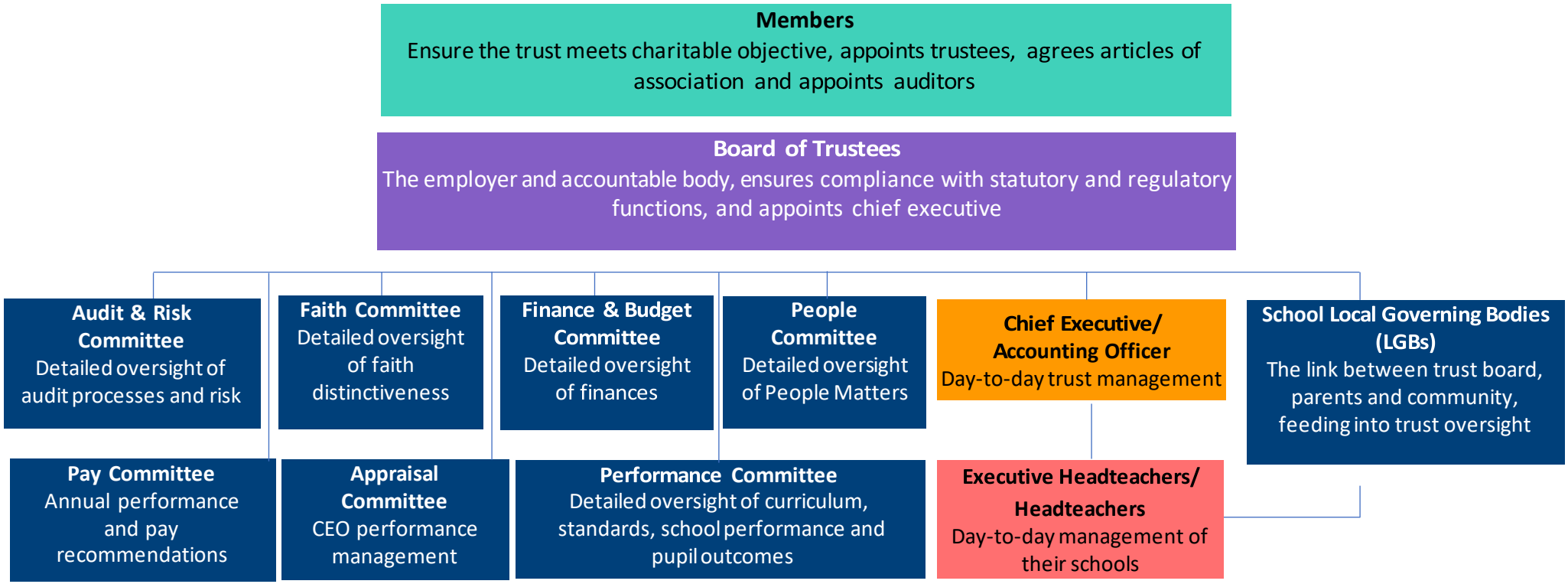
TRANSFORM TRUST – GOVERNANCE incorporating Scheme of Delegation

Transform Trust is a multi-academy trust (MAT) and is a charitable company limited by guarantee registered in England & Wales (Company No 08320065).

Transform Trust has entered into a Master Funding Agreement with the Department for Education (DfE) and a Supplemental Funding Agreement in respect of each school (academy). The DfE (Education & Skills Funding Agency - ESFA) impose policy and reporting requirements as set out in the Trust Academy Handbook.

Transform Trust Governance Model



Purpose

The purpose of this document is to outline delegated powers from the full Board of Trustees. It therefore includes sub-committees of Trustees, Local Governing Bodies and Senior Leadership Team. Whilst the list of powers contained may not be exhaustive, it is intended as a guide so that as new matters develop, the document can be used to interpolate where powers will reside.

The Board reserves the right to withdraw powers to any specific committee or Local Governing Body at any stage at its discretion. Any dispute will be subject to normal resolution by the full Board of Trustees whose decision will be final.

Roles and Responsibilities

Members	• Guardians of the governance of the Trust, ensuring the charitable objective is fulfilled. • Agree the Trust's articles of association, appoint Trustees and external auditors. • Receive the annual report, accounts and other information. • Provide the guarantee (£10) for the company.
Trustees	• Legally accountable for all statutory functions and performance of all the schools within the Trust. • The Trust creates information pathways between the Trust Board, the School LGBs and the Chief Executive. • Trust Board meets at least 6 times a year.
Trust Board Committees	Trustees delegate some governance functions to Board Committees: • **Audit & Risk Committee** - to review all key audit, risk, digital and estate matters within Transform Trust. This Committee will receive the internal & external audit reports, review the Trust risk register, review the Finance Policy, whilst taking into account latest releases of the Academy Trust Handbook. Meets at least 3 times a year. • **Faith Committee** – to ensure that the faith distinctiveness and effectiveness is maintained and enhanced. The Faith Committee considers all schools in Transform regardless of the school's religious character or non. All schools are expected to support children's character development with opportunities to explore life in all its fulness and live out the Trust and school values. Meets at least 3 times a year. • **Finance & Budget Committee** – to review finance and budgetary matters. To receive the annual and monthly Trust finance reports, and to respond to matters raised through audit. Meets 3 times a year. • **People Committee** – to review all key people matters. Meets 3 times a year. Appoints members of the Pay Committee and Appraisal Committee.

	• **Pay Committee** - to review all pay recommendations for Senior Leadership employees. The Committee will meet as is required by the process in order to make a recommendation to full Trust Board. • **Appraisal Committee** – to conduct the annual performance appraisal of the CEO (and any special category staff). • **Performance Committee** – to review individual school performance. Meets 3 times a year.
School Local Governing Bodies (LGBs)	• A tailored local model of governance for each school to appropriately reflect the local context and community. • Carry out functions that cover standards, stakeholders, safeguarding and SEND. • Delegated powers may be extended or withdrawn to individual School LGBs as Trustees see fit. • LGBs will meet at least 5 times a year. • School LGB Chairs will automatically become members of the Transform Chairs' Forum. Annually the Transform Chairs' Forum will vote one of their members to act as their Chair and to take up a Trustee position for 12 months. • The Transform Chairs' Forum will meet 3 times a year.
Senior Leadership Team	• The Senior Leadership Team (SLT) includes the Executive Team and all Executive Headteachers/Headteachers under the leadership of the appointed CEO. The SLT will direct and manage operations of the Trust in accordance with meeting the broad agenda set by Trustees. • The CEO may delegate any function to members of the Executive Team or members of school leaderships teams as appropriate. • The Executive Team will report to Trust Board and relevant Committees on the performance as a whole and for each school. • Annual performance appraisal of the Executive Team is performed by the CEO. • Annual performance appraisal of the Executive Headteachers/Headteachers is performed by jointly by the CEO and relevant Chair of the School LGB.

Summary of Key School LGB Delegations

Leadership

- The Chair of Governors for each LGB shall be appointed by Trustees.
- The Executive Headteacher/Headteacher/Head of School will be appointed by the CEO working with the LGB Chair.
- The Deputy Headteacher will be appointed by the Chief School Improvement Officer on behalf of the CEO.
- The Chair of Governors is entitled to sit on the Transform Chairs' Forum (TCF) and has 1 vote towards electing the Chair of the TCF.
- The LGB shall liaise with the Trust CFO for any proposed changes to local admission arrangements for CFO/CEO approval.
- The LGB shall set the vision and values of their school.

Standards & Curriculum

- LGB hold school leadership to account for academic performance and quality of teaching & learning.
- Ensure legal requirements for SEND are met – curriculum and quality of SEND provision.

Executive Headteachers/Headteacher/Head of School Performance Management

- LGB Chairs and CEO will review Executive Headteacher/Headteacher performance, recommend pay and set objectives.
- Head of School performance will be reviewed by the Executive Headteacher, Chief School Improvement Officer and Partnership Leads on behalf of the CEO and LGB Chairs.
- Trustees will review and approve Executive Headteacher/Headteacher pay recommendations.
- Head of School pay recommendations will be reviewed and approved by the Exec Team Pay Committee, including the CEO.
- LGB Chairs will review interim Executive Headteacher/Headteacher performance objectives and recommend to CEO any proposed changes to performance objectives.

Safeguarding

- Local safeguarding oversight and assurance are delegated to LGBs; the Trust Board retains ultimate accountability for trust-wide safeguarding.
- Each LGB must name a Safeguarding Governor and a SEND Governor.

Finance

- Trustees will approve the school budget for each year – no deficit revenue budgets are permitted.
- How the school allocates balanced financial resources is delegated to school leadership.
- Any expenditure <£10k is for school/LGB to approve; >=£10k requires Executive Team approval; >=£100k requires Trustee approval.

Executive Headteacher/Headteacher/Head of School/Deputy Headteacher Appointment/Dismissal

- The CEO / representatives of the CEO and LGB representatives will sit on appointment/dismissal panels for Executive Headteacher/Headteacher/Head of School/Deputy Headteacher.
- The final decision ultimately sits with the CEO.

Local Governing Body

- Trustees may disband an ineffective LGB and impose any model of local governance deemed appropriate including, if necessary, an Interim Executive Board

Transform Trust - Scheme of Delegation

This Scheme of Delegation sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed in the following table. It may only be altered or revoked by the Trustees.

The Trust's financial delegation, which is required by the Academy Trust Handbook, is set out in a separate document which supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

This Scheme should also be read in conjunction with the Faith Addendums.

CEO – Chief Executive Officer
CPO – Chief People Officer
CFO – Chief Finance Officer
CSIO – Chief School Improvement Officer

Key		
A	Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should only be one group/person accountable for each task/decision.
R	Responsible	Responsible for the delivery and does the work to achieve the task. Can be shared between groups/individuals.
C	Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.
	*Highlighted	Statutory expectation or necessary to comply with articles of association or funding agreement.
	Consult/seek consent from Diocese	Academy trusts using Church model articles are required to involve and seek consent from the Diocesan Corporate Member on delegated matters pertaining to church schools, as indicated throughout this Scheme.

	1. Board Business	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
1.1	Appoint/remove members	*A/R						YES
1.2	Appoint/remove trustees	*A/R	C					YES
1.3	Elect chair of trustees		*A/R					
1.4	Appoint and remove board committee chairs		*A/R					
1.5	Determine powers of the Trust Board chair in urgent situations		A/R					
1.6	Establish and review trust governance structure		*A/R	C				
1.7	Agree named safeguarding trustee		*A/R					
1.8	Agree named trustee for special educational needs and disabilities (SEND)		*A/R					
1.9	Appoint/remove school LGB chairs		*A/R			C		
1.10	Appoint school LGB members					*A/R	C	
1.11	Remove school LGB members		*A/R					
1.12	Appoint trust board governance professional		*A	R				
1.13	Agree school LGB Governance Professionals		*A/R		R (CPO)			
1.14	Articles of association: review		*A/R					YES
1.15	Articles of association: ratify changes	*A/R						

	1. Board Business	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
1.16	Agree Trust Board committee terms of reference		*A/R	C				
1.17	Complete annual review of scheme of delegation		*A	R	R (CPO)			YES
1.18	Ensure there is the right mix of skill set amongst Trustees, including financial		*A/R	C	R (CPO)			
1.19	Commission external review of governance effectiveness every 3 years	C	A/R	C				
1.20	Complete annual trust board self-review		A/R	R	R (CPO)			
1.21	Complete review of local governance (school LGBs)		A/R	R	R (CPO)	C	C	
1.22	Publish governance arrangements on trust board and school websites		*A	R	R (CPO)			
1.23	Ensure trust website is compliant and effective		*A	R	R (All)			
1.24	Ensure school websites are compliant and effective		*A	R	R (CSIO)		R	
1.25	Submit annual report on the performance of the trust to members and publish		A	R	R (CFO)			

	1. Board Business	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
1.26	Ensure those responsible for governance complete and declare any business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions		A	R	R (CPO & CFO)	R	R	
1.27	Ensure there is an effective training programme for those responsible for governance		A	R	R (CPO)	C		

	2. Vision and Strategy	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
2.1	Determine the trust's vision, strategy and key priorities		A/R	R	C (All)	C	C	YES
2.2	Ensure that engagement with stakeholders contributes to decision making regarding vision, values and strategic priorities		A	R	R (All)	R	R	
2.3	Apply trust vision and strategy to individual schools		A	R	R (All)	C	R	
2.4	Agree trust growth plans		A/R	R	R (All)			YES
2.5	Determine trust-wide policies		*A	R	R (All)			
2.6	Determine school level policies		*A	R		C	R	
2.7	Establish a Trust Board risk register and conduct regular review		*A/R	R	R (CFO) C (All)			
2.8	Determine a programme of internal audit in line with the risk register and monitor its delivery		*A	R	R (CFO)			
2.9	Fostering Diversity, Equality, Inclusion and Belonging including building a diverse board		A/R	R	R (CPO)			
2.10	Setting expectations for trustee conduct		A/R	R	R (CPO & CFO)			YES
2.11	Setting trust culture and values		A/R	R	R (All)			

	3. Finance and operations	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
3.1	Appoint and remove external auditors	*A/R	C		C (CFO)			
3.2	Appoint and performance manage chief financial officer		*A	R				
3.3	Produce trust's scheme of financial delegation		*A	R	R (CFO)			
3.4	Receive external auditor's report		*A/R		R (CFO)			
3.5	Action recommendations arising from audits		*A	R	R (CFO & CPO)		R	
3.6	Produce annual report and accounts		*A	R	R (CFO)			
3.7	Submit DfE required reports and returns		*A	R	R (CFO)			
3.8	Agree budget plan to support delivery of trust strategic priorities		A	R	R (CFO)			
3.9	Agree budget plan to support delivery of school strategic priorities		*A	R	R (CFO)	C	R	
3.10	Monitor trust budget		*A/R	R	R (CFO)			
3.11	Carry out benchmarking and trust-wide value for money evaluation		C	A/R	R (CFO)	C	C	
3.12	Agree reporting and monitoring arrangements for trust and school budgets		*A/R	R	R (CFO)	C	C	
3.13	Monitor school estates to ensure safe and well maintained		*A		R (CFO)	R	R	

	3. Finance and operations	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
3.14	Agree data protection policies (and privacy notices)		*A	R	R (CSIO)	C	C	
3.15	Agree health and safety policy		*A	R	R (CFO)	C	C	
3.16	Agree premises management documents, including estate vision, estate strategy and asset management plan		*A	R	R (CFO)	C	C	YES
3.17	Authorise the establishment of bank accounts and approve bank mandates in the name of the Trust		A	R	R (CFO)			
3.18	Agree the Investment Policy		A	R	R (CFO)			
3.19	Set Trust and school procurement policies		A	R	R (CFO)			
3.20	Acquire and dispose of trust land		A/R	R	R (CFO)			
3.21	Arrange insurance for the Trust		A	R	R (CFO)			

	4. Workforce	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
4.1	Appoint and dismiss CEO/Accounting Officer		*A/R					
4.2	Performance manage CEO		*A/R					
4.3	Agree CEO remuneration		*A/R					
4.4	Conduct executive team performance management		C	R				
4.5	Conduct Executive Headteachers/ headteacher performance management (with Chairs of Governors)		A/R	R	R (All)	C		
4.6	Conduct Head of School performance management		A/R	R	R (CSIO and CPO)		R	
4.7	Agree Executive Headteachers/ headteacher remuneration on appointment		A/R	C	R (CPO)	C		
4.8	Review and agree teaching staff appraisal procedure and pay progression		A	R	R (CPO)	C	R	
4.9	Review and agree school senior leader (Assistant Headteacher, Deputy Headteacher and Head of School) appraisal procedure and pay progression		A	R	R (CPO)		R	
4.10	Determine executive team staffing structure		A	R				

	4. Workforce	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
4.11	Determine school staffing structure			A	R (CPO)	C	R	
4.12	Executive Headteachers/ Headteacher appointments and dismissal		C	A/R	R (CPO)	C		YES for Faith schools
4.13	Trust wide pay policy, terms and conditions of employment		*A	R	R (CPO)			
4.14	Determine disciplinary, grievance and capability policies		*A	R	R (CPO)			
4.15	Undertake panel hearings for disciplinary and capability matters relating to the CEO		A/R		C (CPO)			
4.16	Undertake panel hearings for disciplinary grievance and capability matters relating to the central team			A/R	R (CPO)			
4.17	Undertake panel hearings for disciplinary, grievance and capability matters relating to school staff		A	C	R (CPO)	R	R	
4.18	Approval of exit payments/early retirement /pension discretion (above a certain threshold)		*A/R	C	R (CPO and CFO)			
4.19	Agree whistleblowing policy		*A/R		R (CPO)			

	4. Workforce	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
4.20	Ensure a Single Central Record (SCR), including safer recruitment checks, meets statutory requirements		A/R	R	R (CPO)			
4.21	Oversee staff wellbeing, workload and conditions		A	R	R (CPO and CSIO)			

	5. Pupils and learning	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
5.1	Agree safeguarding and child protection policy		*A	R	R (CSIO)	C	C	
5.2	Agree attendance policy		*A	R	R (CSIO)	C	C	
5.3	Agree school uniform policy		*A	R		C	R	
5.4	Agree policy for pupils with SEND		*A	R	R (CSIO)	C	C	
5.5	Agree policy for supporting pupils with medical conditions		*A	R	R (CSIO)	C	C	
5.6	Agree charging and remissions policy		*A	R	R (CFO)	C	C	
5.7	Agree behaviour policy		*A	R	R (CSIO)	C	R	
5.8	Agree relationships education policy		*A	R	R (CSIO)	C	R	
5.9	Agree equality information and objectives (public sector equality duty) statement and monitor delivery		*A/R	R	R (CPO)	C	R	
5.10	Setting approach to curriculum and assessment with regard to statutory requirements		A	R	R (CSIO)	C	R	
5.11	Ensure high standards of teaching and learning		A	R	R (CSIO)	C	R	
5.12	Set targets for trust outcomes		A	R	R (All)			
5.13	Plan and deliver individual school improvement interventions and strategies			A/R	R (CSIO)	C	R	

	5. Pupils and learning	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
5.14	Determine and monitor use of pupil premium and sports premium		A	R	R (CSIO)	C	R	
5.15	Review and approve the digital reporting form for sports premium		*A/R			R	R	
5.16	Ensure provision of religious education		A	R	R (CSIO)	C	R	YES for Faith schools
5.17	Ensure delivery of collective worship		A	R	R (CSIO)	C	R	YES for Faith schools
5.18	Set the dates of school terms and holidays		A	R	R (All)	C	R	
5.19	Set the times of school sessions		A	C	R (CSIO)	C	R	
5.20	Review Executive Headteacher/ headteacher decision to suspend/exclude pupils		*A/R		R (CSIO)	R		
5.21	Trust Board to monitor rates of suspension and exclusion across the trust (individual schools to monitor their own data)		A/R	R	R (CSIO)	C	R	
5.22	Agree admissions policy		*A	R	R (CPO)	R	C	YES for Faith schools
5.23	Implement admissions appeals process		*A	R	R (CPO)	C	C	
5.24	Determine complaints procedure		*A/R	C	R (CPO)			

	5. Pupils and learning	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
5.25	Implement complaints procedure		*A	R	R (CPO)	R	R	
5.26	Review complaints at panel stage		A/R		R (CPO)	R	C	
5.27	Ensure food at breakfast club and in school lunches meets an appropriate nutritional standard		A	R	R (CSIO)	R	R	
5.28	Provision of free school meals to those meeting the criteria		A	R	R (CSIO)	R	R	
5.29	Attend Trust inspections		A	R	R (CSIO and CPO)	R	R	
5.30	Media and PR - overseeing public relations activities to project the activities of the Trust and the schools to the wider community		A	R	R (All)		R	
5.31	Production and analysis of school performance data			A/R	R (CSIO)		R	
5.32	Set trust safeguarding practices with regard to statutory guidance, including appointing DSL		A	R	R (CSIO)			
5.33	Deliver support for children who are looked after		A	R	R (CSIO)	R	R	
5.34	Ensure high standards of enrichment opportunities		A	R	R (CSIO)	R	R	

	6. Community	Members	Trust Board	CEO	Exec Team	School LGBs	Executive Headteachers/ Headteachers	Consult/seek consent from Diocese
6.1	Develop stakeholder partnerships across the trust		A	R	R (All)	C	C	YES for Faith schools
6.2	Develop stakeholder partnerships at school level			C		A	R	