

## SUMMARY OF KEY DELEGATED RESPONSIBILITIES – GOVERNANCE AT PICKWICK ACADEMY TRUST

The Board of Trustees has clearly identified the areas of responsibility that they delegate to the Local Governance Committees (LGCs) and Executive Team. Although not legally responsible or accountable for the statutory functions, LGCs play a critical role in ensuring schools operate effectively and in line with the strategic aims of the Trust. The Executive Team is led by the Chief Executive Officer (CEO) and includes the Chief Finance & Operating Officer (CFOO), three Directors of Education and the Professional Development Director.

The CEO is accountable but delegates duties within the Executive. The act of delegation from the Board of Trustees to the LGCs and Executive Team is a delegation of powers and duties, and not a delegation or shedding of responsibilities.

To help to clarify where roles and responsibilities sit within our governance structure, we have defined as a Trust what we mean by the words we use in the table below:

<b>Determine</b>	To identify what something should be like and decide to make it this way
<b>Approve</b>	To officially agree or accept a proposal
<b>Monitor</b>	To observe, scrutinise and check the progress of something over a period of time; keep under systematic review
<b>Delegate</b>	To entrust powers or duties to others in the organisation (delegated powers or duties must be executed in line with strategic aims / wishes of the Trust)
<b>Provide</b>	To make available for use; supply or deliver an action on something, e.g. a resource, time, service
<b>Ensure</b>	To make certain something happens
<b>Hold (someone) to account</b>	To require a person to explain verbally or in writing or to accept responsibility for their actions

<b>Governance</b>			
<b>Members</b>	<b>Trustees</b>	<b>Local Governance Committees</b>	<b>Executive Team</b>
Determine the constitution	Determine and ensure clarity of strategic vision, values, ethos and direction of the Trust; ensure the enduring Christian vision, values and theological underpinning of all Church Schools	Monitor and understand that the school is implementing the Trust's strategic vision, values, ethos and direction; ensure the enduring Christian vision, values and theological underpinning in Church Schools	Deliver the strategic vision, values, ethos, (and Christian vision, values and theological underpinning in Church Schools), and direction of the Trust
Monitor, appoint & hold the Trust Board to account	Approve and monitor the implementation of Trust development / action plans; Monitor the implementation of school improvement plans; Hold Executive Team to account for Trust's education and financial performance; Monitor performance and contribution of LGCs	Monitor implementation of school improvement / action plans, focussing on school performance, pupil experience, safeguarding, SEND, Collective worship and RE (including the requirement to prioritise the teaching of Christianity units in church schools); Ensure positive contribution of LGC governors	Approve and monitor the implementation of school improvement / action plans; Approve and monitor schools' financial performance

Delegate Trust governance to Trustees	Provide strategic governance, challenge and support to Executive Leaders and LGCs; Ensure collaboration and communication between layers of governance;	Provide strategic governance, challenge and support to Headteachers, Heads of School and Senior Leaders in line with Trust Board direction	Provide strategic leadership, challenge and support to Headteachers, Heads of School and Senior Leaders
Approve changes to Articles; MOU with SDBE; Board Structure; Funding Agreement	Approve changes to Governance structure; Scheme of Delegation; Terms of Reference; Business Plan; Trust-wide policies; Trust Development Plan	Approve changes to school policies (e.g. admissions, pupil behaviour, safeguarding) following review	Determine strategic and operational policies
Approve the appointment of Trustees; Diocesan Corporate Member for Foundation appointments	Determine appointments to Trust Board; Approve Chair and Vice Chair of LGCs	Determine appointments to LGC; ensure approval gained for foundation local governors; seek approval for Chair/Vice-Chair appointments	Provide support to Trust Board by attending Board, Committees and LGC meetings
Determine outcome of complaint against Trust Chair; if Trustees need to be removed	Determine outcome of complaint investigations made against Executive Team/LGC; determine outcome of all appeals to complaint investigations made against Heads (Complaints Panel); Determine if LGC Chair/LGC itself needs to be removed	Determine outcome of complaint investigations made against Heads; determine outcome of appeals to complaint investigations made against senior leaders and other staff (Complaints Panel); Determine if LGC governors need to be removed	Provide support to Heads in determining outcome of complaint investigations made against staff, and LGCs in determining outcome of complaint investigations made against Heads
<b>Finance, Resources &amp; Facilities Management (inc. Health &amp; Safety)</b>			
<b>Members</b>	<b>Trustees</b>	<b>Local Governance Committees</b>	<b>Executive Team</b>
	Monitor the Trust's effectiveness in sharing and aligning resources to deliver economies of scale	Provide support in sharing school resources, aligning services to improve economies of scale	Determine how to co-ordinate shared services and resources; provide economies of scale proposals
	Approve the Trust's 3 Year Financial Plan including individual schools' budgets and KPIs and annual budget determination	Provide support to Head and Finance Manager in producing the 3 Year Financial Plan for the school	Determine the 3 Year Financial Plan and individual school budgets
	Monitor Trust/school budget in line with appropriate authorisations to hold Executive Team to account; ensure Trust follows financial management policies	Provide support to monitor school expenditure in accordance with appropriate authorisations to support the Trust Board to hold schools to account	Monitor expenditure in accordance with appropriate authorisations to hold school leaders and budget managers to account

	Determine the Trust's risk management strategy and hold the Executive Team to account for delivery	Ensure that the school implements the Trust risk management strategy / maintains risk register	Ensure that each school implements the Trust risk management strategy / maintains risk register
	Approve the Trust's reserves/contingency policy		Determine the Trust's reserves/contingency policy
	Ensure appropriate insurance / risk cover is in place		Approve purchase appropriate insurance / risk cover
	Approve site, asset, Health & Safety & IT strategy		Determine site, asset, Health & Safety & IT strategy
	Approve applications for (and monitor progress of) significant capital expenditure and building projects; Approve internal Project Development Fund bids	Provide support to Heads in identifying what capital/internal project funds to apply for; Monitor progress & impact of significant capital expenditure and building, and internal development projects	Determine what capital building projects are required in line with premises development plan; provide support to Heads for applications (e.g. CIF/internal PAT Project Development Fund)
	Monitor Health & Safety policy, action plans and standards of maintenance of the premises across the Trust; Hold Executive Team to account for ensuring children and adults are safe	Monitor Health & Safety policy, action plans and standards of maintenance of the school premises; Hold Head to account for ensuring children and adults are safe in school	Ensure Health & safety checks are carried out regularly, and outcomes and action plans are reported to the Board
<b>Staffing</b>			
<b>Members</b>	<b>Trustees</b>	<b>Local Governance Committees</b>	<b>Executive Team</b>
	Determine appointments/dismissals of Executive Team, consulting with SDBE for those with line management responsibilities of Church Schools; Provide support with recruitment of Headteacher/Head of School roles	Provide support with recruitment of Heads, senior leaders and teachers; consulting with SDBE for Heads of Church Schools	Determine appointments/dismissals of Headteacher/Head of School roles; Provide support with recruitment of senior leaders and teachers
	Provide appraisal for CEO; approve/decline Executive Team and Heads pay recommendations following appraisals, normally through delegated authority to Chair and Vice Chair of the Board	Provide the CEO with information to support Heads appraisal pay recommendations; Through Remuneration Panel support Heads to make teacher appraisal pay recommendations	CEO to provide appraisal for Executive Team/Heads; provide appraisal pay recommendations to Trust Board for Executive Team & Heads; Approve/decline teacher appraisal pay recommendations
	Provide support for reviewing/developing Executive team and leadership/governance at each school; Set staffing direction; Approve changes to staffing structure that exceeds school	Provide support to the Head/senior leaders to develop and review an appropriate staffing structure in line with direction set by Trust Board	Provide support to the Head/senior leaders to develop, review and approve an appropriate staffing structure within constraints of school budget and with consideration to benchmarking information

	budgets/conflicts with benchmarking advice		
	Ensure staff, leaders, governors and Trustees across the Trust engage in high quality professional development	Ensure staff, leaders and governors across the school engage in high quality professional development; Monitor experience of trainee teachers / ECTs	Provide high quality professional development opportunities for staff, leaders, governors and Trustees across the Trust
	Approve staff, HR, Pay, Performance and Disciplinary Policies; Hold Executive Team to account for ensuring the mental health & wellbeing of children and adults	Ensure governors understand how these policies are delivered; Hold Head to account for ensuring the mental health & wellbeing of children and adults	Provide staff, HR, Pay, Performance and Disciplinary Policies and seek approval from Board; CEO responsible for implementation and provision of training and induction in all policies
<b>School Curriculum, Performance &amp; Outcomes, and Community</b>			
<b>Members</b>	<b>Trustees</b>	<b>Local Governance Committees</b>	<b>Executive Team</b>
	Hold the Executive Team to account for the educational performance of the Trust's schools	Hold the Head to account for the educational performance of the school and its pupils	Hold the Head to account for the educational performance of the school and its pupils
	Determine Trust performance benchmarks/KPIs	Monitor the school's performance against KPIs	Determine school performance benchmarks/KPIs
	Determine overall Trust curriculum, Teaching & Learning, and collective worship and RE in Church Schools approach and expectations	Provide support and challenge to Heads and senior leaders in relation to curriculum planning and delivery, quality of T&L, school improvement, SEND provision, budgeting priorities, and collective worship and RE in Church Schools	Determine school curriculum, T&L, school improvement, SEND provision and budgeting priorities with Heads and senior leaders
	Monitor the quality of education, curriculum, and pupil progress and attainment data across the Trust regularly, providing support and challenge to the Executive Team	Monitor the quality of education, curriculum, and pupil progress and attainment data of the school regularly, inc. British values, enrichment activities, alternative provision, statutory requirements for collective worship	Monitor and robustly evaluate the quality of education, curriculum, and pupil progress and attainment regularly, inc. British values, enrichment activities, alternative provision, statutory requirements for collective worship providing support and challenge to school leaders
	Monitor the impact of each school's SDIP through the School Improvement Committee	Monitor the impact of the School Improvement Plan; Ensure LGC contributes to school self-evaluation	Provide support / challenge to Heads in developing and evaluating impact of School Improvement Plan; provide evaluative reports to CEO/SI Committee
	Hold Executive Team to account for appropriate use of Pupil Premium, SEND and Sports Funding spend	Monitor the impact and effectiveness of Pupil Premium, SEND and Sports Funding plans, spending and outcomes, and report to Board	Provide support and challenge to Heads and senior leaders in planning, delivering and evaluating Pupil Premium, SEND and Sports Funding;

			provide evaluative reports to CEO/SI Committee
		Monitor all aspects of pupil experience (e.g. marking/feedback/assessment policies; engagement in home learning; vulnerable groups)	Provide support and challenge to Heads and senior leaders in all aspects of pupil experience
		Approve behaviour policy for the school; monitor policy implementation, behaviour incidents, exclusion rates and attendance (and strategies to improve it); determine outcomes of exclusion panel meetings and report to CEO	Monitor behaviour situation through Safeguard software
	Ensure training and support is available for LGCs to carry out their link governor roles and responsibilities	Provide link Governors for the following areas: Finance, Curriculum, Safeguarding, Health & Safety/Premises, SEND, Pupil Premium, EYFS and report to the Board	Provide high quality, scheduled training for Trustees and governors
	Provide Trustees to engage with Ofsted/SIAMS inspectors to highlight how the Trust has supported/challenged schools to improve, identifying areas to improve	Ensure LGC governors are prepared to participate in Ofsted/SIAMS inspections by evidencing LGC effectiveness, knowledge of strengths and areas for development	Provide support and challenge to Heads and senior leaders to help them prepare for Ofsted/SIAMS inspections; participate to demonstrate Trust support/challenge
	Approve schools' admissions policies	Determine school admissions policy	
		Ensure collaboration with other Trust schools, Pickwick Learning and other schools in the community takes place, encouraging outward-facing approach	
	Ensure regular parent and staff surveys are carried out	Monitor relationships with parents and their satisfaction with the school; Provide regular reports, feedback and advice to Trustees to ensure the school is meeting the needs of the community and its staff	
		Provide community consultation sessions on key issues / developments, reporting to Trust Board	
		Provide a point of contact for parents, carers and other members of the community for the school to effectively manage local relationships, support local	

		staff proactively and reactively and communicate Trust direction	
		Ensure effective links are made between the school and wider community, including Church community, business, sports, schools	
		Ensure LGC information is published in a timely manner, e.g. on GIAS website, school website, communication through newsletters, pecuniary interests etc	