

# CEE Scheme of Delegation Key Responsibilities

## Outline

This document outlines the key responsibilities for the main levels of governance within Co-operative Education East and serves as initial guidance for levels of delegation. Two further structures are under development.

**Hub Management Board (HMB)** – A group of local Head Teachers responsible for executive management and direction of the schools in each Hub.

**Co-operative Forum** – The key voice of the TRUST, with members from stakeholder constituencies such as the community, staff, parents and young people.

This document will be updated with further information regarding these groups shortly.

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## Members

Company Members of the Academy Trust are ultimately accountable; however, they delegate the day to day running of the Trust to a board of Trustees. The key responsibilities for Members are:

Area	Description
<b>Young People</b>	Ensure each school in the TRUST is a happy, healthy, safe and stimulating environment for all young people to learn, develop and thrive.
<b>Trust Values</b>	Ensure the Co-operative Values and Principles underpin all interactions, strategies and decision making as the TRUST core vision.
<b>Strategy and Planning</b>	Appointment of the TRUST Board and removal of Trustees as specified under the TRUST Articles of Association  Approval of the Trust's: <ul style="list-style-type: none"> <li>• Vision, mission &amp; values;</li> <li>• Strategic direction;</li> <li>• Strategic and annual operating plans &amp; budgets.</li> </ul>
<b>Policies</b>	Approval of updates and amendments to the Trust Articles of Association  Approval of Policies relating to: <ul style="list-style-type: none"> <li>- Trustee/Governor Expenses</li> <li>-Trustee Induction and Appraisal</li> <li>-Trust Board review &amp; development;</li> <li>-Trustee Code of Conduct &amp; Conflict of Interest Policy.</li> </ul>

## Trustees

The Trustees of the Academy Trust accountable in real terms for the outcomes of the Trust. In practice they delegate much responsibility to the Executive Director and Management Board, but maintain full oversight and are responsible for strategic direction. The key responsibilities for Trustees are:

Area	Description
<b>Young People</b>	Ensure each school in the TRUST is a happy, healthy, safe and stimulating environment for all young people to learn, develop and thrive.
<b>Trust Values</b>	Ensure the Co-operative Values and Principles underpin all interactions, strategies and decision making as the Trust core vision.
<b>Governance</b>	<p>Review &amp; approval of governance arrangements including:</p> <ul style="list-style-type: none"> <li>• The schedule of Trust Board meetings, &amp; format of agendas;</li> <li>• Approval of minutes;</li> <li>• Trust Committee structures and terms of reference including those of the Local Governing Committee (LGC) and Hub Management Boards (HMB);</li> <li>• Levels of delegated authority including limits of financial authority;</li> <li>• Trust Board reserves the right to determine the composition of the LGC but will normally ordinarily exercise the right to appoint up to 2 trustees to the LGCs</li> <li>• Where possible, Trustees should not Chair LGC meetings.</li> </ul> <p>In addition, the Chair will have responsibility for:</p> <ul style="list-style-type: none"> <li>• Approval of Trust Board agendas &amp; draft minutes for circulation to the Trust Board.</li> <li>• Final decision on interpretation of any aspects of the operation of the Trust Board or its Committees.</li> </ul>
<b>Strategy and Planning</b>	<p>Review and recommendation for approval of the Trust:</p> <ul style="list-style-type: none"> <li>• Vision, mission &amp; values;</li> <li>• Strategic direction;</li> <li>• Strategic and annual operating plans &amp; budgets.</li> <li>• Detailed scrutiny &amp; challenge of the business aspects of the Trust strategic &amp; annual plans &amp; budgets</li> </ul>



<p><b>Performance Management</b></p>	<p>Approval of the Trust performance management &amp; reporting framework including key performance indicators.</p> <p>Monitoring of performance in implementing the strategy and managing the Trust, &amp; decision-making on action required.</p> <p>Approval of the Trust Complaints Policy &amp; decision making on appeals in line with the policy.</p>
<p><b>Finance and Investments</b></p>	<p>Approval of Financial Regulations/Standing Orders.</p> <p>Approval of:</p> <ul style="list-style-type: none"> <li>• Opening/closing of bank accounts &amp; cheque signatories;</li> <li>• All loan agreements (including overdraft facilities, mortgages or other collateral or security);</li> <li>• Within budget revenue expenditures &gt; £7,500K.</li> <li>• All unbudgeted revenue expenditures &gt;£3,000K in conjunction with the Executive Director;</li> <li>• Covenants on prospective restricted donations</li> </ul> <p>Approval of the Trust Reserves Policy.</p> <p>Approval of Investment Strategy &amp; Policy.</p> <p>Monitoring &amp; review of financial performance of the Trust and decision making on action required.</p>
<p><b>Audit</b></p>	<p>Appointment of external auditors &amp; approval of changes to auditors' terms of engagement.</p> <p>Review of external auditor's management letter &amp; decisions re action on issues arising</p> <p>Approval of the Annual Report &amp; Accounts.</p>
<p><b>Internal Control and Risk Management</b></p>	<p>Approval of the Trust systems of internal control including policies on:</p> <ul style="list-style-type: none"> <li>• Health &amp; Safety;</li> <li>• Data Protection;</li> <li>• Fraud prevention &amp; Detection;</li> <li>• Whistleblowing</li> <li>• Safeguarding</li> </ul> <p>Approval of the TRUST risk management strategy and twice yearly review of:</p> <ul style="list-style-type: none"> <li>• Major risks;</li> <li>• Health &amp; Safety reports;</li> <li>• Safeguarding</li> </ul>



	<p>&amp; decision on action required.</p> <p>Appointment of Trust Responsible Officer and Accounting Officer;</p> <p>Decision making on any other matter or prospective transaction which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p> <p>Monitoring &amp; investigation of any matters of concern within its TOR including seeking relevant professional advice</p> <p>Raise any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p> <p>Ensuring Trust catering provisions are nutritionally compliant.</p> <p>Ensuring schools are compliant in terms of statutory testing.</p>
<p><b>Shared Services &amp; Asset Management</b></p>	<p>Approval of Information Systems Strategy &amp; Policy.</p> <p>Approval of shared services procurement, including:</p> <ul style="list-style-type: none"> <li>• Finance support</li> <li>• HR support</li> <li>• Payroll</li> <li>• Catering</li> <li>• Premises Management</li> <li>• Legal Support</li> <li>• Media support</li> <li>• Marketing</li> <li>• Infrastructure</li> <li>• Clerking services</li> <li>• Grounds</li> </ul> <p>Approval of the sale, purchase or disposal of any capital asset &gt; £20K value in line with provisions of the Funding Agreement.</p>
<p><b>Human Resources</b></p>	<p>Approval of HR Strategy and Policies including Reward &amp; Remuneration Strategy &amp; annual pay award.</p> <p>Appointment of the Executive Director and other Trust Senior Officers</p> <p>Approval of the structure of the Trust Leadership Team (beyond the school) and each schools' SLT and staffing complement.</p> <p>Nomination of Trustees to support the Executive Director in the recruitment of Management Team members/Schools SLT and</p>



	<p>approval of these appointments.</p> <p>Approving a policy for the Management team’s appraisal</p> <p>Approving performance pay awards (or otherwise) of Executive Director following recommendations from the Remuneration Committee.</p> <p>Final appeals for all staff under Disciplinary and Grievance Policy.</p>
<p><b>Education and Curriculum</b></p>	<p>Approval of the Trust:</p> <ul style="list-style-type: none"> <li>• Education policy;</li> <li>• Communications &amp; systems for ensuring effective stakeholder engagement;</li> <li>• Quality Assurance framework.</li> <li>• Monitoring of policy implementation &amp; decision making on action required.</li> </ul>
<p><b>Policies</b></p>	<p>Approval of Policies relating to:</p> <ul style="list-style-type: none"> <li>-Complaints*</li> <li>-Reserves</li> <li>-Investment Strategy</li> <li>-Finances*</li> <li>-Health &amp; Safety*;</li> <li>-Data Protection;</li> <li>-Fraud prevention &amp; Detection;</li> <li>-Whistle Blowing</li> <li>-Safeguarding*</li> <li>-Fundraising strategy</li> <li>-Information systems and shared services strategy</li> <li>-Trust-wide Education Policy</li> <li>-Staff Capability</li> <li>-Data Protection*</li> <li>-Freedom of Information*</li> <li>-Admissions*</li> <li>-Equality Duty*</li> <li>-Staff Discipline, Conduct, Grievance</li> <li>-Dignity at Work</li> <li>-Confidentiality</li> <li>-Staff Leave &amp; Absence</li> </ul> <p>Ensuring the TRUST website is up to date with all relevant policies and information.</p>

## Local Governing Committees

Local Governing Committees provide an essential link to each school, maintaining oversight of school performance as well as drawing on the views of the young people, the staff and community to ensure continuous improvement of the TRUST:

Area	Description
<b>Young People</b>	Ensure the school is a happy, healthy, safe and stimulating environment for all young people to learn, develop and thrive.
<b>Governance</b>	<p>Review and approval of:</p> <ul style="list-style-type: none"> <li>• LGC Sub Committees &amp; their terms of reference;</li> <li>• The cycle of LGC meetings.</li> </ul> <p>Appointment of Governors beyond the Chair and vice chair &amp; chairs and members of LGC Sub Committees.</p> <p>Making appropriate arrangements for the election of parents and staff to the LGC.</p> <p>Ensuring Self Evaluation and Action Planning is up to date and available.</p>
<b>Strategy and Planning</b>	<p>Detailed scrutiny of the School Development and Improvement Plans, &amp; provide advice to the Trust Board and implementing action where required.</p> <p>Advice to Trust board regarding strategic improvement initiatives at a school level</p>
<b>Management of Performance</b>	<p>Detailed scrutiny of performance against the School Improvement and Development Plans</p> <p>Detailed scrutiny of educational management information in support of pupil and school performance and providing advice and information to the Trust Board.</p> <p>Oversight of complaints about the schools in line with the Complaints Policy</p> <p>Assist with the Performance Management of the Head Teacher</p>
<b>Finance and Investments</b>	<p>Ensure the school's budget and financial planning assist the Strategic planning and development initiatives.</p> <p>Ensure the schools financial planning and budget arrangements</p>



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	<p>match the criteria laid out by the Trust</p> <p>Scrutiny and approval of locally procured services</p> <p>Approval of any expenditure between £500 and £3000 in consultation with the Head Teacher and with the notification of the Executive Director</p> <p>Joint approval of expenditure between £3000 and £7500 alongside the Executive Director.</p> <p>Recommendation to the Trustees for expenditure greater than £7,500</p>
<b>Human Resources</b>	<p>Appointment of staff of the school with the exception of any SLT appointments, with appropriate staff induction.</p> <p>Ensure correct Performance Management and Continuous Professional Development processes are carried out in the school</p>
<b>Safeguarding</b>	<p>Ensuring the school's Single Central Record is complete, up to date and checked regularly.</p> <p>Ensuring the school has policies in place for Intimate Care, First Aid and the Administration of Medicines.</p> <p>Appointment of an appropriate Designated &amp; Alternate Safeguarding Leads, and appropriate whole staff training.</p> <p>Ensure all necessary policies and procedures are in place with regard to PREVENT.</p>
<b>Education and Curriculum</b>	<p>Delegated authority in relation to:</p> <ul style="list-style-type: none"> <li>• the conduct of the Schools;</li> <li>• promoting high standards of educational achievement in line with the overall strategic direction of the Trust;</li> <li>• ensuring that the curriculum for the school is appropriate, balanced, broadly based and operates within the context of the school's statement of values and ethos as agreed by the Trust;</li> </ul>
<b>Policies</b>	<p>In conjunction with the Trust, approval of school policies relating to:</p> <ul style="list-style-type: none"> <li>• Curriculum;</li> <li>• Sex Education;</li> <li>• Religious education &amp; collective worship;</li> <li>• Public examinations;</li> <li>• Behaviour &amp; Discipline;</li> </ul>





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	<ul style="list-style-type: none"> <li>• Pupil records &amp; reports;</li> <li>• School length of day;</li> <li>• DESAP</li> <li>• Home/School Agreements</li> <li>• Teaching and Learning</li> <li>• Teacher Cover</li> <li>• First Aid</li> <li>• Admin of Medicines</li> <li>• Intimate Care</li> <li>• SEND</li> <li>• Marking and Feedback</li> <li>• Homework</li> <li>• Anti-Bullying</li> <li>• Staff Induction</li> <li>• Risk Assessments</li> </ul> <p>• Ensuring the school website is updated with statutory information and is fit for purpose.</p>
<p><b>Community</b></p>	<p>Ensure the school is a full and active part of the community, engaging with all stakeholders and ensuring healthy lines of communication are established.</p> <p>Ensuring the school is a place where parents want to send their young people to learn.</p> <p>Ensuring the Co-operative Values and Principles underpin all aspects of school life and interaction</p>

*Note: In accordance with The Department for Education advice, these delegated powers can be withdrawn by the Trust Board for under-performing schools or where serious issues have been identified.*

## Executive Director

The role of the Executive Director is to act as the Executive of the Trust Board, ensuring the implementation of the Trust strategy in conjunction with Management Group, individual schools and Hub Management Boards. The Executive Director acts as the root of the tree, ensuring a firm basis for the 'system' to function and to allow schools to autonomously concentrate on educating our young people:

Area	Responsibilities
<b>Young People</b>	Ensure each school in the Trust is a happy, healthy, safe and stimulating environment for all young people to learn, develop and thrive.
<b>Trust Values</b>	Ensure the Co-operative Values and Principles underpin all interactions, strategies and decision making as the TRUST core vision.
<b>Strategy &amp; Planning</b>	<p>Supporting the Trust Board in developing/setting the Trust's overall strategy including:</p> <ul style="list-style-type: none"> <li>• Early consultation with the Trust Board;</li> <li>• Drafting propositions for Trust Board review;</li> <li>• Development of strategic &amp; operating plans &amp; budgets for review/approval by the Trust Board.</li> </ul> <p>Liaising with LGCs in ensuring the School Development Plans' objectives and actions align with the Trust strategy.</p> <p>Supporting the Trust growth strategy through presenting recommendations and competing appropriate bid processes etc.</p> <p>Developing Staff Recruitment and Retention approaches.</p>
<b>Performance Management</b>	<p>Development and oversight of the schools' performance management &amp; reporting frameworks for approval by the LGCs.</p> <p>Development of the Trust's complaints policy for approval.</p> <p>Management &amp; reporting of complaints in line with the policy.</p> <p>Ensuring the implementing the Trust complaints policy at school level.</p> <p>Supporting and facilitating the Trust responsibilities for overseeing:</p> <ul style="list-style-type: none"> <li>• performance management &amp; reporting framework;</li> <li>• business performance against plans &amp; budgets;</li> </ul>



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	<p>Delivery of the strategy and operational management of the Trust &amp; reporting on progress.</p>
<p><b>Finance and Investments</b></p>	<p>Management, oversight and reporting of day to day expenditure within school budgets on liaison with the Trust Finance Director and individual schools.</p> <p>Development of the Trust's Financial Regulations/ Standing Orders for review/approval.</p> <p>Management of the Trust's finances in accordance with Financial Regulations/Standing Orders.</p> <p>Development of the Trust's Reserves Policy.</p> <p>Recommendation on selection of providers and monitoring and reporting on performance.</p> <p>Preparation of management accounts &amp; financial reporting.</p> <p>Development of the Trust's financial reporting framework for approval.</p> <p>Support with school/LGC Budget revisions.</p>
<p><b>Internal Control and Risk Management</b></p>	<p>Escalating to the Trust Board any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p> <p>Development of systems of internal control &amp; risk management, relating to pupil provision, safeguarding, curriculum, teaching and learning and Health and Safety, ensuring their effective operation, &amp; reporting to LGB/the TRUST Board as appropriate.</p> <p>Liaising with the Trust's insurers &amp; legal advisers on any relevant issues &amp; reporting to the TRUST Board.</p> <p>Selection of insurers/level of cover for TRUST approval.</p> <p>Supporting and cooperating with the work of external auditors as determined by the Trust Board</p> <p>Responding to &amp; acting on issues raised in the management letter.</p> <p>Management of the process for appointment of external auditors.</p> <p>Planning &amp; liaison with external auditors.</p>



	Ensuring shared services are recommended for procurement which cover the Trust's statutory duties in terms of safeguarding and health and safety.
<b>Fundraising</b>	Advising on and identifying requirements for fundraising initiatives in line with strategy and policy  Development of Fundraising Strategy and Policy for TRUST Board approval and ensuring its effective implementation.
<b>Information Systems &amp; Shared Services</b>	Supporting the implementation and operation of the schools' Information Systems and various shared services.  Development of an Information Systems Strategy & Policy for approval, and ensuring its effective implementation and reporting to the LGC as appropriate.
<b>Asset Management</b>	Sale, purchase or disposal of capital assets <£20K & recommendations re purchase of land/property or sale of fixed assets >£50K, in line with the provisions of the Funding Agreement.  Development of a strategy for the management of fixed assets and its implementation.
<b>Human Resources</b>	Leads on the recruitment of Head Teachers in consultation with nominated Trustees.  Meeting with Chairs of LGC on regular basis  Leads on the recruitment of the Trust's Management Team (beyond the school) in consultation with nominated Trustees & makes recommendations re appointments for Trust Board approval.  Development of the Hub Management Boards  Reporting to a nominated Trustee on a regular basis  Development of HR Strategy & Policies for Trust Board review & approval.  With nominated Trustees, setting the objectives of the school's Head Teacher, managing their performance & making recommendations regarding their level of remuneration.  Setting the objectives of the Management Team (beyond the school) managing their performance & making recommendations regarding their level of remuneration



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<b>Safeguarding:</b>	In liaison with LGCs, ensuring all schools fulfil their statutory duty in relation to the safeguarding of children
<b>Curriculum and Education:</b>	<p>Advising on and supporting the development and implementation of the Trust's:</p> <ul style="list-style-type: none"><li>• Education policy;</li><li>• Communication processes, including systems for ensuring effective stakeholder engagement;</li></ul> <p>Ensuring the effective management of the schools and other initiatives in line with policy/quality standards (including ensuring provision of information, advice and support on national education policy to the Local Governing Committees).</p> <p>Advising on and supporting the development and implementation of a Quality Assurance framework for TRUST Board approval.</p>
<b>Policies</b>	<p>To assist in the formulation and review of any relevant policies for Trust ratification.</p> <p>Liaison with LGCs to ensure schools have all statutory paperwork and policies in place.</p>