trust level)		Deliver (School level)

