

South East Surrey Schools Education Trust Scheme of Delegation

This scheme of delegation describes the accountabilities of South East Surrey Schools Education Trust “SESSET” and how the relevant responsibilities will, where appropriate, be delegated between The Members, The Board of Trustees, the Executive Headteacher and the Governing Bodies of each school.

The role of governors in each Governing Body is similar to that of LA-maintained school governors. As the SESSET Board of Trustees has delegated relevant powers to the Governing Body of each school, all governors are responsible for contributing to the work of the Governing Body in ensuring high standards of achievement for all children and young people, and sound financial management.

Our Principles as SESSET

- In a climate of greater independence and autonomy for schools, we will retain the ethos and character of each of our partner schools while committing to working collaboratively to provide the best possible education to the children and young people in our communities.
- We believe that by offering mutual support and constructive challenge across the partnership, we can ensure that learning is an enjoyable and productive experience.
- We maintain, and work to improve, the quality and consistency of teaching and learning across the SESSET schools.
- We promote high aspirations among children, parents and carers and all those working with our children and young people.
- We work together to improve progress and achievement for all our pupils with a particular focus on the most disadvantaged learners in our community.
- Through robust financial scrutiny and oversight we make best use of our resources to secure and enhance learning outcomes.
- We work with the governing bodies of the SESSET schools to ensure that we are engaging our local communities in shaping the strategic direction of our schools.
- We support the development of our staff and create opportunities for them to share ideas and practice across the partnership.

Our Values as SESSET

Underpinning our principles is a shared set of values for the partnership:

- Trust – all partners will work honestly and in collaboration to raise aspirations and improve outcomes for all our learners;
- Equity – all partners are equal and will have an equal say in the development of the partnership as well as an equal responsibility for the success of the Multi-Academy Trust;
- Opportunity – every learner, and all staff in the Multi-Academy Trust will have the best opportunities to enable them to flourish.

Governing Body

The Board of Trustees of SESSET delegates the day-to-day management of each school and its delegated budget to the Headteacher and the Governing Body. It is the responsibility of the Trustees to ensure that the governors are exercising these functions in line with the relevant duties. As required by the Trustees, each Governing Body will report to the Board about how its duties are being discharged and the monitoring mechanisms that are being used to ensure that delegated duties are properly discharged.

The Governing Body will:

- set the vision, ethos and strategic direction of the school, including oversight of the School Improvement Plan within the Principles and Values of SESSET
- oversee the financial performance of the school, its delegated budget and ensure financial regularity, propriety and value for money in the use of public funds in the achievement of SESSET's aims
- recruit the Headteacher subject to ratification by the Trustees
- undertake Headteacher performance management supported by the Executive Headteacher and a Trustee
- hold school leaders to account for Quality of Teaching and Learning; Behaviour and Safety: Achievement and Standards

Membership

The precise membership, constitution and governance arrangements of each Governing Body will be determined locally and ratified by the Board of Trustees in accordance with the guidelines below.

Each Governing Body must include:

- elected parent governors;
- an elected staff governor
- Trust-appointed co-opted governors.
- the Head Teacher (or a designated alternate from the Senior Leadership Team) as an ex-officio member.

Appointment and election processes

- Parent Governors will be nominated and elected by the same process currently used in maintained schools.
- A Staff Governor will be nominated and elected by the staff members in each school.
- Trust-appointed Governors will be nominated by the Governing Body and approved by Trustees; or appointed directly by the Trustees, as required. Appointed Governors will be selected on the basis of the contribution they can make to the overall effectiveness of the Governing Body.

Governance Arrangements

- The Full Governing Body will meet no less than three times a year.
- The Chair and Vice Chair(s) will be elected on an annual basis at the first Governing Body meeting held each year.
- The Governing Body may establish Committees to oversee particular aspects of the school's functions, and also Working Groups as required to deal with specific projects/topics. The Governing Body will draw up the terms of reference and membership of any such committees and groups for approval by the Board of Trustees.
- Non-voting associate members (such as members of the school's staff) can be appointed to any of the Working Groups.
- Governors will undertake training where necessary and form a pool from which ad hoc committees of no less than three governors can be drawn, if the need arises in accordance with the school's policies and procedures to deal with matters including:
 - Student discipline
 - Complaints appeals
 - Staff discipline and dismissal
 - Staff dismissal appeal
 - Staff grievance appeal

Elected staff governors may not sit on these ad hoc committees. As required governors from one of the other SESSET Governing Bodies may sit on ad hoc committees to ensure that the appropriate expertise is available in these committees.

Remuneration Committee for each Governing Body

In addition, there will be a Remuneration Committee to carry out the Headteacher's performance review, in accordance with the Pay Policy. The committee comprises the Chair, the Executive Headteacher¹, a Trustee (likely to be the Trustee with responsibility for School Improvement) plus one or two further governor(s) selected by the Chair. The Remuneration Committee's procedures are laid down by the statutes governing the Headteacher's Performance Management. The pay review of members of the Leadership Team falls under the school's Performance Management process, but this committee will review Leadership Team salaries and salary ranges to ensure that they are in accordance with the statutes.

The Committee will meet at least once a year to review the Headteacher's performance and pay; further meetings may be arranged as required.

The Management of Meetings

- The Clerk will convene meetings.
- Agendas, minutes and supporting papers will be circulated in a timely manner.
- The Headteacher is responsible for working with the Chair and the Clerk to draw up the agenda for each Governing Body meeting.

¹ Except where the Executive Headteacher is the Headteacher of that school.

- Governors must withdraw from the meeting if there is, or could be, a conflict of interest or a pecuniary interest.
- The quorum for the Governing Body will be set locally and agreed by the Board of Trustees
- The arrangements for the Governing Body meetings (for example open/closed meetings, voting regulations) will be set locally and agreed by the Board of Trustees
- All SESSET governors will follow the adopted Code of Conduct.

Chair's Action

When it is not possible for a decision to wait until the next Governing Body meeting, and arranging an extraordinary meeting is impractical, the Chair, in consultation with the Vice Chair and Headteacher, may take a decision on behalf of the Governing Body. All such decisions will be recorded in writing and reported to the next Governing Body meeting and the Board of Trustees.

The relationship between the Board and GBs in relation to delegated responsibilities

The Trustees approve the constitution, terms of reference and membership of each Governing Body.

The level of delegation to Governing Bodies can be varied to suit specific circumstances. For example, if a school is not performing well, the Trustees may reduce the level of delegation to the relevant Governing Body until the school improves. An alternative approach would be for the Trustees to appoint new people to the relevant Governing Body to strengthen it.

The ability to delegate more responsibility or to remove it from a Governing Body is not static and the level of delegation can be reviewed to meet changing circumstances (for instance, if a school moves into special measures, the trustees may consider delegating fewer powers to the school's Governing Body; or if there are financial management difficulties, the Trustees may consider less delegated power in relation to the budget, or strengthening the Governing Body by appointing or co-opting an appropriately experienced governor).

Core functions

The Governing Body is responsible for:

Overseeing and managing financial performance by:

- taking account of any resource implications within the decision-making process and taking responsibility for setting balanced budgets;
- monitoring how the school is managing its finances including its use of the Pupil Premium.

Working with the Headteacher to:

- promote high expectations, support the drive for continuous improvement and ensure these are reflected in the school's vision and aims;
- support interventions for vulnerable or underachieving learners which narrow gaps in attainment;
- support continual improvement in the quality of leadership, learning and teaching;

- ensure that safeguarding and child protection policies and procedures are robust;
- ensure school site facilities are used effectively;
- ensure the school makes robust and effective arrangements for pastoral support to students;
- follow appropriate guidelines regarding safer recruitment;
- establish and review robust compliance arrangements in relation to: Health and Safety, safeguarding, child protection, employment.

Holding the Headteacher to account for the school's performance by:

- receiving termly reports from the Headteacher and the Leadership Team;
- understanding the school's data and using it to hold the school's leaders to account as well as understanding and agreeing the measures that the school uses to monitor its own performance;
- requiring high quality continuing professional development for all staff;

Ensuring the school has set its vision, aims and strategic direction by:

- contributing to the shaping of the school's vision;
- ensuring that the annual School Improvement Plan supports better outcomes for the school's students in the context of the school's vision;
- creating opportunities to listen to staff, students and parents/carers and responding to their ideas and suggestions for improvement.

Governing effectively by:

- appointing named governors for areas of strategic importance and statutory duties;
- contributing to the formulation of the Trust's business and strategic plans;
- ensuring the school complies with statutory requirements;
- maintaining a statutory policy schedule, reviewing the impact and effectiveness of relevant policies and making recommendations for changes;
- undertaking appropriate training and seeking out examples of best governance practice; and
- maintaining high standards of governance by keeping up-to-date with national and local educational developments and statutory changes, and ensuring that such changes are reflected in the Governing Body's policies, strategic planning and monitoring processes.

Delegation of Responsibilities

The delegation of responsibilities is as follows:

Area of Responsibility	Board of Trustees	Governing Body
Strategy	Develop and promote the vision and values for the Trust through establishing and reviewing appropriate Trust wide policies	Each Governing body promotes the vision and values of its school (which supports the vision and values for the Trust) through establishing and reviewing appropriate school policies.
School Improvement Planning	Oversee and direct initiatives to support school improvement across the Trust	Approve and review the annual SIP (School Improvement Plan) Monitor school performance and improvement using agreed KPIs
Monitoring and Reporting of Standards and Progress	Oversee standards and progress across the Trust for all learners	Monitor in year and end of year standards and progress. Provide summary report for Trustees.
	Oversees standards and progress for groups of students. (for example, Gifted and Talented students, Disadvantaged Students, SEND.)	Monitor, for groups of students, in year and end of year standards and progress. Provide summary report for Trustees.
Curriculum, Assessment and Reporting	Oversee the Trust provision and that it serves its community.	Ensure the school has a curriculum that serves its local community. Ensure robust assessment procedures are in place that can be reported to parents.
Quality of Teaching	Oversee the quality of teaching and professional learning across the Trust.	Monitor the development and support of professional learning opportunities.
Behaviour, Welfare and Safety	Oversee that policies are being implemented across the Trust.	Ensure safeguarding; health & safety; behaviour policies are fit for purpose. Closely monitor policies and measure outcomes.
Finance	Strategic planning for the Trust	Setting the annual budget plan for the school
	Consolidated Trust level budget monitoring	Monitoring of expenditure, income and cash flow for the school against the annual budget plan
	Consolidation of accounts for the Trust	Providing financial information to the Trust
	Tendering and contract renewal for the Trust	Ensure compliance with internal financial procedures and Trust Competitive Tendering Policy

	Ensure compliance with the Academies Financial Handbook	Ensure compliance with Academies Financial Handbook, Trust Finance and Accounting Policy and internal financial procedures
	Annual and statutory reports to EFA and other third parties	Preparation of reports for the Trust Board
Audit	Statutory and Regularity Audit, Assurance review of annual return	Ensure compliance with internal financial audit
HR	Setting and approval of HR policies for the Trust based on SCC model policies	Ensuring compliance with HR policies including Safer Recruitment guidelines
	Approval of pay policy for the Trust based on SCC model policies	Agreeing school staffing structures Pay progression through performance management
	Recruiting the Executive Headteacher	Recruiting a new Headteacher, in conjunction with the Executive Headteacher
Admissions	Setting the admissions policy and managing appeals (the Trust will adopt SCC admissions procedures)	Monitor admission numbers and compliance with policy
Premises	Development of strategic plans for the Trust estate	Hold the school to account for the development and maintenance of the site
	Development of an asset management plan across the Trust	Monitor the development of an asset register in school
ICT	Develop and implement an integrated ICT strategy	Ensure effective use of ICT in the school
Marketing and Communications	Develop communication strategies for the Trust Establish and review the MAT website.	Implementation and impact of school communications strategies. Review the school website.
Governance	Establish and review governance arrangements for the Trust. Agree and review terms of reference for the Governing bodies.	Establish and review governance arrangements for the school in line with the Trust's terms of reference.
Reporting	Trust governance details on trust and schools' websites Annual report on performance of the trust: submit to members and publish	School governance details on school website Annual report work of GB: submit to trust and publish

<p>Holding to Account</p>	<p>Agree delegation of monitoring and reporting arrangements for matters of compliance (e.g. H&S, safeguarding, employment) to GBs</p> <p>Performance Management of the Executive Headteacher</p> <p>Hold the GBs to account for their delegated responsibilities.</p>	<p>monitoring and reporting arrangements for matters of compliance (eg H&S, safeguarding, employment)</p> <p>Performance Management of Headteacher, in conjunction with the Executive Headteacher.</p> <p>Ensuring that the school makes robust arrangements to measure progress, outcomes, attendance & pastoral support to students.</p>
<p>Policies</p>	<p>Ensure that all statutory policies, and others as required, are being implemented across the Trust.</p>	<p>Ensure policies are fit for purpose, closely monitored, reviewed regularly and outcomes measured.</p>
<p>Emergency Planning and Disaster Recovery</p>	<p>Trustees will ensure that effective plans and protocols are in place and are regularly reviewed/tested. Ensure appropriate reporting lines are in place.</p>	<p>Ensure that senior staff have effective plans and protocols in place that are reviewed regularly.</p>