



# **Scheme of Delegation Introduction 2021 to 2022**

## 1.0 Overview

This document outlines the vision and ethos of Synergy Multi-Academy Trust, along with the roles and responsibilities of the Board of Directors and the Local Governing Boards (LGBs).

The overarching role of the Board of Directors is to set the strategic direction and vision of the MAT, hold fiscal responsibility, ensure the delivery of an excellent education to every young person, and hold the Chief Executive Officer (CEO) to account.

The role of the LGB is to ensure the delivery of the Trust's strategic direction and vision at school level, ensure excellence in provision and outcomes, ensure delegated finances are spent responsibly and to hold the local Headteacher to account.

## 2.0 Vision

Our vision is to achieve excellence in all that we do, so that every pupil attending a Synergy school benefits from excellent teaching, a broad, balanced and knowledge rich curriculum, and superb opportunities to develop and thrive as an individual, underpinned by a culture which is caring, aspirational and outward-looking.

The Trust believes that all our schools will have strengths and areas to develop, and that all can improve through sharing expertise and wisdom. The Trust understands that there will be excellent practice in each school, and that every school will be able to contribute to the development of the Trust as a whole.

We focus on the development of leadership, the development of teaching and the development of people. We are supported through a range of strong partnerships to help us deliver this, including the Norwich Research School, which aims to develop the use of effective research to further improve teaching and learning.

## 3.0 The principles of the Synergy Multi-Academy Trust

- **Excellence:** Education must be of the very highest standard.
- **Comprehensive:** Education must be for all.
- **Partnership:** Member schools must work together for their mutual benefit.

### **3.1 The aims of Synergy Multi-Academy Trust**

1. To achieve excellence in leadership, teaching and learning, and outcomes in each of our academies.
2. To ensure every pupil achieves their academic potential.
3. To ensure every pupil develops the knowledge, skills and attributes that will enable them to succeed in their future learning and employment.
4. To ensure every pupil develops into a good citizen.

### **3.2 Collaboration**

All partner schools will work together to:

1. Improve the quality of education.
2. Collectively recognise and nurture the talents and aspirations of their staff.
3. Allow school leaders and teachers to share effective practice and work together rather than just talk together.
4. Improve cost-efficiency through collaboration.
5. Be part of a formal support network with collective responsibility.

It is the Synergy Multi-Academy Trust's stated intention and preference that:

1. The Board of Directors and Local Governing Boards will work in partnership.
2. The Board of Directors will make decisions on matters that affect all schools in the Trust, following consultation with schools through the CEO, Executive Primary Lead, or member of the Trust's Senior Team.
3. Local Governing Boards will make decisions on matters that affect their individual school(s).
4. Local Governing Boards and their Headteacher should be as autonomous as possible. They will have high levels of delegation of responsibility and decision making for the strategic direction and day to day operation of their schools unless there is a cause for concern. There will, however, be strong alignment of best practice across all Trust schools.
5. The Board of Directors will put in place effective arrangements for monitoring and evaluating the performance of schools and Local Governing Boards.
6. The Board of Directors will take action, including the full or partial withdrawal of delegated authorities to individuals, groups and Local Governing Boards should these fail to carry out their duties and responsibilities effectively.

### 3.3 Summary of Roles and Responsibilities

Governance Level	Membership	Meetings	Responsibilities/ Authorities	Reporting	References
Members	Up to 5 members	Minimum 1 meeting per year	<ul style="list-style-type: none"> <li>To appoint and remove Directors</li> <li>To appoint external Auditors</li> <li>To receive financial statements and the annual report</li> <li>To change the articles</li> </ul>	N/A	Articles
Board of Directors	Up to 12 Directors appointed by the Members	<p>Board of Directors meets 7 times per year</p> <p>Audit and Risk Committee meets 3 times per year</p> <p>Finance Committee meets 3 times per year</p> <p>Pay and Remuneration Committee meets 2 times per year</p>	<ul style="list-style-type: none"> <li>To ensure clarity of vision, ethos, and strategic direction</li> <li>To ensure the quality of educational provision</li> <li>To challenge and monitor performance</li> <li>To oversee the management of finances and property</li> <li>To ensure compliance with charity and company law</li> <li>To ensure operation in accordance with the funding agreement</li> <li>To receive and approve finance policy</li> <li>To determine and approve Trust-wide policies</li> <li>To appoint and dismiss academy Headteachers</li> <li>To receive reports from the CEO and members of the Trust's Senior Team</li> <li>To approve and remove members of Local Governing Boards</li> </ul>	<p>Reports to Members at AGM on progress for the year.</p> <p>Financial statements and annual report.</p>	Terms of Reference
Local Governing Bodies	<p>Up to 12 Governors. Must include:</p> <ul style="list-style-type: none"> <li>Parent Governor(s)</li> <li>Staff Governor(s)</li> </ul> <p>Additional attendees:</p> <ul style="list-style-type: none"> <li>Synergy CEO</li> <li>Executive Primary Lead</li> <li>Directors as required</li> </ul>	Minimum of 4 meetings per year, with at least one per term	<ul style="list-style-type: none"> <li>To support the vision of the Trust</li> <li>To ensure and monitor the quality of educational provision</li> <li>To challenge and monitor performance</li> <li>To govern admissions, exclusions, and complaints</li> <li>To act as critical friend to the Headteacher</li> <li>To represent the views of and engage with the local community</li> <li>To receive reports on the local budget</li> <li>To ensure the appointment, appraisal, and dismissal of school staff, excluding the Headteacher</li> <li>To oversee safeguarding procedures</li> <li>To adopt Trust-wide policies, and review and determine local policy</li> <li>To visit the school</li> </ul>	Reports to the Board of Directors through approved minutes.	Terms of Reference

## **4.0 Local Governing Body**

### **4.1 Purpose of the Local Governing Body**

The Local Governing Body and the Headteacher have delegated responsibility for the day-to-day management and leadership of the school, including the delivery of excellence in curriculum, teaching and learning, outcomes, and school improvement. There will, however, be strong alignment of best practice across all Trust schools.

The purpose of governance is to provide confident and strong strategic leadership which leads to robust accountability, oversight and assurance for educational quality and performance.

All governance boards have three core functions:

1. Ensuring clarity of vision, ethos, and strategic direction.
2. Holding leaders to account for the educational performance of the organisation and its pupils and the effective and efficient performance management of staff.
3. Overseeing the financial performance of the organisation and making sure its money is well spent.

Effective governance is based on six key features:

1. Strategic leadership that sets and champions vision, ethos, and strategy.
2. Accountability that drives up educational standards and financial performance.
3. People with the right expertise, skills, experience, qualities, and capacity.
4. Structures that reinforce clearly defined roles and responsibilities.
5. Compliance with statutory and contractual requirements.
6. Evaluation to monitor and improve the quality and impact of governance.

The purpose of the Local Governing Body is to provide strategic leadership at a school level on behalf of the Trust and provide advisory information to the Trust on the operation and performance of the school. Each Local Governing Body has a key role to play in the overall development of the Trust, and to contribute to joint working and sharing best practice between academies and the Trust.

In line with the overall vision of Synergy, the Local Governing Body will:

- Ensure the school maintains high standards.
- Plan for the school's future, setting the direction for each school.
- Agree targets for improvement.
- Monitor and evaluate its performance.
- Be a critical friend to and hold leaders to account for the pace and rate of improvement and the achievement of all pupils.
- Set the school's standards of conduct and values, in line with the values of the Trust.
- Ensure sound management of the school.
- Ensure all staff have the appropriate qualifications, skills, experience, and training to carry out their duties.
- Ensure appropriate spend of the delegated budget in line with school and curriculum improvement and the development of teaching and learning.
- Help the school respond to, and meet, the needs of parents and the wider local community. Parental and community engagement is a key function of the Local Governing Board.
- Ensure all governors are skilled in understanding, interpreting, and comparing school performance, attendance, admissions, and exclusions data and are kept fully apprised of the performance of the school.

#### **4.2 Local Governing Body Terms of Reference**

1. Determine and approve the school's mission, vision, strategy, and long term development plan, in line with the Trust's overall mission and vision.
2. Ensure and monitor the quality of educational provision.
3. Ensure that the school contributes significantly to the overall development and success of the Trust.
4. Determine targets for the school against agreed key performance indicators.
5. Approve the School's Improvement and Development Plan.
6. Monitor overall performance and the achievement of objectives, targets, and key performance indicators, and ensure that plans for improvement are acted upon.
7. Report progress to the Board through minutes of meetings on GovernorHub and provide all required data.
8. Adopt and ensure the implementation of Trust-wide policies and procedures.
9. Determine and approve school specific policies and procedures, monitor their implementation, and evaluate their impact.
10. Determine any other constitutional matter in which the Local Governing Body has discretion.

11. In line with the Trust's governance arrangements, policies and procedures, and scheme of delegation:

- Recommend a governor for appointment by the Board as the Chair of the LGB, annually.
- Appoint a Vice-Chair of the LGB annually.
- Hold at least four Local Governing Body meetings per year and at least one meeting per term.
- Make arrangements for the election/appointment of parent and staff governors; appoint these governors in line with the Trust's arrangements and procedures.
- Make arrangements for recruiting and appointing "Associate Governors" if required (see 4.3 below).
- Appoint a clerk and implement clerking arrangements in line with the Trust's requirements.
- Maintain and publish, through the clerk, a register of Governors' and Senior Members of Staff's business interests and adhere to procedures for registering and managing conflicts of interest.
- Establish standing and ad-hoc sub-committees as required. Appoint the chairs of the sub-committees.
- Delegate functions of the Local Governing Body to sub-committees, groups, and individuals.

12. Carry out and report on all duties and responsibilities delegated to the LGB by the Board.

13. Ensure the school complies with legal and statutory requirements.

14. Receive reports and recommendations from any sub-committee, group, or individual to whom an action or decision has been delegated to agree the recommendation, ratify the decision, or consider whether any further action by the Local Governing Body is necessary.

15. Appoint governors with specific responsibilities for example, for special educational needs and disability (SEND) and in line with any statutory requirement.

16. Publish papers, minutes of meetings of the LGB and its sub-committees in line with the Trusts' arrangements.

17. Advise the Trust Board of any concerns about the running of the school that cannot be resolved by the Local Governing Body and of any suspicions of fraud and irregularity.

### **4.3 Local Governing Board Membership**

1. Each Local Governing Board will decide on an appropriate number of governors. The Trust recommends Local Governing Boards should not exceed 12 governors each and must include parent and staff governors.
2. Synergy reserves the right for a Director to sit on a LGB.
3. The names of current governors must be displayed on the school website, with their business interests.
4. New governors will be appointed/elected in line with the Trust's policy and procedures. The LGB may recruit and appoint, as it sees fit, "Associate Governors" to provide specialist advice to the LGB and/or a sub-committee if required. Associate Governors may not vote.
5. The Trust Board appoints the Chair of the LGB annually following a recommendation from the LGB.
6. The LGB appoints the Vice-Chair and Chairs of any sub-committees annually.
7. Governors are appointed for a 4-year term of office. Governors can be re-elected or re-appointed.
8. The Headteacher holds office ex-officio as long as they are in post.
9. Terms of reference, constitution, and membership will be reviewed annually.
10. Quorum will be more than 50% of governors eligible to vote. One vote per governor. The Chair has a casting vote.
11. The Headteacher, or their Deputies, have the right to attend all meetings of a Local Governing Body and its sub-committees.
12. The CEO has the right to attend all meetings of a Local Governing Body and its sub-committees.
13. The Executive Primary Lead has the right to attend all meetings of a Local Governing Body and its sub-committees.

### **Responsibilities Delegated to the Headteacher**

The Headteacher has delegated powers and duties in respect of the overall leadership, management, and achievement of the school and responsibility for ensuring the implementation of agreed policy.