

CORE Education Trust Summary Scheme of Delegation 2021-22

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

We believe in the power of education to inspire, to enable, and to enrich every life. Our cornerstone values drive every aspect of our commitment to the staff, students and families we serve.

- **Collaboration:** We succeed by working as a team
- **Opportunity:** We develop by taking on new challenges
- **Respect:** We care by respecting and looking after each other
- **Excellence:** We achieve by giving 100% in everything we do

There is an expectation that all involved with governance of the Trust and its 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 and Heads of School**: 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.
- **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.
- **Appoint**: has responsibility for making a role appointment
- **Participate**: has responsibility for taking part in specific work 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.

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
VISION, ETHOS AND STRATEGY (including COMPLIANCE)					
Trust Strategic Framework	Develop, approve and review Trust Strategic Framework			Develop, deliver and report on Trust Strategic Framework	
Trust Strategic objectives	Develop, approve and review strategic objectives	Be informed on Trust strategic objectives with regard to financial priorities	Be informed on Trust strategic objectives	Develop and deliver Trust strategic objectives and report to Board	Deliver consistent implementation of Trust strategic objectives in own school
Setting Trust Culture and Values	Develop, approve and review Trust culture and values		Review school culture, values and ethos to ensure these are in line with the Trust vision and Strategic Framework	Develop and deliver Trust culture and values	Deliver and report on school culture, values and ethos ensuring these are in line with Trust vision and strategic framework
School improvement Plans (the '5th tab' of the Trust Strategic Framework)	Be informed on individual school improvement plan priorities		Be informed on and review school improvement plan (the '5th tab' of the Trust Strategic Framework for their own school	Develop and deliver Trust template for school improvement plans (the '5th tab'), support Headteachers with development and delivery at each school	Develop, deliver and report on school specific improvement plans (the '5th tab' of the Trust Strategic Framework)
Scheme of Delegation	Approve Scheme of Delegation annually		Confirm alignment to Trust scheme of delegation annually	Review and deliver scheme of delegation	Confirm alignment to Trust scheme of delegation annually
Terms of reference (TOR) for Board, FA&RC and LGBs	Approve terms of reference for Board, FA&RC and LGBs, ensure Board operates within TOR	Be informed of FA&RC terms of reference, ensure FA&RC operates within TOR	Be informed of LGB terms of reference, ensure LGB operates within TOR	Review and deliver terms of reference for Board, FA&RC and LGBs	Be informed of LGB terms of reference

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
Appointment of Trustees: <i>Note - Members formally appoint and remove Trustees</i>				Deliver through support for process and decisions	
Appointment of Chair of Trustees	Appoint Chair on an annual basis				
Appointment of Chair of Finance, Audit and Risk Committee	Appoint Chair of Finance & Audit Committee on an annual basis	Recommend appointment of Chair of Finance & Audit Committee			
Appointment of Local Governors			Support the process e.g. through skills audits, induction, buddy support	Deliver and approve all Local Governor appointments	Deliver the appointment process for staff and parent governors, be informed on appointment of all other local governors
Appointment of LGB Chair and Vice Chair	Support the process (e.g. through interview with prospective LGB Chairs)		Appoint Vice- Chair, agree term of office	Appoint LGB Chair, agree term of office. Be informed on appointment of Vice-Chair.	Consulted and informed on appointments of LGB Chairs and Vice-Chairs for their own school
Carrying out disclosure and barring service (DBS) and section 128 checks	Participate in DBS and section 128 checks. Be informed on compliance across Trust	Participate in DBS and section 128 checks.	Participate in DBS and section 128 checks.	Deliver DBS and section 128 checks (where relevant) for all Staff, Members, Trustees and Local Governors	
Board of Trustees committees or working groups	Approve any Board of Trustees committees or working groups			Deliver through support for the process and decisions	

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
Finance skillset on Board of Trustees	Ensure Board has at least one individual with specific relevant skills and experience of financial matters	Ensure FA&RC has at least one individual with specific relevant skills and experience of financial matters		Deliver through support for recruitment and appointment of Trustees	
Setting Trust safeguarding practices, with regard to statutory guidance	Approve CP Safeguarding Policy. Be informed on safeguarding compliance across Trust and academies, undertake safeguarding training annually including reading KCSIE		Review safeguarding compliance, undertake safeguarding training annually including reading KCSIE	Develop and deliver Trust's safeguarding arrangements, including the 'Prevent' duty. Ensure CP and CTP policies include reference to peer-to-peer abuse, managing allegations against staff, safer recruitment	Develop and deliver safeguarding arrangements for own school, including the 'Prevent' duty. Ensure SLP policies include reference to peer-to-peer abuse and links to CP and CTP safeguarding policies where applicable
Safeguarding Link	Appoint Safeguarding Link Trustee, review Trust's safeguarding arrangements, including the 'Prevent' duty		Appoint Safeguarding Link Governor, review own school's safeguarding arrangements	Develop and deliver Trust's safeguarding arrangements, including the 'Prevent' duty	Deliver safeguarding arrangements for own school, report to Executive Team and LGB
SEND Link	Appoint SEND Link Trustee, review Trust's arrangements for SEND provision ensuring compliance with SEND Code of Practice		Appoint SEND Link Governor, review school's arrangements for SEND provision ensuring compliance with SEND Code of Practice	Develop and deliver Trust's SEND provision ensuring compliance with SEND Code of Practice	Deliver SEND provision for own school ensuring compliance with SEND Code of Practice, report to Executive Team and LGB
Ensuring compliance with equalities legislation	Be informed on compliance		Review equalities statement and objectives for own school annually	Develop and deliver equalities compliance across Trust	Develop and deliver equalities statement and objectives for own school

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
Ofsted inspections	Representative from Board of Trustees to participate in inspections		LGB Chair (or other representative from LGB) to participate in inspection at their own school	Deliver preparatory training on inspections, and support LGB Chairs and Trustees through process of inspection when school is inspected	Lead Ofsted inspection within the school. Ensure relevant stakeholders are informed of the inspection.
Admissions	Approve admissions policies for all schools. Participate in in-year admissions appeals panels where necessary			Review and deliver admissions policies for each school in line with DfE Admissions Code	Deliver in-year admissions in line with DfE Admissions Code
Exclusions	Be informed on compliance with statutory requirements relating to exclusions. Participate in Trust wide exclusion review panels where necessary		Review exclusion statistics for own school. Participate in Trust wide exclusion review panels where necessary	Develop and deliver compliance with statutory requirements relating to exclusions	Deliver compliance with statutory requirements relating to exclusions
Complaints	Be informed on complaints statistics for all academies. Chair of Trustees informed of complaints raised with external agencies such Ofsted / ESFA		Participate in complaints panels where necessary	Develop Trust wide complaints policy and process which is compliant with relevant legislation. Deliver support to schools to ensure compliance with complaints policy and process	Deliver compliance with Trust complaints policy and relevant legislation

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
EDUCATIONAL PERFORMANCE AND STAFF PERFORMANCE MANAGEMENT					
Setting Trust approach to curriculum and assessment, with regard to statutory requirements	Approve and review Trust curriculum model in line with requirement to ensure 'broad and balanced curriculum' and all relevant government guidance including relationship and sex education (RSE) and collective worship			Develop and approve curriculum and assessment expectations at a Trust level	
Setting and delivering school curriculum in line with Trust approach			Be informed on and review for their own school in line with Trust wide approach to curriculum and assessment	Consult, review and deliver for their individual academies	Develop and deliver for their own school in line with Trust wide approach supported by Executive Team
Production and analysis of educational data	Be informed on and review educational performance across Trust		Review educational performance for their own school	Develop, approve and deliver educational data	Develop and deliver educational data for their own school and report to Executive Team and LGB
Academic results and post-16 destinations	Be informed on and review at Trust level		Be informed on and review for their own school	Develop and approve expectations at a Trust level. Report individual academies' performance to Board	Develop expectations and deliver for their own school in line with direction from Executive Team
Pupil Premium and other catch up premiums	Be informed on impact of PP and other catch up premium spend on pupil performance across academies		Approve and review use and impact for their own school. Appoint Pupil Premium link governor (where possible)	Be consulted on, recommend and review across all academies. Report to Board	Develop, deliver and report on for their own school

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
Delivering support for looked after children	Be informed on and review performance of these pupils as part of educational data reporting		Appoint LAC link governor. Review school's arrangements for supporting looked after and formerly looked after children	Report to Board	Deliver through appointment of designated teacher and report on school's arrangements for supporting looked after and formerly looked after children
Stakeholder engagement and voice (staff, pupils, parents, community and other stakeholders)	Be informed on stakeholder engagement and voice		Review stakeholder voice and engagement for own school	Develop and deliver Trust wide stakeholder engagement and voice, report to Board	Deliver for own school, and report to Executive Team and LGB
Staff structure/ Restructures	Be informed on for all academies and review at Trust level		Be informed on for their own school	Be consulted on, approve, deliver and review for all academies and Trust Central Team	Develop and deliver for their own school in line with Trust wide policy supported by Executive Team
Staff training and professional development (CPD)			Be informed on, and review impact of, for their own school	Approve, deliver and review for all academies and Trust Central Team	Develop and deliver (supported by Executive Team) for their own school in line with Trust strategic framework
Staff appointments and dismissal, with regard to statutory requirements	Be informed on approach and compliance			Develop and deliver process and policies for staff appointment and dismissal	Deliver through compliance with Trust policies

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
Setting the pay framework including for Executive Team and Headteacher pay	Review and approve pay framework			Develop, deliver and recommend pay framework	
Performance management and pay of Executive Team	Approve performance management and pay of Executive Team following review of recommendation by FARC. Chair of Trustees delivers performance management of CEO with <i>either</i> external support <i>or</i> through an additional Trustee participating in	Review recommendations on executive team pay from CEO		Develop and Deliver through robust evidence based process in line with performance management policy. CEO to review performance management and pay of Executive Team and make recommendations to FARC	
Performance management and pay of Headteachers		Approve Headteacher / Head of School pay in line with performance management	Be consulted on and approve through LGB Chair participating in HT performance management process	Develop and Deliver through robust evidence based process in line with performance management policy	Participate in HT performance management process
Staff appraisal and performance management (excluding Headteachers and Executive Team)	Be informed of performance management policy			Develop and Deliver appraisal and performance management through robust evidence based process in line with performance management policy	Deliver in line with performance management policy

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
Appointment of Headteachers	Be informed on appointment or dismissal of Headteachers. <i>Note: appointment panel will include at least one Trustee</i>		Be informed on appointment or dismissal of Headteachers. <i>Note: Appointment panel will include Chair of LGB</i>	Deliver and approve appointment and dismissal of Headteachers	
Note: Appointment, dismissal, performance management, disciplinary or grievance procedures for all other Trust and Academies' staff to be undertaken in line with the levels of delegation set out in the relevant policy					
FINANCIAL PERFORMANCE					
Executive appointments - CEO	Develop, recommend, approve and deliver appointment or dismissal of CEO.				
	Appoint CEO as Accounting Officer				
Executive appointments - CFO	Appoint Chief Finance Officer				
Setting delegated authority limits for financial transactions	Approve financial delegation levels for Trust and Academies	Recommend and review financial delegation levels for Trust and academies		Develop and deliver delegations at school and Trust level. Ensure compliance with delegation levels	Deliver and ensure compliance with limits for financial transactions for own school. Report to Central Team
Financial Oversight and Controls	Approve and be informed of financial oversight and controls processes	Recommend and review financial oversight and controls		Develop and deliver systems and processes at Trust level. Report to Board on financial compliance for Trust and academies	Deliver financial compliance in line with guidance from Executive Team and report to Executive Team on own school

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
Internal controls	Be informed of internal scrutiny programme outcomes and review findings	Approve annual programme of internal scrutiny as put forward by Executive Team		Develop and deliver internal scrutiny programme	
Trust Annual Budget	Approve budget	Be consulted on and recommend budget in line with strategic priorities		Develop and deliver budget	
school Annual Budgets	Approve and review individual school budgets	Be consulted on and recommend budget to Board	Be informed on delegated budget and finances for own school and review in respect of impact of spend on pupil outcomes	Develop, deliver and review each school budget through scrutiny process	Develop and deliver school budget with Executive Team
Management accounts and budget forecasts (including cash flow and oversight of cash management)	Receive management accounts on a monthly basis. Review as part of each Board meeting.	Review management accounts and budget forecast at each FA&RC meeting		Deliver monthly management accounts, ensuring Trust cash position is managed robustly	
External auditors	Be informed on appointment of external auditors by Members	Review recommendation from Executive Team and recommend appointment of external auditors to Members		Develop external audit tender and put out for quotes. Recommend external auditors to Finance, Audit & Risk Committee	
Annual Accounts and Trustees' Report	Approve Annual Accounts and Trustees' Report	Review and recommend Annual Accounts and Trustees' Report		Deliver annual financial statements in line with ESFA's academies accounts direction (Annual Accounts and Trustees' Report)	

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
Managing conflicts of interest and related party transactions	Participate in annual declarations of interest and related party transactions data collection	Participate in annual declarations of interest and related party transactions data collection	Participate in annual declarations of interest and related party transactions data collection	Deliver register of annual declarations of interest and related party transactions	Participate in annual declarations of interest and related party transactions data collection
Asset and Premises Maintenance Strategy	Approve Asset and Premises Maintenance Strategy. Appoint Estates Management Link Trustee (where possible)	Recommend and review Asset and Premises Maintenance Strategy	Be informed of any asset and premises maintenance issues affecting own school	Develop, deliver and report on asset and premises management for all academies to Board	Deliver and report to Executive Team on any asset and premises maintenance issues affecting own school
Ensuring compliance with health and safety legislation	Be informed on compliance at individual school and Trust level. Appoint Health and Safety Link Trustee (where possible)	Review health and safety as part of risk registers	Be informed of and review health and safety compliance at own school. Appoint health and safety link governor (where possible)	Deliver compliance with statutory requirements relating to health and safety and report to Board	Deliver compliance with statutory requirements relating to health and safety. Report to Executive team and LGB
Acquiring and disposing of Trust land	Approve and review acquisition and disposal of Trust land	Be consulted on proposals for acquisition and disposal of Trust land		Develop, recommend, deliver and report to Board on proposals for acquisition and disposal of Trust land	
New schools joining Trust	Approve any additional schools and review progress	Be 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	

CORE Education Trust Scheme of Delegation 2021-22

Operational area	Board of Trustees	Finance, Audit and Risk Committee	Local Governing Bodies	Chief Executive Officer (Delivered through Executive and Central Teams)	Headteachers / Heads of School
Insurance Cover	Review arrangements for insurance cover			Deliver adequate insurance cover in line with legal obligations or have opted in to the academies risk protections arrangements (RPA)	
Risk Register	Be informed of strategic risks across the Trust	Review strategic risks across the Trust	Review own school risk register	Deliver school and Trust risk registers	Develop and deliver school risk register
POLICIES					
Trusts must ensure that they hold - and publish online where required - all relevant policies in accordance with government guidance. CORE Education Trust's Policy Schedule (separate document) sets out the policies in place at our Trust and the level of approval for each policy.					
Statutory policies are published on our website https://core-education.co.uk/about-core/policies/					
School specific policies are available on individual school websites					
At CORE Education Trust, there are three levels of policy:	1. CORE Policy (CP) - This is a policy that is approved by the Board of Trustees				
	2. CORE Template Policy (CTP) - This is a template policy that is approved by the Board of Trustees. School level information is required to be inputted into this policy by individual schools. LGB do not need to approve template policies, but should have sight of them for reference				
	3. School Level Policy (SLP) - This is a policy that is set by the school in line with the vision, ethos and values of the Trust. Policies will vary from school to school depending on local context. These policies are approved by the LGB				
Policy setting and approval	Review and approve CP and CTP policies as per policy schedule	Review and approve CP and CTP policies as per FA&RC terms of reference	Review and approve SLP and CTP policies as per policy schedule and LGB terms of reference. Be informed on CP level policies	Deliver through review and monitoring of policy schedule for CP and CTP policies	Deliver through review and monitoring of policy schedule for school level policies