

# Scheme of Delegation

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Adopted by (body): Trustees

ORGANISATION  
 OBJECTIVITY SELFLESSNESS LEADERSHIP  
 GOVERNANCE  
 STRENGTHEN IMPROVE  
 VALUES INTEGRITY MANAGEMENT  
 OVERSIGHT

- Collaborate** Ability to work effectively as a team
- Empower** Ability to take initiative and problem solve in order to improve performance
- Lead** To lead by example and achieve shared goals
- Transformation** Ability to recognise a need for change and adapt accordingly



# CELT Vision

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**Our vision is for our trust to be a learning organisation in the truest sense.**

At the heart of our vision for education is a self-improving school-led system which has the best evidence-led practice and in which every child fulfils their potential. This is a learning community in which:

- Our leaders are driven by moral purpose. They are outwards focused and not afraid to take risks to achieve system transformation. The focus of policy is on continually improving the quality of teaching.
- Our teachers strive to be outstanding. They work across organisational boundaries to promote a collective sharing of knowledge, skills, expertise and experience in order to deepen pupil learning.
- The individual talents and strengths of our pupils are recognised and nurtured. A passion and curiosity for learning is sustained in every child from the moment they join us. A CELT pupil leaves our family of academies with a purpose, and the confidence to fulfil that purpose.
- Our parents are engaged in our learning community and actively work in partnership with us to raise the level of attainment and aspiration of every child.

# CELT Mission

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**“Learning together to help every child achieve more.”**

We believe there is no limit to what every child can achieve, and that every child deserves the chance to fulfil their potential.

As a learning community we are on an ambitious journey. We want to deliver a model for education in the 21st century which instils curiosity and a love for learning in every child so that they develop into young adults who contribute to humanity, follow their passions, and think for themselves.

By learning and improving together – as part of a global learning community – we create much richer and more sustainable opportunities for rigorous transformation than can be provided by any one of our academies alone.

**COLLABORATE  
EMPOWER  
LEAD  
TRANSFORM**

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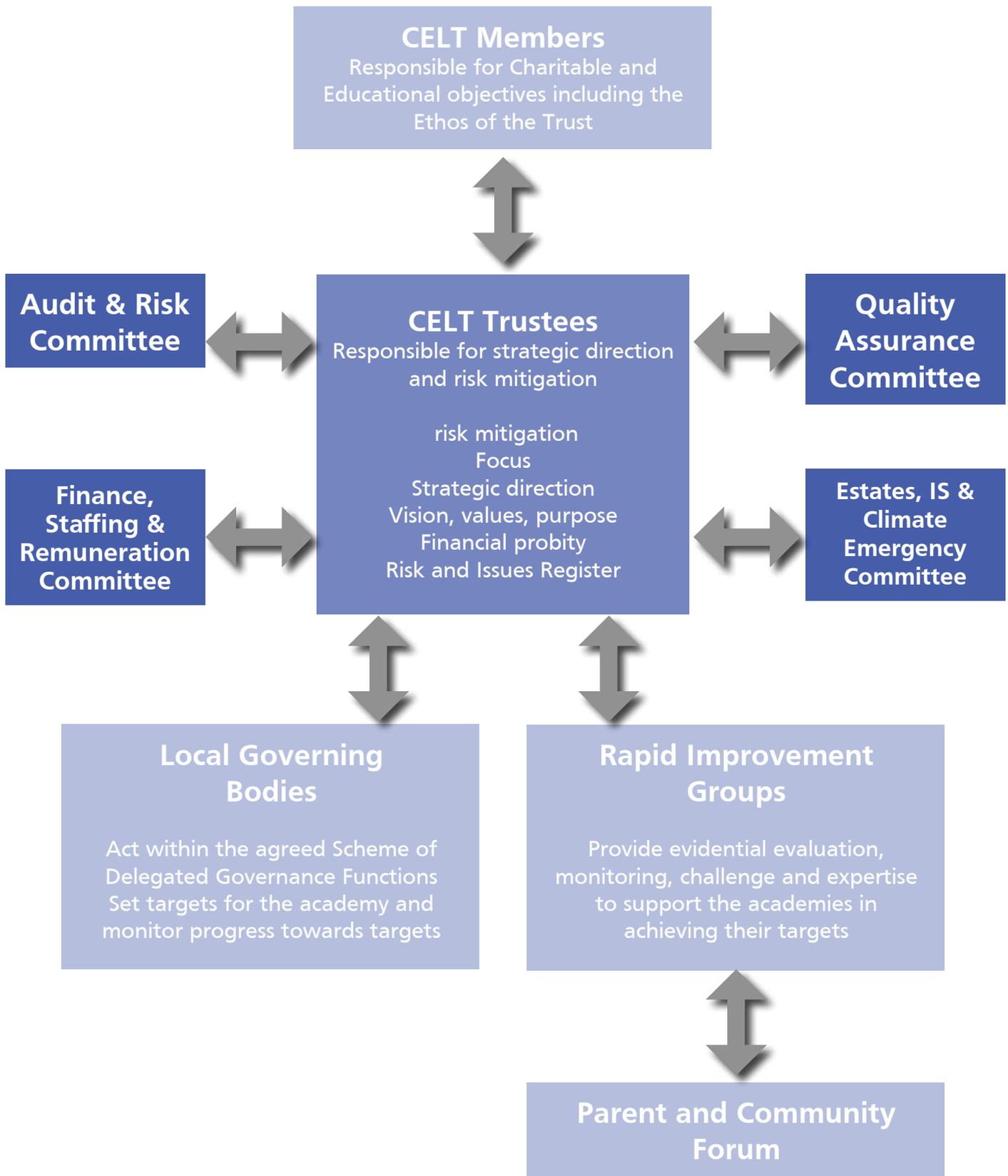
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# Governance Structure



# 1

## Introduction

- 1.1 As a charity and company limited by guarantee, Cornwall Education Learning Trust (the "Trust") is governed by a Board of Trustees (the "Trustees") who have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the academies run by the Trust.
- 1.2 The following academies are currently run by the Trust: Brannel, Carclaze, Fowey, Lostwithiel, Luxulyan, Mevagissey, Mount Charles, Newquay Junior Academy, Newquay Primary Academy, Newquay Tretherras, Penrice, Poltair, Pondhu and St Mewan (each one the "Academy" or collectively the "Academies").
- 1.3 In order to assist with the discharge their responsibilities, the Trustees have established a Local Governing Body ("LGB") in each of the Academies. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the "Articles").
- 1.4 The Trustees may review this scheme of delegation at any time but shall review them at least annually.
- 1.5 In the event that the Trustees stand down an LGB a Rapid Improvement Group will be implemented.
- 1.6 This scheme of delegation may only be amended by the Board of Trustees.

# 2

## Constitution of the LGB

### Governors of the LGB

2.1 Members of the LGB shall be known as “governors”.

2.2 The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time

2.3 Subject to clause 2.2, the governorship of the LGB shall be comprised, as a minimum, as follows:

- a) the Trust Leader or his/her representative for the Trust;
- b) the Headteacher of the Academy;
- c) up to 2 staff governors elected in accordance with clauses 2.4 – 2.5;
- d) minimum of 3 parent governors elected in accordance with clauses 2.6 – 2.10
- e) minimum of 3 community governors appointed by the Trustees in accordance with clauses 2.11- 2.12

### Appointment of governors

#### Staff governors

2.4 The Trustees shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy and, where there are any contested posts, shall hold an election by a secret ballot.

2.5 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees. The Trustees may delegate the running of the election to the LGB.

#### Parent governors

2.6 Parent governors of the LGB shall be elected by parents of registered pupils at the Academy. He or she must be a parent of, or have parental responsibility for, a pupil at the Academy at the time when he or she is elected.

2.7 The Academy, at the direction of the Board of Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors. The Trustees may delegate the running of the election to the Academy/LGB.

2.8 Where a vacancy for a parent governor is required to be filled by election, the Academy, at the direction of the Board of Trustees, shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.

- 2.9 Any election of persons who are to be the parent governors which is contested shall be held by secret ballot. The arrangements made for the election of the parent governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he prefers, by having his ballot paper returned to the Academy by a registered pupil at the Academy. The election may take the form of an electronic vote without adversely affecting the rights of those parents entitled to vote.
- 2.10 Where the number of parents standing for election is fewer than the number of vacancies, the LGB, at the direction of the Board of Trustees, may appoint a person who is the parent of a registered pupil at the Academy or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another Academy run by the Trust.

#### Community governors

- 2.11 Community governors of the LGB shall be appointed by the LGB, at the direction of the Board of Trustees. He or she must be:
- a person who lives or works in the community served by the Academy; or
  - a person who, in the opinion of the LGB, at the direction of the Board of Trustees, is committed to the governance and success of the Academy.
- 2.12 The LGB, at the direction of the Board of Trustees, may appoint a permanent employee of the Trust as a community governor for a school that they are not directly employed to work for.

#### Term of office

- 2.13 The term of office for any governor shall be 4 years, save the Trust Leader for the Trust and Headteacher of the Academy who shall remain a governor until he or she ceases to work at the Academy.
- 2.14 Subject to remaining eligible to be a particular type of governor, any person may be re-appointed or re-elected to the LGB

#### Resignation and removal

- 2.15 A person serving on the LGB shall cease to hold office if:
- he resigns his office by giving notice in writing to the clerk of the LGB;
  - the Headteacher or a staff governor ceases to work at the Academy;
  - the Trustees terminate the appointment of a governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or the Academy.
- 2.16 For the avoidance of doubt, a parent governor shall not automatically cease to hold office solely by reason of their child ceasing to be a pupil at the Academy.

**Disqualification of governors of the LGB**

2.17 A person shall be disqualified from serving on the LGB if he would not be able to serve as a Trustee in accordance with Articles 68-80 of the Articles.

**Appointment and removal of Chair and Vice Chair**

2.18 The Chair and Vice Chair of the LGB can be appointed by the Trustees and may be removed from office by the Trustees at any time.

2.19 The term of office of the Chair and Vice Chair shall be 2 years. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice Chair of the LGB.

2.20 The Chair and Vice Chair may at any time resign his/her office by giving notice in writing to the Trustees. The Chair or Vice Chair shall cease to hold office if:

- a) he ceases to serve on the LGB;
- b) he is employed by the Trust whether or not at the Academy; or
- c) in the case of the Vice Chair, he is appointed to fill a vacancy in the office of the Chair.

2.21 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the governors of the LGB shall elect one of their number to act as chair for the purposes of that meeting.

**Committees**

2.22 Subject to the prior agreement of the Trustees (via the Governance Officer), the LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority.

2.23 The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, the Headteacher or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Trustees or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.

# 3

## Proceedings of the LGB

### Meetings

- 3.1 The LGB shall meet at least once in every term and shall hold such other meetings as may be necessary.
- 3.2 Meetings of the LGB shall be convened by the clerk to the LGB, who shall send the governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in their absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he thinks fit.
- 3.3 Any governor shall be able to participate in meetings of the governors by telephone or video conference provided that he has given reasonable notice to the clerk of the LGB and that the governors have access to the appropriate equipment.
- 3.4 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or nomination of any person serving on the LGB.

### Quorum

- 3.5 The quorum for a meeting of the LGB, and any vote on any matter at such a meeting, shall be any three of the governors of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of governors of the LGB at the date of the meeting, which must include at least one governor appointed by the Trust. Quorum shall not include any governor employed by the Trust.

### Voting

- 3.6 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.
- 3.7 Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.8 A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

**Conflicts of Interest**

- 3.9 Any governor who has or may have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest as defined below) which conflicts or may conflict with his duties as a governor of the LGB shall disclose that fact to the LGB as soon as he becomes aware of it. A person must absent himself from any discussions of the LGB in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 3.10 A governor of the LGB has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the governor or any person living with the governor as his or her partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the Academy.

**Minutes of meetings**

- 3.11 At every meeting of the LGB the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.
- 3.12 The clerk to the LGB shall ensure that a copy of the agenda for every meeting of the governors, the draft minutes of every such meeting (if they have been

# 4

## Delegated powers

### General principles

- 4.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:
- a) ensure that the Academy is conducted in accordance with the object of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and this scheme of delegation;
  - b) assist the Board in monitoring and evaluating the performance, progress and attainment of those students/pupils attending the academy;
  - c) promptly implement and comply with any policies or procedures communicated to the LGB by the Trustees from time to time;
  - d) review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;
  - e) work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
  - f) be open about decisions and be prepared to justify those decisions;
  - g) keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust; and,
  - h) adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them.
- 4.2 Each governor shall be required to take part in regular self-review and is accountable for meeting his own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, he feels that appropriate training and development is not being provided.
- 4.3 Governors shall be expected to report to the Trust against KPIs which have been set for the Academy and provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.

### Levels of delegation

- 4.4 Appendix 1 to this scheme of delegation set out what powers are retained by the Trust. Appendix 2 to this scheme of delegation set out what powers are delegated from the Trustees to the LGB. For the avoidance of doubt, where a power is not expressly delegated to the LGB, it will be deemed to have been retained by the Trust regardless of whether it is specified in Appendix 1.
- 4.5 The Appendices may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.
- 4.6 We have provided a delegation planner at Appendix 5 to help governing boards understand levels of responsibility and their strategic role in governance.

**Delegation to Headteacher of the Academy**

- 4.7 Subject to the responsibilities of the LGB and the policy statements of the Trust, the Headteacher of the Academy shall be responsible to the LGB for:
- a) implementing the agreed policies and procedures laid down by the LGB including the implementation of all statutory regulations;
  - b) advising the LGB on strategic direction, forward planning and quality assurance;
  - c) advising on the performance, progress and attainment of those students of pupils/students attending the academy;
  - d) the leadership and management of the Academy;
  - e) advising the LGB (and/or the admissions committee, where applicable) on the admission of pupils;
  - f) managing the delegated budget and resources agreed by the Board;
  - g) advising the LGB on the appointment of any Deputy, Assistant Headteacher and such other senior posts as the Board may determine;
  - h) the appointment of all other staff and (except to the extent directed otherwise by the Trustees and/or the LGB), the salary grading, allocation of duties, appraisal and discipline of all staff;
    - i) the maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework laid down by the LGB; and,
  - j) all such additional functions as may be assigned under the job description or contract of employment.

## Rapid improvement group

### Constitution of the RIG

- 5.1 Cornwall Education Learning Trust may choose to stand down a Local Governing Board (LGB) for one or more of the following circumstances:
- a) In response to the outcome of an annual review of governance
  - b) Identification of the need for increased capacity
  - c) In response to the outcome of an Ofsted inspection where there is a rating decline or where a school may be at risk of a rating decline
  - d) Any identified safeguarding concern within the school
  - e) A Trust/school identified need to ensure school improvement at pace
- 5.2 The main purpose of the RIG will be to secure governance of the school, developing a sound basis for improvement and will be in place until the trigger is removed. The Trust do not adopt a one size fits all approach and is committed to appointing RIGs which are small, focused groups. Members will be chosen on a case-by-case basis in accordance with the skill and knowledge and the needs of the individual school.
- 5.3 Members of the RIG shall be known as **“governors”**
- 5.4 The Membership of the RIG usually comprises of the following:
- a. the Trust Lead or his/her representative for the Trust
  - b. the Trust Lead for School Improvement/or their representative
  - c. the Trust Lead for Safeguarding/or identified member of RIG with responsibility
  - d. other members of the Trust Leadership
  - e. the Headteacher
  - f. up to 5 governors
  - g. a parental forum will be established where a RIG does not have parental representation
- 5.5 CELT may appoint additional members of the RIG at any time to support the continued development of the school.

**Terms of Office**

5.6 Members of the RIG will hold office for the period that the RIG is in existence, although individual members may resign at any time

**Resignation and removal**

5.7 The Trust may remove existing members for reasons of incapacity or misconduct.

5.8 The decision to disband the RIG will be made by the Board of Trustees once the trigger for its appointment has been made. This decision will be made at the right time for each individual school and only when stability has been restored and there is confidence in the progress of the school. A planned disbanding of the RIG will take place alongside the induction of the newly formed LGB

**Appointment and removal of Chair**

5.9 The chair of the RIG shall be appointed by the Trust.

# 6

## Proceedings of the RIG

### Meetings

- 6.1 It is for the RIG in conjunction with the Trust Lead to determine the regularity of meetings, although it is anticipated that the board will meet approximately every half term, to ensure the pace of improvement is maintained and to closely monitor improvement.
- 6.2 Meetings of the RIG shall be convened by the clerk to the RIG, who shall send the members of the RIG written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting.
- 6.3 RIG members will commit to attending all meetings, unless they are unable to due to personal circumstances – in which case the clerk will be informed in advance of the meeting.
- 6.4 The decision-making processes of the RIG will be open and transparent, and in partnership in the best interests of the school and its progress towards addressing the key issues for the school. In the event of a split decision, the chair of the RIG will have the casting vote.

### Quorum

The quorum for a meeting of the RIG will be three governors.

### Minutes of meetings

- 6.5 Clerking of the meeting will be arranged by the Trust. The appointed clerk will be bound to confidentiality.
- 6.6 The agenda for RIG meetings will be determined by the Chair of the RIG in the first instance, at least 7 days before the meeting. This will be circulated to other members for additional items to be considered for the agenda.
- 6.7 The Headteacher will present a report to the RIG on progress against each of the key issues. The report will also include relevant data and student tracking information, and including behaviour and attendance data.
- 6.8 RIG minutes will be collated and sent to the chair within one week for approval, before wider circulation to the members of the RIG, by email

### Achievement of aims

- 6.9 Using the Ofsted descriptors for 'outstanding', the RIG will use the four areas in the Ofsted framework – quality of education, behaviour, personal development and leadership and management, to provide evidential evaluation, monitoring, challenge and subject expertise to support the school in achieving its aim by their next inspection.
- 6.10 As a starting point, the RIG will refer to the (year) Academy Development Plan, to track progress against the Ofsted outstanding descriptors.

## Parent forum

### **Constitution of the parent forum**

- 7.1 The sub-group of the RIG, a Parent Forum, will consist of one parent from each year group.
- 7.2 The Parent Forum will meet informally, on a termly basis, to act on behalf of all our parents to share their thoughts and opinions on how the school can further strengthen its relationship with the parent community.
- 7.3 Each parent will be selected from the register in a non-biased arrangement using a random format in order to try and get a wide range of different parents involved
- 7.4 The term of office will be for 1 academic year, commencing September and ending in August
- 7.5 The meeting will be set up by the clerk to the RIG and will be chaired by a RIG nominated person
- 7.6 The effectiveness of the Parent Forum will be evaluated in the summer term of each academic year

## Powers retained by the trust

### **Vision**

- setting out the vision for the Trust and its application at both Trust and Academy levels.
- determination of the corporate planning and strategy for the Academy and the Trust (in consultation with the LGB)

### **Compliance**

- ensuring compliance with all statutory regulations and Acts of Parliament governing the operation of the Academy, including, without limitation all charity and company laws and all health and safety regulations
- ensuring compliance with the provisions of the Articles and the Funding Agreements
- ensuring compliance with the Academy Trust Handbook

### **Governance**

- ensuring processes are in place for the appointment of Trustees and governors of the LGB
- appointing the Responsible Officer for the Academy
- appointing the clerk to the LGB (in consultation with the LGB)
- monitoring the performance of the Local Governing Body
- power to withdraw delegated powers from the LGB and, if necessary, disband it
- appoint a Rapid Improvement Group to work alongside the LGB

### **Policies**

- setting HR policies and procedures (as legal employer of all staff), developing appropriate terms and conditions of service with each Academy, including the performance management policy and pay policy
- setting and reviewing the curriculum and standards to be achieved by the Academies (in consultation with the LGB)
- determining the admissions policy and arrangements for the Academy in accordance with admissions law and DfE codes of practice
- determining Trust-wide DBS policy as set out in the Academy Trust Handbook
- the development of a Finance Policy & Financial Scheme of Delegation and a charging and remissions policy for the Trust
- setting other Trust wide policies such as health & safety, DBS, safeguarding etc

### **Educational Standards**

- annual target setting for the Trust in general
- determination of the educational targets of the Academy including, but without limitation, determination of the Academy's development plan (in consultation with the LGB)
- considering and evaluating school performance against key performance indicators set by the Trust (in consultation with the LGB);
- oversight of performance, standards and outcomes on a Trust and individual Academy basis
- putting in place support and intervention strategies for individual Academies

## **Appointment**

- putting in place processes for: (i) making appointments within the Trust's remit and (ii) the LGB making appointments within its own remit
- appointing the Headteacher of the Academy and any Deputy, Assistant Headteacher (as applicable)
- approving the appointment of any senior appointments at the Academy
- appointment of cross-academy staff

## **HR and Performance Management**

- put in place procedures for the proper professional and personal development of all staff
- responsibility for the performance management of the Trust Lead and the Headteacher of the Academy
- responsibility for the performance management and oversight of cross-academy staff
- putting in place processes for: (i) undertaking the performance management of staff within the Trust's remit and (ii) the LGB undertaking the performance management of staff within its own remit
- manage any claims and disputes all staff, including matters of suspension

## **Training**

- providing Trustee and governor training and evaluation

## **Finances**

- establishing a funding model for use across the Trust and the Academies including developing an individual funding model for the Academy
- agreement of the Academy's annual budgets and determining the proportion of the overall Academy budget to be delegated to individual Academies
- determining any additional financial and reporting targets for the Academy
- putting in place guidelines and establishing processes for the local maintenance of assets and appropriate registers
- oversight of the finances of the Trust and the Academy, including, but without limitation, responsibility for compliance with the financial and accounting requirements detailed within the Funding Agreement
- considering and evaluating performance against key performance indicators set by the Trust in relation to finances
- arrange for the auditing of Academy statements of accounts
- managing a corporate risk register for the Trust

## **Assets and Premises**

- developing an estate management strategy for the Academies that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet their responsibility to ensure the buildings and facilities are maintained to a good standard
- dispose or acquire land or interests in land to be used by the Academies
- insuring the land and buildings used by the Academies

## **Services**

- determination of procurement policies for the Trust, in conjunction with the Trust's Finance Director, from time to time
- determination of the extent of the services provided to the Academy by the Trust and how the costs should be allocated
- oversight of the effectiveness of the delivery of centrally provided services

## **Media and PR**

- oversight of public relations activities to project the activities of the Trust and the Academies to the wider community

# Powers delegated to the local governing body

## **Vision**

- to carry forward the Trust's vision, in a way appropriate to the specific qualities and community characteristics of the Academy

## **Compliance**

- implementation of actions required to comply with all statutory regulations
- assist the Trustees in complying with the provisions of the Funding Agreements where requested

## **Educational Standards**

- understand the effectiveness of safeguarding for everyone in school along with the understanding of safeguarding guidance and legislation including the content of 'Keeping Children safe in Education' and the Trust Safeguarding Policy
- monitor the Academy's performance against key performance indicators set by the Trust in conjunction with School Improvement team
- assist the Headteacher in ensuring the site is fit for purpose in delivering a balanced curriculum
- regularly monitor the impact of grant funding ie Pupil Premium & Sports Premium

## **Governance**

- oversight of the Academy's activities

## **Policies**

- to comply with and adhere to the terms of any Trust protocol or any guidance issued by the Trust from time to time

## **HR and Performance Management**

- monitoring local HR activity and policy, including the process for local performance reviews for members of staff and in particular ensuring that it is within the parameters for the particular Academy from time to time established by the Trustees

## **Assets and Premises**

- ensure the safety of the users of the Academy buildings and facilities
- notify the Trust of any changes to fixed assets used by the Academy

## **Services**

- implementation of Trust's procurement policies insofar as they impact on the Academy
- seeking value for money and being able to demonstrate that value for money has been achieved

## **Media and PR**

- support the Trust and the Academy in relation to any public relations activities to project the activities of the Trust and the Academies to the wider community

## **Stakeholders**

- to engage effectively with parents and other stakeholders (both within a school and outside of it)

## Role of rapid improvement group

The RIG plays a vital role in creating a safe, high quality learning environment for teaching and learning and securing adequate and appropriate resources and will:

1. Review, monitor and evaluate the curriculum offer
2. Recommend for approval to the Trustees the
  - a. Self-evaluation form
  - b. Academy Improvement Plan
  - c. Targets for academy improvement
3. Develop and review policies identified within the school's policy review programme and in accordance with its delegated powers (e.g. sex education and pupil behaviour/discipline)
4. Ensure that the requirements of children with special needs are met, as laid out in the Code of Practice, and receive termly reports from the headteacher/SENCO and an annual report from the SEN governor (where appointed)
5. Contribute to the Strategic Development Plan and its priorities
6. Monitor Health and Safety
7. Minutes of all meetings to be circulated to all members of the committee/board of trustees
8. Monitor and evaluate the effectiveness of leadership and management
9. Monitor and evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement
10. Monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups
11. Monitor and evaluate the impact of continuing professional development on improving staff performance
12. Set priorities for improvement, and monitor and evaluate the impact of improvement plans which relate to the committee's area of operation
13. Monitor and evaluate provision for all groups of vulnerable children (eg looked after children and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement
14. Regularly review and develop the Assessment Policy and to ensure that the policy is operating effectively;

Consider recommendations from external reviews of the school (eg Ofsted or local school improvement advisers), agree actions as a result of reviews and evaluate regularly the implementation of the plan

15. Ensure that all children have equal opportunities
16. Identify and celebrate pupil achievements
17. Ensure all statutory requirements for reporting and publishing information are met and the school website content is fully compliant and presented in an accessible way

## Webpage information

As (Name of School) is an academy within the Cornwall Education Learning Trust (CELT) the local governing body would have formed a committee of the board of trustees.

To support and challenge the school to make rapid improvement the local governing body was replaced by a Rapid Improvement Group in (year). The Rapid Improvement Group (RIG) is constituted by the following members

Name	Position
	Trust Lead or his/her representative for the Trust
Richard Baker	Trust Lead for School Improvement/or their representative
	Trust Lead for Safeguarding/or identified member of RIG with responsibility
	Member of Trust Leadership
	Headteacher
	Governor
	Governor
	Governor

The Trustees have a right to appoint such persons to serve on the RIG to hold the local senior leadership team to account for standards and safeguarding. Through this, CELT ensures strong local governance of the school and retains a clear line of sight into the performance of the school within its community.

The Rapid Improvement Group has a range of responsibilities including:

- Supporting good governance of the school
- Safeguarding and promoting the Trust's values
- Supporting the Headteacher and being a critical friend
- Monitoring achievement, quality of teaching, behaviour and safety
- Engaging with the school's key stakeholders, for example, parents/carers, pupils and staff

The RIG meets regularly and provides the support and challenge to the school to make rapid improvements. The RIG reports back to the board of trustees to ensure that all governance matters are addressed at a local level. If you would like to contact the RIG please address correspondence to (email address)

Or via post at:

Name

Position

School Name

School Address

Further Governance information can be found on the CELT Governance Section – CELT website (link). If you wish to make a complaint about the school or RIG, please contact [complaints@celtrust.org](mailto:complaints@celtrust.org)

# Delegation Planner

<b>Reading the grid</b>
<b>RACI – Responsible Accountable Consulted Informed</b>
✓ - level of governance function

Key Function	Task	Responsible	Accountable	Consulted	Informed
<b>Governance framework: people</b>	Members: appoint/remove				✓
	Trustees: appoint/remove				✓
	Parent academy committee (LGB) members: appoint when elected	✓			
	Parent elected LGB representatives	✓			
	LGB Chair: appoint & remove				✓
	LGB committee chairs: appoint & remove	✓			
	Ratification of LGB Chair			✓	✓
	Named safeguarding governor: appoint & remove				
	Working frameworks/parties (LGB) chairs: appoint & remove	✓			
	Academy committee (LGB) members: appoint & remove	✓			
	Clerk to LGB: appoint & remove			✓	✓
<b>Governance framework: systems and structures</b>	Clerk to academy working frameworks/parties (LGBs) appoint & remove	✓			
	Articles of Association: review & agree				✓
	Governance structure for the trust: establish and review annually for major structure change			✓	✓
	LGB/RIG Committee scheme of delegation: agree triannually			✓	✓
	LGB Annual schedule of governance business: agree substantive agendas	✓		✓	
	Self-review of academy committees (LGBs): complete annually	✓			
	Chair's performance: carry out 360 review periodically	✓			
<b>Governance framework: reporting</b>	Academy committee (LGB) member contribution: review annually	✓			
	Publish governance arrangements on schools' websites: ensure	✓			
	Academy committee (LGB) report key impacts of meetings: termly 3 key items	✓			
	Annual report on the performance of the trust: submit to members and publish				✓
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House				✓
	ESFA required reports and returns: submit				✓
	Annual report on the work of academy committee (LGB): publish impact statement & submit to trust	✓			

# Appendix FIVE

Key Function	Task	Members	Trust board/ committees	Trust Lead	Local Governing Board	Headteacher
<b>Being strategic</b>	Determine trust wide policies which reflect the trust's ethos and values: approve		✓	C		
	Determine school level policies: approve				✓	C
	Management of risk: establish register, review and monitor		✓	C		
	Engagement with stakeholders: ensure		✓	✓	✓	✓
	Determine trust's vision, strategy and key priorities: approve		✓	C		
	Determine schools' vision, strategy and key priorities: approve			✓		
	Trust Lead/Accounting Officer: appoint and dismiss		✓			
	Headteachers: appoint and dismiss			✓		
	Budget plan to support delivery of trust key priorities: agree		✓	C		
	Budget plan to support delivery of schools' key priorities: agree			✓		C
	Trust's staffing structure: agree		✓	C		
	Schools' staffing structure: agree			✓		C
<b>Holding to account</b>	Ensuring compliance (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements		✓	C		
	Monitoring progress on key priorities: agree reporting arrangements		✓	C		
	Performance management of the Trust Lead: undertake		✓			
	Performance management of Headteachers: undertake			✓	C	
<b>Financial oversight</b>	External auditors: appoint	✓				
	Trust Lead: appoint		✓	C		
	Trust's scheme of financial delegation: establish, monitor and review		✓	C		
	External auditors' report: receive and respond		✓			
	Trust Lead pay award: agree		✓			
	Headteachers' pay award: agree			✓		
	Staff appraisal procedure and pay progression: review and agree		✓			
	Benchmarking and trust wide value for money: ensure robustness			✓		
Monitoring budget: agree reporting		✓	C			

# LGB Delegation Planner

<b>Reading the grid</b>
<b>RACI – Responsible Accountable Consulted Informed</b>
✓ - level of governance function

Key Function	Task	Responsible	Accountable	Consulted	Informed
<b>Governance framework: people</b>	Members: appoint/remove				✓
	Trustees: appoint/remove				✓
	Parent academy committee (LGB) members: appoint when elected	✓			
	Parent elected LGB representatives	✓			
	LGB Chair: appoint & remove				✓
	LGB committee chairs: appoint & remove	✓			
	Ratification of LGB Chair			✓	✓
	Named safeguarding governor: appoint & remove				
	Working frameworks/parties (LGB) chairs: appoint & remove	✓			
	Academy committee (LGB) members: appoint & remove	✓			
	Clerk to LGB: appoint & remove			✓	✓
<b>Governance framework: systems and structures</b>	Clerk to academy working frameworks/parties (LGBs) appoint & remove	✓			
	Articles of Association: review & agree				✓
	Governance structure for the trust: establish and review annually for major structure change			✓	✓
	LGB/RIG Committee scheme of delegation: agree triannually			✓	✓
	LGB Annual schedule of governance business: agree substantive agendas	✓		✓	
	Self-review of academy committees (LGBs): complete annually	✓			
	Chair's performance: carry out 360 review periodically	✓			
<b>Governance framework: reporting</b>	Academy committee (LGB) member contribution: review annually	✓			
	Publish governance arrangements on schools' websites: ensure	✓			
	Academy committee (LGB) report key impacts of meetings: termly 3 key items	✓			
	Annual report on the performance of the trust: submit to members and publish				✓
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House				✓
	ESFA required reports and returns: submit				✓
Annual report on the work of academy committee (LGB): publish impact statement & submit to trust	✓				

Key Function	Task	Responsible	Accountable	Consulted	Informed
<b>Being strategic</b>	Determine school based policies which reflect the trust's ethos and values: approve	✓			
	Determine school policies: approve				
	Management of local school risk: establish register, review and monitor	✓			
	Trust Risk Appetite Strategy				✓
	Engagement with stakeholders: ensure	✓			
	Determine trust's vision, strategy and key priorities: approve			✓	
	Determine schools' vision, strategy and key priorities: approve	✓			
	Trust Lead/Accounting Officer: appoint and dismiss				✓
	Headteachers: appoint and dismiss			✓	
	Budget plan to support delivery of trust key priorities: agree				✓
	Budget plan to support delivery of Pupil Premium & Sports Premium priorities: agree	✓			
	Trust's staffing structure: agree				✓
	Schools' staffing structure: agree				✓
<b>Holding to account</b>	Ensuring compliance (e.g. safeguarding, H&S, employment)	✓			
	Monitoring progress on key priorities	✓			
	Performance management of Headteachers: undertake participation & challenge partner report where appropriate			✓	✓
<b>Financial oversight</b>	External auditors: appoint				✓
	Trust Lead: appoint				✓
	Trust's scheme of financial delegation: establish, monitor and review				✓
	External auditors' report: receive and respond				✓
	Headteachers' pay award: agree				✓
	Staff appraisal procedure and pay progression: review and agree				✓
	Benchmarking and trust wide value for money: ensure robustness				✓
	Monitor budget: agree reporting on Pupil Premium and Sports Premium	✓			✓

## Policy Schedule Planner

Name of CELT Policy Procedure in place	Type of Policy/ Procedure	Suite	Date Approved (CELT)	Last review date	Next review date	Updated Amended	Review frequency	Who is responsible ?
<b>Statutory Policies</b>								
Accessibility plan	School	n/a	n/a	n/a	n/a	n/a	Every 3 years	Template - School Headteacher
Finance Policy & Scheme of Delegation	Trust	Finance	01/04/2020	01/11/2021	TBC	20/06/2022	Annually	Finance Dept
Admission register	School	n/a	n/a	n/a	n/a	n/a	Live document	School
Admissions arrangements	School currently but will become Trust	TBC	n/a	n/a	n/a	n/a	Annually	School
Attendance register	School	n/a	n/a	n/a	n/a	n/a	Live document; appropriate school staff must update daily	School
Behaviour	School	n/a	n/a	n/a	n/a	n/a	Should be annually	School
Behaviour principles written statement	School	n/a	n/a	n/a	n/a	n/a	Should be annually	School
Capability of staff	Trust	HR	tbc	tbc	tbc	tbc	Should be annually	HR Dept
Charging and remissions	School	n/a	n/a	n/a	n/a	n/a	Should be annually	School
Child Protection & safeguarding	Trust	Safeguarding	01/09/2021	01/09/2022	n/a	01/10/2021	Annually	Trust SG Lead
Supporting Children & School with Medical needs/Managing medicines	Trust	Safeguarding	10/2021		07/2022	01/10/2021	Annually	Trust SG Lead
Data Protection (FOI)	Trust	Data Protection	01/10/2021	01/10/2022		DRAFT	Annually	Deputy Trust Lead
Designated teacher for looked-after and previously looked after children	School	n/a	n/a	n/a	n/a	n/a	Annually	Template - School Headteacher
Early Career Teachers Pay	Trust	HR	01/01/2022	tbc	tbc	tbc	Every 3 years or if legislative change	HR Dept
Early Years Foundation Stage (EYFS) policies (All CELT policies apply to EY & do not require separate policies)	School & Trust	n/a	n/a	n/a	n/a	n/a	See our articles for more information/	n/a
Equality information and objectives statement	Trust Template for Schools	n/a	tbc	tbc	tbc	tbc	Equality information must be updated and published at least every year, and equality objectives at least every 4 years	Template - Trust = Dep Trust Lead School = HT
Examination contingency plan	School	n/a	n/a	n/a	n/a	n/a	Must be annually	School
Exclusions	Trust Template for Schools	Safeguarding	tbc	tbc	Sep-22	tbc	Should be annually	Behaviour Leads

# Appendix SEVEN

Health & Safety	Trust	H & S	01/04/2020	01/04/2021	May-21	01/05/2021	Annually	Estates Team
Minutes of, and papers considered at, meetings of the governing board	Trust	Governance	tba	tba	tba	tba	Not applicable	Deputy Trust Lead
Non-examination assessment	School	n/a	tba	tba	tba	tba	Must be annually	tba
Premises management documents	Trust	H & S & Estates	tba	tba	tba	tba	Should be annually	Estates Team
Privacy Notice - Staff	Trust - GDPRiS Templates	Data Protection	tba	tba	tba	tba	Board of trustees determines	Deputy Trust Lead
Privacy Notice - Students	School - GDPRiS Templates	Data Protection	tba	tba	tba	tba	Board of trustees determines	Deputy Trust Lead
Protection of children's biometric information	School GDPRiS Templates	Data Protection	tba	tba	tba	tba	Should be annually	Deputy Trust Lead
Careers guidance and provider access policy statement	School	n/a	n/a	n/a	n/a	n/a	Should be annually	School
Register of business interests	Trust	Governance	n/a	n/a	n/a	n/a	Live document; you should update this as soon as possible after a change	Deputy Trust Lead
Relationships and sex education (RSE)	School	n/a	n/a	n/a	n/a	n/a	Should be annually	School
Risk assessment	Trust & School	see Assessnet (H & S - Estates)	n/a	n/a	n/a	n/a	Board of trustees determines	Estates Team & Schools
Risk register	Trust	Governance	n/a	n/a	n/a	n/a	Live document, and reviewed at least annually	Deputy Trust Lead
Scheme of Delegation - LGBs & RIGs	Trust	Governance	01/03/2020	01/04/2022	Jul-23	22/04/2022	Annually	Deputy Trust Lead & Governance Lead
Complaints Policy & procedures	Trust Template for Schools	Governance	01/04/2020	01/04/2022	Apr-21	01/04/2021	Annually	Deputy Trust Lead
School information published on a website	School	n/a	n/a	n/a	n/a	n/a	Live document; must be updated as soon as possible after a change and at least annually	Appointed person
Single Central Record Procedure	Trust Template for Schools	Safeguarding	n/a	n/a	n/a	n/a	Live document	DSL in each school
Special educational needs (SEN) policy and SEN information report	School	n/a	n/a	n/a	n/a	n/a	Should be annually, and you should update any changes to the information during the year as soon as possible	Appointed person
Code of Conduct for Staff	Trust Template for Schools	HR & Safeguarding	10/10/2021	n/a	Jan-22	01/10/2021	Annually	Trust SG Lead & DSL's
Disciplinary procedure	Trust	HR	01/01/2022	tbc	tbc	tbc	Should be annually	HR Dept
Whistleblowing	Trust	Safeguarding & Finance	01/04/2020	01/04/2021	Sep-22	01/10/2021	Annually	Trust SG Lead & Deputy Trust Lead

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Recommended Policies								
Absence Management	Trust	HR	12/01/2022					HR Dept
Allegations & concerns	Trust Template for Schools	Safeguarding	10/2021		Sep-22		Annually	Trust SG Lead
Assessment & Reporting	School	n/a	01/04/2020	01/04/2021	Apr-22		Annually	Deputy Trust Lead & Trust Data Lead
Attendance	Trust Template for Schools	Safeguarding	12/21		12/2022		Annually	Trust SG Lead
Back up & Disaster Recovery Policy	IS Team		01/07/2021	01/07/2022			Annually	IS Team
British Values	School	n/a	01/01/2017		Apr-21	TO REVIEW	Every 2 years	Deputy Trust Lead
CCTV Policy 2021	Trust Template for Schools	Data Protection	01/10/2021	n/a	Oct-22		Annually	IS Team
CELT CCTV Handling Policy	Trust Template for Schools	Data Protection	01/10/2021		Oct-22		Annually	IS Team
Charging & Remissions	School (DFE template)	n/a	01/04/2020	n/a	Apr-23		Every 3 years	School
Curriculum	School (RB SI)	n/a					You're free to determine	
Cycle to Work	Trust	HR	01/12/2021	01/12/2022	Dec-24		Every 3 years	HR Dept
Dignity at work	Trust Template for Schools	HR				TO DRAFT (part of HR/Anti bullying)	You're free to determine	Deputy Trust Lead
English and literacy	School	n/a	n/a	n/a	n/a	n/a	You're free to determine	School
Governors' code of conduct	Trust	Governance					You're free to determine	
Home-school communication	School	n/a	n/a	n/a	n/a	n/a	You're free to determine	School
IT Acceptable Use - Staff and volunteers	School but will become Trust template	n/a	01/12/2020	01/12/2023			Every 3 years	IS Team
Intimate care and nappy changing	Template - adapted by local school	Safeguarding		01/06/2022		TO DRAFT	You're free to determine	Deputy Trust Lead & Trust SG Lead
Leave of Absence	Trust	HR	12/01/2022					HR Dept
LGB Visits	Trust Template for Schools	Governance	01/12/2021	01/12/2021	Dec-22		Every 3 years	School
Lockdown procedures	Trust Template for Schools	H & S/Estates					You're free to determine	School
Maths and numeracy	School	n/a	n/a	n/a	n/a	n/a	You're free to determine	School
Mental Health & wellbeing	Trust Template for Schools	Safeguarding	01/2022		01-Sep	01/01/2022	Annually	Trust SG Lead
Online safety	Trust	Safeguarding	10/2021		01-Sep	01/01/2022	Annually	Trust SG Lead
Peer on Peer abuse (from Sept 22 will be Child on Child Abuse)	Trust	Safeguarding	10/2022		01-Sep	01/10/2021	Annually	Trust SG Lead
PSHE policy	School	n/a	n/a	n/a	n/a	n/a	You're free to determine	School

# Appendix SEVEN

Pupil premium	School	n/a	n/a	n/a	n/a	n/a	You're free to determine	School
Remote learning	School	n/a	n/a	n/a	n/a	n/a	You're free to determine	School
Reserves Policy	Trust	Finance	01/04/2020	01/04/2023			Every 3 years	Deputy Trust Lead & Trust Finance Lead
Recruitment Policy (incorporates Safer Recruitment)	Trust	HR	01/04/2020	01/04/2021		01/11/2020	Annually	HR Dept
School Meals & Debt	Trust	Finance	01/04/2020	01/09/2022			Every 2 years	Finance Lead
Separated Parents	Trust Template for Schools	n/a		01/06/2022		01/10/2021	Every 3 years	Deputy Trust Lead & Trust SG Lead
Staff wellbeing	Trust	HR		01/06/2022			You're free to determine	Deputy Trust Lead & Trust HR Lead
Subject Access Request Procedure	Trust Template for Schools	Data Protection		01/10/2021			Every 3 years	Deputy Trust Lead/DPO
Unacceptable Behaviour	Trust Template for Schools	n/a	01/03/2022	01/03/2025			Every 3 years	Deputy Trust Lead
Volunteer	Trust Template for Schools	Safeguarding HR					You're free to determine	Trust SG Lead
Working from home	Trust	H & S				In DRAFT	You're free to determine	Estates Team

# Appendix EIGHT History of Changes

Version	Date	Page	Change	Origin of Change
1.0			Original Draft	
1.1	14/07/21		None	
1.2				
1.3	08/12/2022	3	Inset 1.5	Trust requirement
		4	2.9 The election may take...	
		5	2.12 Remove 'not' may not appoint a permanent	
		5	2.12 Insert not at the site of employment	
		6	Paragraph 2.22 inset (Governance Officer)	
1.3	01/02/2022	10-12	Rapid Improvement Group	Trust requirement
		17	Appendix 3 Role of RIG	
	06/04/2022	3.5	Insert Quorum shall not include any governor employed by the Trust.	
	06/04/2022	2.3	(d) & (e) remove 'up to' add 'minimum of'	
	05/2022	23-23	Addition Appendix 6 LGB Delegation Planner	LGB Working party
	05/07/2022	25-28	Policy Schedule Planner - Statutory	LGB Working party