

The Samara Trust – Scheme of Delegation

This scheme of delegation is structured in accordance with the DfE’s publication: “The Governance Handbook – For trustees of academies and multi-school trusts and governors of maintained schools”. November 2015. This is the revised version approved by the Samara Trust Board on 9 December 2021. Functions are categorised as follows:

1. Structures
2. Ways of Working
3. Education
4. Board improvement and Inspection
5. Pupil wellbeing
6. Staffing
7. Admissions and organisational changes
8. Control and community use of school premises
9. School Finance
10. Information sharing
11. Governance

The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

In order to discharge these responsibilities, the Trustees ensure the appointment of people who are more locally based to serve on a board (the “Local Academy Committee” or LAC) which has been established to ensure the good governance of the School. The Local Academy Committee shall be the “Advisory Body” for the School as required by the Master Funding Agreement entered into between the Company and the Secretary of State for Education (the “Secretary of State”) governing the affairs of the Company (the “Master Funding Agreement”).

The Trustees have overall responsibility and ultimate decision making authority for all the work of the Company, including the establishing and running of schools. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning,

monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees have the power to direct change where required.

The Local Academy Committee of a School is a committee formed by the Trustees and derives its power from the Trustees. The Local Academy Committee is responsible for fulfilling a largely strategic role in the conduct of a School in conjunction with a Principal (Headteacher) who is responsible for the internal organisation, management and control of the School. Trustees may also delegate responsibility to the Principal.

The development and periodic review of policies is not covered systematically in the table below, but is explained here instead. Trustees are accountable, and through the CEO (or on financial matters the CFO) are responsible, for all statutory policies, which are common to all schools within the Trust. There is one exception to this, viz. the behaviour policies, which though statutory are specific to each school and for which responsibility lies with Principals and LACs, accountability with Trustees. Trustees and the CEO are similarly accountable and responsible for all non-statutory policies, except where these are specifically devolved to the LACs (as accountable) and Principals (as responsible) of each school.

The Trustees have the power to intervene at any level in the event of concerns about the performance of a school. In exceptional circumstances, and as a temporary measure, this may involve the use of an intervention board chaired by the CEO. Trustees can limit or withdraw delegation by special resolution at any time.

In some cases, accountability or responsibility is shared between more than one person or group; accountability or responsibility is both retained and devolved. Ultimately, however, the Trustees have overall accountability and are held to account by the Members. In the case of the CEO/CFO column, all duties fall to the CEO except those shown as (F), which fall to the CFO; however, as Accounting Officer, the CEO is accountable for responsibilities held by the CFO.

The maximum term of office of a Trustee or member of a LAC is four years.

Key:

Responsible: Those people responsible for carrying out the task, who ensure that it is done.

Accountable: Those answerable for the correct and thorough completion of deliverables or tasks, and who delegates the work to those responsible.

Support: Those who will be asked to have an active part in ensuring that the activity is fulfilled.

Function	Activity		Members	Trustees	CEO/CFO	LAC	Principal
Structures	1	To determine the scope of central services for the Trust		A	R		
	2	To identify additional services to be procured on behalf of the Trust		A	R		
	3	To ensure centrally produced services provide value for money		A	R		
	4	To set the times of school sessions and the dates of school terms and holidays		A	A	S	R
	5	To ensure that the school is open for (380) sessions in a school year		A		S	R
	6	To consider requests from other schools to join the company		A	R		
	7	To decide upon the admission of other schools to the Trust	A	R	S		
			Members	Trustees	CEO/CFO	LAC	Principal
Ways of working	1	To propose targets for pupil achievement for reporting		A	A	S	R
	2	To agree targets for pupil achievement for reporting		A	S	A	
	3	To decide on the initial exclusion of pupils		A	S		R
	4	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions		A		R	S
	5	To direct reinstatement of excluded pupils, where appropriate		A		R	
	6	To convene an exclusions independent review panel, where appropriate		A/R	R		
	7	To notify the LA of the removal of an excluded pupil from the school register		A		A	R
	8	Production of the School Improvement Plan and additional statutory plans (e.g. Pupil Premium)		A	S	A	R
	9	Agree the School Improvement Plan		A	S	R	S
	10	Production of Trust Strategic Plan		A	R	S	S
	11	Approval of Trust Strategic Plan		A/R	S		
	12	Monitoring of Trust Strategic Plan		A/R	R	S	S
	13	To draw up governing documents and any amendments thereafter		A/R	S		
	14	To appoint (and remove) the chair of an LAC		A		R	

15	To hold a full LAC meeting at least three times in a school year or a meeting of the temporary governing body as often as required.		A		R	
16	To appoint, remove and actively seek members of the LAC		A		R	
17	To set up a register of Trustees', Members' and central team's personal/business interests		A/R			
18	To set up a register of LAC members' personal/business interests		A		R	
19	To set up a register of school staff personal/business interests		A			R
20	To approve and set up a Governors' Expenses Scheme		A	R	S	
21	To consider whether or not to exercise the delegation of functions to individuals/committee		A	R	R	
22	To determine the development needs of governors and put in place an appropriate programme		A	R	R	
23	To provide to the Trust, on an annual basis, copies of all current policies and procedures and a schedule for their review.		A	R		
24	To review and update Trust-wide policies		A/R	R		
25	To review and update policies allocated to each School		A	S	A	R
26	To decide to offer additional activities and to decide what format these should take		A		S	R
27	To put into place any additional services to be provided		A		S	R
28	To ensure delivery of services offered		A	R	S	R
29	To implement the Trust's safeguarding policy		A	R	S	R
30	Maintain accurate and effective and secure pupil records in partnership with the LAC		A		S	R
31	Set the cycle for monitoring and evaluation of teaching and learning		A	R		
32	Comply with all Data Protection legislation and good practice		A	R		
33	Assemble data for pupil assessment and other returns		A	A		R
34	Consideration of data relating to pupil performance in an individual School		A/R	R	S	R
35	Consideration of data relating to pupil performance across the Trust		A/R	S		

	36	Minutes of Local Governing Committees (LACs) submitted to the Trustees		A		R	
			Members	Trustees	CEO/CFO	LAC	Principal
Education	1	To implement a balanced and broadly based curriculum policy across the Trust		A	R	S	S
	1a	To implement a balanced and broadly based curriculum policy in an individual School		A	S	S	R
	2	To prohibit radicalisation, and promote equality and diversity, and tolerance and ensuring the balanced treatment of political issues		A	R	A	R
	3	Ensuring provision of RE in line with the school's basic curriculum		A	A	A	R
	4	To discharge duties in respect of pupils with special educational needs, disabilities and vulnerable groups		A	A	A	R
	5	Ensure that the Quality of teaching is at least good		A	A	A	R
	6	Ensure the good Quality of each individual child's education		A	A	A	R
	7	Pupils' outcomes at or above national standards		A	R	A	R
8	To ensure Christian Distinctiveness permeates through the work of the Trust's Church of England schools		A	A	A	R	
			Members	Trustees	CEO/CFO	LAC	Principal
Board Improvement and Inspection	1	Consideration of the schools' readiness for statutory inspections		A	R	R	R
	2	Creating a Post-Inspection action plan for Ofsted and SIAMS		A	R	A	R
	3	Monitoring a Post-Inspection action plan for Ofsted and SIAMS		A/R	S	R	S
			Members	Trustees	CEO/CFO	LAC	Principal
Pupil Wellbeing	1	To ensure that all pupils take part in a daily act of collective worship		A	R	A	R
	2	To ensure provision of free school meals to those pupils meeting the criteria		A		A	R
			Members	Trustees	CEO/CFO	LAC	Principal

Staffing	1	Maintain accurate and effective and secure employee records		A	R		R
	2	To secure statutory appraisal of all school staff		A	A		R
	3	To appoint a Principal and central team including pre-recruitment checks		A/R	S	S	
	4	To appoint a Deputy Principal		A	R	S	R
	5	To undertake Pre-recruitment checks		A	R		R
	6	To appoint teachers other than Principals and SLT within the agreed budget plan for the school		A		S	R
	7	To appoint other school staff within the agreed budget plan for the school		A		S	R
	8	To exercise pay discretions		A/R	S(F)		S
	9	The Establishment of disciplinary/capability procedures		A/R	S		
	10	Dismissal of a Principal		A/R	S	S	
	11	Suspension of a Principal		A	R	S	
	12	Ending of suspension of Principal		A	R	S	
	13	The Formulation of Employment Policies		A	R		
	14	The Formulation of Staff Handbook		A	R		S
	15	The Dismissal of school staff other than Principals		A	R	S	S
	16	The Suspension of school staff other than Principals		A	R	S	R
	17	Ending of suspension of school staff other than Principals		A	R	S	R
	18	Suspension process for CEO		A/R			
	19	Suspension process for central team other than CEO		A	R		
	20	Dismissal of CEO		A/R			
	21	Dismissal of central team members other than CEO		A	R		
	22	Determining dismissal payment/early retirement of a Principal		A/R	S		
	23	Determining dismissal payment/early retirement of staff other than a Principal		A/R	S		
	24	Conduct of CEO appraisal		A/R			
	25	Conduct of appraisal of Principals		A	R	S	
	26	Conduct of central team appraisals		A	R		
	27	Conduct of school staff appraisals		A	A		R
	28	Monitoring of staff wellbeing and workload		A	R	S	R

			Members	Trustees	CEO/CFO	LAC	Principal
Admissions	1	Drawing up and determining admission arrangements		A	R	S	
	2	Admissions: application decisions		A	S	R	S
	3	If appropriate to appeal against LA directions to admit pupil(s)		A	S	R	S
	4	Ensure an independent admission appeals panel is available for hearing appeals		A	R		
	5	Ensure there is Trust representation at admission appeals		A	R		S
			Members	Trustees	CEO/CFO	LAC	Principal
Control and community use of school premises	1	To implement a health and safety policy and ensure that relevant regulations are followed		A	A	S	R
	2	To ensure appropriate Building insurance and public liability		A	R R(F)		
	3	Developing School buildings and facilities estate long term strategy or master plan		A	R R(F)	S	S
	4	Producing and maintaining building, including developing properly funded maintenance plans		A	R	S	S
	5	To manage Premises security		A	R	S	R
	6	To ensure good Premises management		A	R	S	R
			Members	Trustees	CEO/CFO	LAC	Principal
School Finance	1	To develop and propose the individual School budget		A	S	S	R
	2	To approve the first formal budget plan each financial year		A	R		
	3	To plan, manage and monitor monthly expenditure and financial reports, and identify actual potential items of budget overspend/underspend		A	R(F)		
	4	To approve any amount to be transferred between budget heading and/or likely budget overspends		A	R		
	5	To establish financial decision levels and limits		A	R		
	6	To appoint the internal auditor for the School		A	R		
	8	To enter into additional contracts which exceed the agreed annual budget allocation within limits specified in the Financial Regulations Manual		A	R		
	9	To authorise the acquisition of assets within limits specified in the Financial Regulations Manual		A	R		

	10	To authorise disposal of assets within limits specified in the Financial Regulations Manual		A	R		
	11	To appoint internal and external auditors for the Trust	A/R	R	S		
	12	To make payments within agreed financial limits		A	R		R
	13	To collect income due to the Trust		A	R(F)		R
	14	To maintain proper financial records for the Trust		A	R(F)		
	15	To monitor compliance with approved financial Procedures		A	R(F)		
	16	To develop risk management strategies		A	R R(F)		
			Members	Trustees	CEO/CFO	LAC	Principal
Information Sharing	1	To ensure The Samara Trust website is fully compliant		A	R		
	2	To ensure school website is fully compliant		A	S	A	R
	3	To produce an Annual report and accounts on the performance of the Trust		A	R R(F)		
	4	To approve the Annual report and accounts on the performance of the Trust		A/R			
	5	To receive the Annual report and accounts on the performance of the Trust	A/R	R			
	6	To ensure regular communication pathways between the Trustees and LACs		A	R	S	
			Members	Trustees	CEO/CFO	LAC	Principal
Governance	1	The appointment and removal of Members	A/R				
	2	The appointment and removal of Trustees	A/R	S			
	3	The development of Role descriptions for trustees, chair, specific roles and committee members		A/R			
	4	Agree the Articles of Association	A/R				
	5	The development of Committee structures for the Trust		A/R			
	6	The development of Terms of reference for the Trust		A/R			
	7	The development of Terms of reference for the LAC		A/R		S	
	8	Complete skills audit and recruit to fill gaps for LAC, Trustees and Members	A/R	A/R		R	
	9	Monitor trustee committee member and LAC attendance		A/R		S	
	10	The appointment and removal of a clerk to the Trust Board and LACs		A/R	S		