

CORE Education Trust

Summary Scheme of Delegation

Background and Approach

This document outlines delegated responsibilities for the key governance tiers of CORE Education Trust. It sits alongside, but does not seek to replicate information contained in other key documents such as the Articles of Association, scheme of delegation of financial authority or policy schedules.

The purpose of the Summary Scheme of Delegation is to provide clarity on the role and responsibilities of those who contribute to the governance and oversight of the Trust and its Schools. All those with governance and management responsibilities must be familiar with it so appropriate steps can be taken to ensure sufficient and proper challenge of those with leadership responsibilities, with regard to performance of the Schools and financial stability within the Trust.

Vision and Values

This document is underpinned by CORE's mission which is to provide children with a high quality educational experience realised through a collective commitment to its four CORE Values:

- **Collaboration:** We will promote, facilitate and support an outward facing culture in all our Schools
- **Opportunity:** We will run our Schools efficiently and effectively to develop capacity, ensure transparent governance and improve performance
- **Respect:** We will guarantee beyond statutory safeguarding standards in our Schools and additionally ensure all our children have access to a wide range of cultural experiences
- **Excellence:** We will be uncompromising in our aspiration to achieve the highest standards in all our endeavours and be committed to investing in programmes of excellence for all staff to achieve this.

There is an expectation that all involved with governance of the Trust and Academies are committed to undertake their roles in line with Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Governance Model

CORE Education Trust is a multi-academy trust and company limited by guarantee. Details of Trust Members, Trustees and senior staff, including business interests and attendance at meetings, can be found on the Trust's website.

CORE Education Trust has set up a governance model that ensures clear and non-duplicative roles and responsibilities within the overall governance structure. There is clear separation between Members and Trustees, and Executive and Non-Executive. The Executive team facilitates communications between levels of governance as well as a culture of regular self-evaluation.

The Trust's governance structure is as follows:

- **Members:** the guardians of the constitution (Articles of Association) who ensure the charitable objects are fulfilled. As outlined in the Department for Education's Governance Handbook, members have a strategic 'eyes on, hands off' role. Given Members' roles, they are not included on the breakdown of delegations as set out below.
- **Board of Trustees** (also known as Directors under company law): accountable to the Members, Secretary of State for Education and the wider community for the quality of the education provided to students and for the appropriate expenditure of public money. The Board hold ultimate legal

accountability for all aspects of operational delivery and are required to have systems to assure themselves of the quality, safety and good practice of the affairs of the Trust. The Board delegates some responsibility including for day to day management.

- **Local Governing Bodies (LGB):** accountable to the Trust Board, provide a crucial challenge and support role and have some delegated responsibilities particularly for their own Academy.
- **Chief Executive Officer (CEO) with the Executive Team:** have delegated responsibilities for operational running at Trust level and supporting Academies and governance. The CEO is the Accounting Officer, supported by the Chief Operating Officer who is the Chief Financial Officer.
- **Headteachers:** responsible for the performance and defined operational delivery areas within their own Academy including oversight of their senior leadership team.

Structure

The document is divided into three key areas of responsibility and activity. The following levels of delegated power are used throughout:

- **Develop:** have responsibility for developing and supporting proposals, for discussion and approval by the appropriate decision-making individual/ group.
- **Recommend:** will recommend how a particular task should be completed.
- **Consult:** will be consulted as part of the process of completing a particular task.
- **Approve:** has primary responsibility for approval, making relevant appointments, determining how the task should be undertaken, setting appropriate milestones or targets and ensuring the task is completed.
- **Deliver:** has responsibility for undertaking particular tasks and reporting on delivery at suitable intervals or to follow agreed policies and procedures. In the case of the CEO this is usually at Trust level and for Headteachers is usually at Academy level.
- **Report:** has responsibility for reporting on the delivery of tasks.
- **Review:** has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately
- **Informed:** will be informed on progress against agreed decisions or activity.

Audience

This Summary document is designed for use by key governance stakeholders within the Trust as well as externally. It will be made available on the Trust's website.

Approval and Renewal

The CORE Education Trust Summary Scheme of Delegation will be reviewed at least annually and approved by the Trust Board, so that the roles and responsibilities can be updated to reflect organisational priorities, good practice and updates to requirements or legislation.

STRATEGY & LEADERS: ensuring clarity of vision, ethos and strategic direction

Operational area	Trust Board	Finance and Audit Committee	Local Governing Bodies	Chief Executive Officer	Headteachers
STRATEGIC OBJECTIVES					
Trust Strategic objectives	Develop, approve and then review objectives	Consulted on objectives with regard to financial priorities	Informed on objectives	Develop and deliver objectives and report to Board	Deliver consistent implementation of Trust strategic objectives in own Academy
Academies Strategic objectives	Informed on objectives and review		Informed on objectives, review for their own Academy	Support development of, be consulted on, approve and report	Develop and deliver objectives
Trust Development Plan	Approve and review Development Plan	Consulted on development plan with regard to financial priorities		Develop, deliver and report on development plan	
Set organisational culture, values and ethos	Develop, approve and then review			Develop, deliver and report	
New schools to join Trust	Approve any additional schools and review progress	Consulted on any possible additional schools from financial perspective		Develop, Deliver and Report to the Board on the process to identify and progress possible additional schools	
Stakeholder Voice	Be informed and review		Review reports/ updates for own Academy	Deliver for the Trust and Academies monitoring reports/ updates, respond to them, and report to Board	Deliver for own Academy, monitoring reports/ updates respond to them, and report to Executive Team and LGB
COMPLIANCE					
Trust and Academy financial and governance regulations and procedures	Approve and be informed	Review across Trust and Academies	Review reports/ updates for own Academy	Develop systems and processes, deliver at Trust level, review Headteachers' reports. Report to Board on compliance for Trust and Academies	Deliver in line with guidance from Executive Team and report to Executive Team and LGB on own Academy
Regulations affecting the Trust e.g. employment, charity, company, health & safety	Informed on compliance	Review specific areas in line with Committee terms of Reference	Review reports/ updates for own Academy	Develop systems and processes, deliver and report on compliance	Deliver in line with guidance from Executive Team and report to Executive Team and LGB on own Academy

Operational area	Trust Board	Finance and Audit Committee	Local Governing Bodies	Chief Executive Officer	Headteachers
Regulations affecting the Trust regarding safeguarding and Single Centre Record (SCR)	Approve and review		Review reports/ updates for own Academy	Develop systems and processes, deliver and report on compliance	Deliver in line with guidance from Executive Team and report to Executive Team on own Academy
Regulations affecting individual Academies e.g. safeguarding and SCR or website requirements	Informed on compliance	Review specific areas in line with Committee terms of Reference	Review reports/ updates for own Academy	Develop systems and processes. Review Headteachers' reports. Report to Board	Deliver in line with guidance from Executive Team and report to Executive Team on own Academy
Financial Oversight and Controls	Approve and be informed on - including regarding Trust approach to Charging and Remission	Recommend and review financial oversight	Review reports/ updates for own Academy	Develop systems and processes, deliver at Trust level, review Headteachers' reports. Report to Board on compliance for Trust and Academies	Deliver in line with guidance from Executive Team and report to Executive Team on own Academy
APPOINTMENTS					
Appointment of Trustees: Members formally appoint and remove Trustees				Deliver through support for process and decisions	
Appoint Chair of Trustees on an annual basis	Appoint Chair				
Board committees or working groups	Approve any Board committees or working groups			Deliver through support for the Board process and decisions	
Appoint Chair of Finance & Audit Committee on an annual basis	Appoint Chair of Finance & Audit Committee				
Appointment of Governors			Support the process e.g. through skills audits, induction etc	Deliver and approve all Governor appointments	Deliver the appointment process for staff and parent governors
Appoint LGB Chair and Vice Chair on a bi-annual basis	Approve appointments of LGB Chairs		Appoint Vice- Chair [appointees must be trust appointed LGB members]	Recommend appointment of Chair [appointees must be trust appointed LGB members]. Informed on appointment of Vice-Chair.	Consulted and informed on appointments of LGB Chairs and Vice-Chairs for their Academy

Operational area	Trust Board	Finance and Audit Committee	Local Governing Bodies	Chief Executive Officer	Headteachers
POLICIES					
Policies – for Trust and Academies	Responsibility for policies will reflect delegations detailed in the policy schedule and Terms of Reference. Policies will be in line with relevant regulations and requirements e.g. covering procurement, financial and HR.				
GOVERNANCE ROLES AND EVALUATION					
Governance delegations and Terms of Reference for LGBs, committees and working groups	Approve and review delegations including Trust Scheme of Delegation	Recommend delegations with regard to Finance and Audit Committee	Informed on delegations including for LGB	Develop, deliver and report on delegations	Informed on delegations
Performance of Board, committees and working groups	Approve and review evaluation of performance. Board may use independent assessors to deliver evaluation and report			Support and have input in to the Board, committees and working groups evaluation process	
Performance of LGB	Informed on evaluation of LGB performance		Engage with and be informed on, the outcomes of the evaluation process	Develop, deliver and report on evaluation of LGB performance.	Consulted as part of evaluation of LGB performance

EDUCATION & CURRICULUM: holding executive leaders to account for the educational performance of the organisation and its pupils

Operational area	Trust Board	Finance Committee	Local Governing Bodies	Chief Executive Officer	Headteachers
TEACHING AND PROGRESS					
School Improvement Plan - in line with strategic aims of the Trust	Monitor capacity of Trust to ensure school improvement		Be informed on and monitor for their own Academy	Consulted on, approve and review for all Academies	Develop, deliver and report for their own Academy
Quality of Teaching and Curriculum development – Trust level	Approve and review Trust curriculum model in line with requirement to ensure 'broad and balanced curriculum' and all relevant government guidance including sex and relationships education (SRE) and collective worship			Develop and approve expectations at a Trust level	

Operational area	Trust Board	Finance Committee	Local Governing Bodies	Chief Executive Officer	Headteachers
Quality of Teaching and Curriculum development – Academy level			Informed on and review for their own Academy in line with Trust wide policy	Consulted on and review for individual Academies, and support each Headteacher to Deliver	Develop and deliver for their own Academy in line with Trust wide policy supported by Executive Team
Academic results and destinations	Informed on and review at a Trust level		Informed on and review for their own Academy	Develop and approve expectations at a Trust level. Review all Academies and report to Board	Develop expectations and deliver for their own Academy in line with direction from Executive Team
Pupil Premium and Primary PE and Sport Premium			Approve and review use and impact for their own Academy	Consulted on, recommend and review across Academies	Develop, deliver and report on for their own Academy

FINANCE, HR & OPERATIONS overseeing and ensuring effective financial performance and holding executive leaders to account for the performance management of staff

Operational area	Trust Board	Finance and Audit Committee	Local Governing Bodies	Chief Executive Officer	Headteachers
BUDGET AND FINANCES					
Note: budget and financial responsibilities reflect CORE's scheme of delegation of financial authority					
Trust Annual Budget	Approve budget	Consulted on and recommend budget in line with strategic priorities		Develop and deliver budget	
Trust Annual Budget execution within approved budget or financial delegations	Approve and review execution of budget or amendments subject to level of amendments required	Review and recommend amendments		Deliver and report. Approve, subject to level of amendments required	
Academy Annual Budgets	Approve and review budget	Consulted on and recommend budget to Board	Informed of budget	Develop and review each Academy budget through scrutiny process	Develop and deliver Academy budget with Finance Director
Academy Annual Budget (execution) within approved budget levels or financial delegations	Approve (subject to level) and review execution of budget or amendments	Review or recommend (subject to level) execution of budget or amendments	Review execution of budget	Approve (subject to level) and review budget or amendments	Deliver and report on execution of budget with Finance Director

Operational area	Trust Board	Finance and Audit Committee	Local Governing Bodies	Chief Executive Officer	Headteachers
Delegated Budgets and Finances	Approve and be informed on financial delegations for Trust and Academies	Recommend and review financial delegations for Trust and Academies	Be informed on and review delegated budget and finances for own Academy	Develop, deliver and report on delegations at Academy and Trust level	Deliver and report (to Executive Team) on delegations for own Academy
Cash management, planning and cash flow		Be informed on and review		Develop, approve and report	
Annual Accounts and Trustees' Report	Approve Annual Accounts and Trustees' Report	Consulted on and recommend Annual Accounts and Trustees' Report		Deliver and report on Annual Accounts and Trustees' Report	
External auditors and Internal audit	Informed on appointment of external auditors by Members	Review recommendation from Executive Team and recommend appointment of external auditors to Members		Devise tender and put out for quotes. Recommend external auditors to Finance & Audit Committee	
Corporate Risk Register and Management including risk strategy, contingency or business continuity planning	Informed on for the Trust and all Academies Approve any escalation required regarding high-risk cases of fraud, theft or irregularity	Review for the Trust and all Academies	Review for their own Academy	Develop, deliver and report at Academy and Trust level	In conjunction with Executive Team deliver and report for their own Academy
Financial operation regarding investments, returns to the Education and Skills Funding Agency (ESFA), auditors' management letter/ response, procurement and value for money	Informed on for the Trust and all Academies	Review for the Trust and all Academies		Develop, deliver and report at Academy and Trust level	
Staff structure/ Restructures and training/ professional development	Informed on and review at a Trust level	Review for the Trust and all Academies	Informed on and review for their own Academy	Consulted on, approve and review for all Academies	Develop and deliver for their own Academy in line with Trust wide policy supported by Executive Team
APPOINTMENTS AND PERFORMANCE MANAGEMENT					

Operational area	Trust Board	Finance and Audit Committee	Local Governing Bodies	Chief Executive Officer	Headteachers
Appointment of Chief Executive Officer (CEO) and Accounting Officer	Develop, recommend, approve and deliver appointment or dismissal of CEO.				
Appointment of Trust Executive Team including Chief Financial Officer (CFO)	Informed on appointment or dismissal	Deliver and recommend appointment process for CFO		Deliver and approve appointments of Executive Team with support from the board for the appointment process	
Appointment of Headteachers	Informed on appointment or dismissal Note: appointment panel will include at least one Trustee		Informed on appointment or dismissal. Note: Appointment panel will include Chair of LGB	Deliver and approve appointment and dismissal of Headteachers	
Setting the pay framework including for Executive Team and Headteacher pay	Review and approve pay	Recommend in line with performance management and pay policy		Develop, deliver and recommend	
CEO Performance Management Review	Board Chair – Deliver with external advisor in line with PM policy				
Executive Team’s Performance Management Review	Consulted on and approve - through a Trustee participating in process	Informed on Performance Management in line with policy		Develop, deliver and recommend	
Headteachers’ Performance Management Review		Approve Performance Management	Consulted on and approve - through LGB Chair participating in process for Headteacher at their Academy	Develop, deliver and recommend with LGB Chair	
Note: Appointment, dismissal, performance management, disciplinary or grievance procedures for all other Trust and Academies’ staff to be undertaken by relevant governance layer in line with policies and delegations					
OPERATIONAL MANAGEMENT					
Key Performance Indicators (KPIs) – at Trust level	Review Trust KPIs including progress against them			Develop, deliver, recommend and report on Trust KPIs	

Operational area	Trust Board	Finance and Audit Committee	Local Governing Bodies	Chief Executive Officer	Headteachers
KPIs– at Academy level	Review Academies KPIs on basis of exception reporting		Informed on KPIs for their own Academy	Review Academies KPIs and, where necessary, Exception Report to Board	Develop, deliver and report to Executive Team and LGB for their own Academy
Trust central services provided to Academies	Approve and review			Develop, deliver and recommend	Deliver and report (to Executive Team) for own Academy
Asset and Premises Maintenance Strategy and delivery maintaining buildings and facilities in line with legal obligations	Approve	Recommend and review		Develop, deliver and report at Trust and Academies level	
Acquiring and disposing of Trust land	Approve and review	Consulted on		Develop, recommend, deliver and report	