

**THE PROPELLER ACADEMY TRUST**

**GOVERNANCE FRAMEWORK AND SCHEME OF DELEGATION**

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**Revision History**

Version	Date	Author	Comment / Summary of Changes
2.0		G Campbell	Annual review, simplification, and update in response to appointment of CEO. Extensive changes
4.0	18/3/2022	T Stratton	Incorporating Feedback on v2.0 (&v3.0?)
4.1	24/3/2022	J Chadwick	Update for LGB Feedback
4.2	25/3/2022	J Chadwick	Reinstate Matters Reserved to Board
4.3	28/2/2023	T Pegler	Annual review and update in response to Bishopswood joining the Trust

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### 1. **Trust Context**

The Propeller Academy Trust is a multi-academy trust, established as a charity and company limited by guarantee, comprised of a number of schools (individual academies). Governance arrangements across the Trust have been put in place to support delivery of the objects and meet the provisions contained within the Articles of Association (separate document, see website [The Propeller Academy Trust](#)) and the accountabilities, responsibilities and decision making of those holding office or staff employed within the Trust.

### 2. **Vision and Principles**

The Governance Framework and Scheme of Delegation have been established to support the Trust's vision. We believe our gifted and dedicated staff offer extraordinary learning and developmental experiences for the children and young people in our schools. We want to offer these opportunities to more children and young people.

Our **Vision** is therefore:

**"To extend high quality SEN education to as many children and young people as we can."**

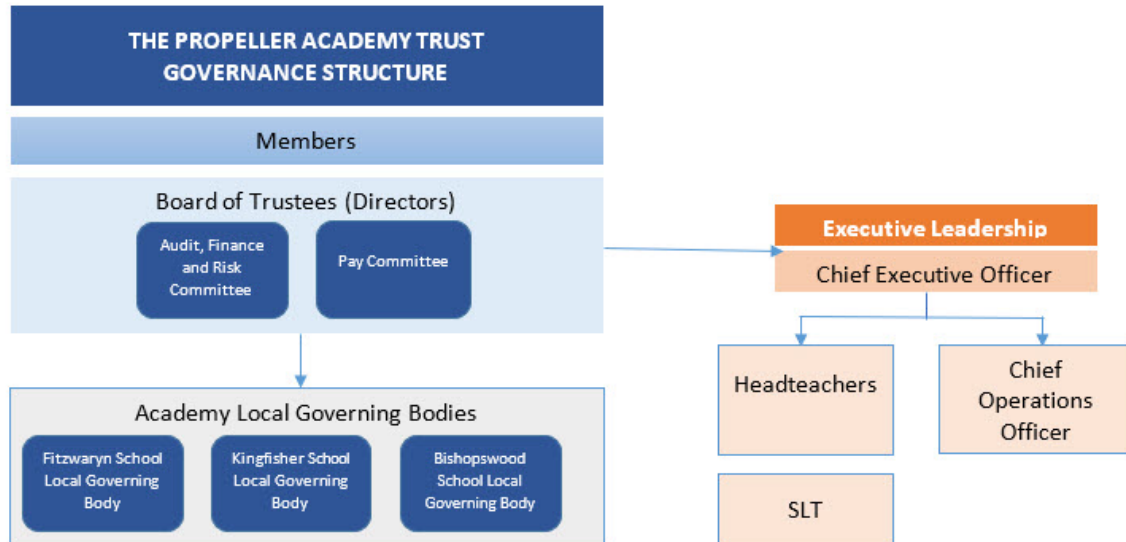
#### **Principles**

In pursuing this Vision, we will be guided by the principles that we have maintained since the Trust was founded. We will:

- Keep children and young people at the heart of every decision.
- Provide an innovative and developmental academic curriculum, which ultimately gives children and young people a strong foundation for long-term community cohesion and positive mental health and well-being.
- Maintain the distinctive identities of each school in our Trust and seek recognition nationally and locally for the quality and diversity of our provision.
- Share the benefits of best practice, collaboration, and new initiatives equally across all our schools.
- Support local communities and broader SEN needs within the community.
- Nurture a culture of health and safety and improvement which welcomes learning, challenge, and assurance.
- Provide opportunities for staff to develop and progress, within a supportive and positive environment.
- Work collaboratively and inclusively with internal and external stakeholders, including staff, parents, carers, and our partners.
- Protect and use all our resources efficiently in pursuit of our Vision.
- Keep our governance structures streamlined to enable our teachers to focus on teaching.
- Accord everyone associated with the Trust the respect and dignity they deserve.

### 3. **Governance Structure**

The Board of Trustees is ultimately accountable for all aspects of the Trust. To fulfil this accountability, it delegates specific responsibilities to governance committees and to executive management.



**Trust Members** (minimum three Members) - the guardians of the constitution of the Trust with accountability for the Articles of Association and ensuring it carries out its charitable objective. They also:

- Appoint and remove Members
- Appoint and remove Trustees (up to ten)
- Receive the Trust’s report and audited annual accounts

**Trust Board** (minimum three Trustees/Directors) – the accountable body, setting strategic direction and vision and values for the Trust; accountability and oversight of Trust management, performance and administration of the Trust and educational standards; Trust policy approval; co-opt Trustees within terms of the Articles of Association; responsible for approving Annual Report and Accounts for submission to Auditors and Members

**Committees** delegated authority from the Board of Trustees to undertake governance, oversight, and monitoring

**Local Governing Bodies** – setting of school vision, appointing LGB Governors, responsible to the Trust Board, through challenge and support in the governance role at individual school level, for ensuring that the school leadership team fulfils its responsibility for educational outcomes, finance, and budget, safeguarding, health and safety, school level policies and community engagement

**CEO (Chief Executive Officer)** - is also the Accounting Officer and is responsible to the Board for the leadership and management of the Headteachers and leadership team, the operational running of the Trust and support for the Trust schools

**Executive leadership (COO and Headteachers)** – responsible for delivery of the day-to-day management of the Trust and its schools

#### 4. **Committees**

The Board of Trustees has established a structure of committees to support the work of the Trust. These Committees act in an advisory capacity to the Board of Trustees except where powers have been specifically delegated to them (see Delegation Matrix). Terms of Reference and Chair for each committee will be approved annually by the Board of Trustees. The Terms of Reference must include stipulation for the constitution and appointment of committee members.

Term of office and disqualification from any committee will replicate those specified for Trustees in the Articles of Association.

All committee and Board members will abide by The Propeller Academy Trust Code of Conduct.

#### **Audit, Finance and Risk Committee**

- Meets at least three times per year
- Minimum three Trustees/Directors, one of whom should have relevant finance or audit experience
- Trust Accounting Officer and Chief Operating Officer will be in attendance but are non-voting members
- Advises the Board on matters relating to the Trust's audit arrangement, systems of internal control and risk management

#### **Pay Committee**

- Meets at least once per year
- Minimum three Trustees/Directors
- LGB Chairs, CEO, COO and Headteachers may be in attendance but are not voting members
- Advises the Board on matters relating to application of the Pay Policy and the link to schools management of performance
- Undertakes approval of pay recommendations and appeals, ensuring consistency and objectivity in application of the Policy

#### **5. Local Governing Body (LGB)**

- Meets at least six times per year
- Minimum six governors including the Headteacher; up to two parent governors of pupils currently registered at the school; two staff governors and sufficient other governors to ensure a range of skills and experience and with due regard to succession planning
- The CEO will also attend each meeting but does not have voting rights
- Governors serving within the Trust can be appointed by the LGB and must not exceed one third of the total number of governors
- Parent governors will be elected by the parents or carers of pupils registered at the school, all of whom should be made aware of the vacancy and informed that they may stand for election and vote
- Any election of persons who are to be staff or parent members of the LGB which is contested, appointment will be through secret ballot of staff or parents and carers (as appropriate), arrangement for which are made by the LGB.
- Where parent governor vacancies are greater than the number standing for election the LGB may exceptionally appoint a person who is the parent of a child of compulsory school age
- Term of office is four years (except for Headteacher) but may be re-elected or reappointed and term is subject to remaining eligible
- Resignation should be notified in writing to the Chair of the LGB, resignation by the Chair should be in writing to the Board of Trustees. The Board should be notified of all changes

#### **6. Scheme of Delegation**

The Board of Trustees retains overall accountability and ultimate decision-making authority for governance and the work of the Trust and its schools. Delegation by the Trustees, where permitted by the Articles of Association, to committees and executive leadership may cover

governance functions; financial and operational management; HR and staffing; school effectiveness; safeguarding and other aspects relating to the Trust objects.

In line with the direct responsibility to the Members to ensure the Trust's charitable objects are met and to the Secretary of State for Education as the Principal Regulator, the Board of Trustees may, on occasion, be required to overrule decisions made under delegated authority.

### **Delegation Matrix**

Key:

**Board of Trustees** = Trustees and Directors of the Company

**CEO** = Chief Executive Officer

**LGB** = Local Governing Body

**HT** = Headteacher

**NB.** For individual academies within the Trust the term 'school' has been used.

**A** = Accountable (where ultimate accountability lies, cannot be delegated, or shared)

**AP- Approve**

**R** = Responsible – where activity or work takes place, can include delegated decision making

**C** = Consulted – where contribution or feedback is required

**M** = Monitor – where ongoing review of a decision / action is needed

**I** = Informed – where awareness of a decision / action is needed

**\*** = **Matter reserved to the Board of Trustees (Directors)**

**\*It should be remembered that although decisions may be delegated, the Trust/governing body as a whole remains responsible for any decision made under delegation\***

	Board of Trustees	Chief Executive Officer/Accounting Officer	Local Governing Body	Headteacher
<b>1. Governance</b>				
1.1 Appoint Chair and Vice-Chair of Trustees*	A R	I	I	I
1.2 Appoint/remove co-opted Trustees*	A R	I	I	I
1.3 Appoint / remove Trust governance professional*	A R	R Manage process		
1.4 Appoint / remove Chairs to LGBs*	A	C	R Recommend Chair appointments	C
1.5 Appoint / remove LGB governors	A	I	R Recommend to Trustees, ensuring correct representation of parents and staff	I
1.6 Establish and approve committee structures (incl LGB) and Terms of Reference.	A, AP, R Agree structure, approve ToRs,	R Develop committee ToRs	R s	I
1.7 Governance succession plan	A R	C	R LGB level	I
1.8 Scheme of Delegation*	A, AP, R	C	C	C
1.9 Annual report on Trust performance	A, AP	R	C	C
1.10 Review / approve Trust-wide policies (including adoption of Local Authority models where appropriate)	A, AP	R Develop policies	C	C
1.11 Review / approve school-level policies advised by HT		C	A, AP	R Develop policies
1.12 Report on LGB work to Board	A	I	R	C
1.13 Determine Board's Reserved Matters*	A AP R	I	I	I
<b>2. Strategy</b>				
2.1 Determine Trust's vision and values*	A, AP R	C Recommendations	C Champion at LGB	C Champion at school

	Board of Trustees	Chief Executive Officer/Accounting Officer	Local Governing Body	Headteacher
2.2 Determine school vision and values (aligned to Trust)	AP	I C Ensure alignment	A	R
2.3 Determine Trust strategic objectives and success criteria*	A AP	R Develop objectives and business plan to recommend to Board, report on progress	C Target setting	C
2.4 Determine school strategic objectives and success criteria*	I	AP	A R	C I
2.5 Approve strategic partnerships or admission of new schools*	AP A R	R Plan and recommend to Board	I	C I
2.6 Approve or cease additional services/revenue streams (extended schools) *	AP A R	R Plan and recommend to Board (Trust)	C	R Plan and recommend to LGB (local)
<b>3. Standards and Curriculum</b>				
3.1 Effectiveness of schools – set and monitor school performance targets	AP	R, M Set performance indicators, oversight schools' performance & report to Board	A R M Recommend improvement targets and monitor performance, hold school SLT to account for progress	R Set priorities, manage & report progress to LGB, develop/implement action plans in response to inspections, external assurance & internal feedback
3.2 Curriculum and standards of teaching in accordance with DfE requirements	I	C R Review as part of HT performance management	A R M Review & approve curriculum and monitor delivery, hold SLT to account & report	R Develop curriculum, manage delivery
3.3 Pupil Outcomes (incl vulnerable groups) – achievement, progress, and attainment	A	R, M Review as part of HT performance management	AP R M Approve targets, monitor delivery, hold SLT to account	R Set targets, manage delivery & report
3.4 Admissions and appeals	AP Approve policy	R	C Monitor application of Policy and support appeals process	C Application decisions, ensure compliance with Trust Admissions Policy

	Board of Trustees	Chief Executive Officer/Accounting Officer	Local Governing Body	Headteacher
3.5 Behaviour standards, suspension, and exclusion (fixed term/permanent)	A	R, M	AP R M Approve policy, monitor implementation, confirm decisions & report	R Develop policy, implement, and make decisions
3.6 Safeguarding (designated safeguarding representatives must be appointed at all levels of governance and designated safeguarding leads in each school, all staff and governance representatives to receive appropriate training)	A AP R Trust wide	R Develop Trust-wide policy, ensure annual audits for each school, report to Board	R M Monitor adherence to policy, including SCR review, and monitor resolution of audit recommendations	R Implement policy, review annual audit, address weaknesses promptly
<b>4. HR and Staffing</b>				
4.1 Approve Trust staff structure / Schools Senior Management structure	A AP R	R Recommend to Board at Trust level	C	R Recommend to LGB and CEO at local level
4.2 Approve schools staffing plan	I	C R	AP	R Recommend to LGB, in-line with approved budget
4.3 Approve employment terms and conditions	AP A R	R Recommend to Board	I	C
4.3 Early retirement/secondment requests (medical retirement for Board agreement)	A AP R for CEO & HTs	R for Trust staff and SLT	I	R For school staff
4.4 Trust HR Policies and Procedures (including disciplinary, capability, grievance, performance management and wellbeing)	A AP R	R Develop & recommend for Board approval, ensure implementation & decisions aligned with Trust policies	M Monitor	R Implement policies,
4.5 Pay and Benefits	A AP	R Develop & recommend policy for Board approval. Undertake COO & HT (with LGB Chair) pay and performance reviews and recommend for Board	R Undertake HT pay reviews with CEO advisor & CEO for recommendation to Board	R Undertake pay reviews & recommend to LGB for Board approval



	Board of Trustees	Chief Executive Officer/Accounting Officer	Local Governing Body	Headteacher
		approval within pay range structure and affordability		
<b>5. Recruitment &amp; Management</b>				
5.1 Recruitment/dismissal & performance management of CEO*	A R		I	I
5.2 Recruitment/dismissal & performance management of central Trust staff	CI	A R	I	C
5.3 Recruitment/dismissal & performance management of school SLT and staff	I	R Panel representative and decision approval	A	R In respect of SLT & school staff
5.4 HT appointment/dismissal* (process driven)	A	R Lead process in conjunction with LGB	C Panel representative, escalate concerns	
5.5 HT performance management	I	A R In conjunction with LGB and external advisor	C M R Monitoring of effectiveness, escalate concerns	
5.6 Staff Disciplinary proceedings	A R In respect of CEO	AR In respect of HT or central staff	C Support proceedings where requested	AR In respect of school staff
<b>6. Operational</b>				
6.1 Organisation of the school day (including statutory requirements), term patterns/dates, INSET days	I	R Trust level consistency inc. INSET days	AP Monitor effectiveness & compliance with requirements	R
6.2 School Prospectus, website, and engagement with parents (including seeking parent feedback)	I	R Trust level consistency	A M Monitor	R
6.3 Grievances and complaints	A re CEO	A Re HT/R Escalate trends or concerns to Board	M Monitor level & nature of complaints, adherence to procedure	A/R Respond to complaints in accordance with procedure
6.4 Structure, scope, procurement, and delivery of central services to schools	I	AP R	C	C
6.5 Health and Safety Policy and Outcomes	AP A	R Develop policy to meet legislation, oversight	M Monitor adherence	R Policy implementation, reporting, compliance testing

	Board of Trustees	Chief Executive Officer/Accounting Officer	Local Governing Body	Headteacher
		incidents, escalate trends or concerns to Board		
6.6 Data Protection Policy and Outcomes	A AP	R, M Develop & implement policy to meet compliance with regulation, monitor & report breaches, respond to complaints	R Implement policy to adhere to regulation	R Implement policy to adhere to regulation
6.7 Premises	A	R Develop estate management strategy, ensure completion of estates reviews	I	R Undertake basic maintenance/repairs within delegated limits and planned preventative maintenance
6.8 IT Infrastructure	AP A	R Develop and deliver strategy, plan, systems & tools	I	R Assess requirements at school level & recommend for strategy
6.9 Risk Protection and Management	A AP of risk register	R Ensure identification, assessment, risk register, mitigation, monitoring & reporting are in place with minimum annual review. Escalate concerns to Audit Committee	I M Monitor local risk	R Undertake relevant risk assessments & mitigation
6.10 Prosecution, defence, or settlement of litigation*	AP A	R Procure legal advice for Board	I	I
<b>7. Financial</b>				
7.1 Complete and approve annual accounts/reports/returns to funding and regulatory bodies	A AP	R		

	Board of Trustees	Chief Executive Officer/Accounting Officer	Local Governing Body	Headteacher
7.2 Appointment of external audit partner	A Seek approval from Members	R Manage appointment process, review reports, implement recommendations	I	I
7.3 Establish and implement financial procedures in accordance with Academies Financial Handbook, Academy Trust Handbook, legal / DfE requirements and best practice	A AP	R	I	R Implementation at school level
7.4 Establish financial decision levels and limits	A, AP	R Recommend to Board	M Monitor at school level	R Implement and operate at school level
7.5 Maintain central register of pecuniary and business interests of Trustees, LGB members and staff	A AP	R	R	R
7.6 Determine long term financial objectives and strategy for the Trust	A AP	R Prepare and recommend to Board	I	I
7.7 Approve* and monitor annual budget for the Trust and the schools and any significant changes, including virements (aligned to agreed decision levels/limits and within accounting standards)	A AP	R Prepare and recommend to Board	R, M, C Recommend, review, and approve budget & monitor at school level	C R Prepare, review & monitor at school level
7.8 Determine apportionment for central services*	A AP	R Recommend to Board	I	I
7.9 Maintain accurate, reconciled, and timely financial and statistical information	A	R Monthly reporting to Board, escalation of variance/concerns	M Monitor at school level	R Review at school level
7.10 The Trust exercises its right to pay discretions. Anything non-contractual will be referred to the Board for approval	A AP	R	M	R
7.11 Ensure procurement/contracts, expense claims, payments, gifts, and	I	A	M	R

	Board of Trustees	Chief Executive Officer/Accounting Officer	Local Governing Body	Headteacher
payroll comply with Trust financial procedures/policies and legal/DfE requirements				
7.12 Ensure appropriate insurance arrangements are in place including the determination of risk appetite	A AP	R	I	I
7.13 Approval for any borrowing (subject to EFSA approval) *	A AP	R Accounting Officer responsibility, recommend to Board for submission to EFSA		I
7.14 Approval/management of capital commitments or projects =<£10,000 not previously agreed within budget process	A AP	R Plan, manage and report to Board	I	I
7.15 Acquisition, disposal or other transaction relating to land, buildings, or other assets of the Trust =>£5,000	A AP	R Recommend to Board	I	I
7.16 Creation or granting of any encumbrance, security or guarantee over all or part of the undertaking or assets of the Trust (subject to DfE approval) *	A, AP	C	I	I