



# **Governance Framework and Scheme of Delegation**



**A place to thrive**

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### **Introduction**

This document is intended to provide an overview of the governance structure and systems of Anthem Schools Trust. It is not intended to be exhaustive and, in the event of an issue arising that is not covered, please refer in the first instance to the Chief Operating Officer (COO). It may be used for the induction of new Local Governors, and as a useful reference tool for community stakeholders and representatives of external agencies such as DfE and Ofsted.

### **Anthem's vision and values**

#### **Our vision**

Our vision is that by working together, we will create ambitious and successful schools in which every child thrives.

#### **Our values**

Anthem's work is underpinned by a commitment to:

- **Integrity**
- **Collaboration**
- **Excellence**

These values shape the way we work with individual schools, as well as the way the schools work with each other, to try to provide the best possible start in life for all our learners.

### **Anthem's governance structure**

Effective governance provides scrutiny and challenge to the leadership and operations of an organisation to ensure that it is delivering its objects.

Anthem is the legal entity for which the Board of Trustees is ultimately responsible, and the Local Governing Bodies (LGBs) attached to schools have responsibilities delegated by the Board.

The governance role exists to ensure that an Anthem school:

- is properly run
- demonstrates high standards in all aspects, including those inspected by Ofsted and other regulators
- fulfils the purpose of Anthem
- meets the needs of the beneficiaries – the pupils and community
- complies with legislation and statutory guidance.

The Board follows the Charity Commission Code of Governance 2017 and the DfE Governance Handbook 2020.

The structure of governance at Anthem follows the hierarchy below:



### Legal structure of Anthem

Anthem is a charity as well as a company and is therefore subject to charity law and company law. Anthem is a company limited by guarantee which means that it does not have share capital or shareholders, but instead has members who act as guarantors.

Although Anthem is a charity, it is exempt from registration with the Charity Commission as it is regulated by the Education and Skills Funding Agency (ESFA). This means it does not have a charity number, but it must comply with charity law and operates in all other respects as any other charity. As a company, it is also subject to the regulator for companies called Companies House. The company number for Anthem is 7468210.

### Relationship to the Department for Education (DfE)

Anthem has a funding agreement with the Department for Education (DfE) called the Master Funding Agreement. This is the contract by which Anthem receives funds to run its schools. Attached to this Master Funding Agreement is a Supplemental Funding Agreement for each school that includes clauses specific to that school.

The DfE has delegated the day-to-day regulation of academies to the Regional Schools Commission, for educational standards and performance, and the Education and Skills Funding Agency (ESFA) for financial performance.

Local Authorities (LAs) retain certain statutory functions, e.g. pupil admissions or special educational needs, and the schools work with their LA in these statutory areas. In other areas, such as the supply of services, it is up to Anthem and/or the school to decide how it wants to work with the LA.

## Constitutional structure

Anthem's Articles of Association set out the constitution of the Trust.

### Members

As a company limited by guarantee, Anthem has Members which are akin to shareholders of a commercial company. The difference is that they do not contribute financially, they act as a guarantor and no dividend is payable to them.

The role of the Members is to safeguard the vision and values of the Trust and to hold the Board to account. They appoint as well as dismiss Trustees that sit on the Board.

There are five Members of Anthem, being the Chair of the Trust Board and four independent individuals.

### The Board of Trustees

The Board is made up of independently recruited individuals.

The Trustees have the usual duties of Trustees of a charity and are also the legal Directors of the company under company law. Trustees will serve for a maximum of two three-year terms of office.

The Board delegates some of its work to committees. Currently it has four such committees to cover the areas of Education, Finance, Audit and Remuneration.

The Board is also accountable to external government agencies, including the DfE, for the quality of the education provided in Anthem schools. They are required to have systems in place through which they can assure themselves of the quality of the education and other legal matters, such as safeguarding and health and safety, across the Trust.

In order to help it discharge these responsibilities, the Board appoints a Chief Executive (CEO) to lead and manage the Trust, who in turn appoints the Education Executive Team and Headteachers.

### Local Governing Bodies

Local Governing Bodies have devolved responsibilities under an agreed Scheme of Delegation. They are accountable to the Board and its local presence. The Board has the right of appointment and removal of all LGB members.

The recommended number of LGB members is between six and 10. Members are appointed according to their skills and the needs of their school and will serve for a maximum of two four-year terms of office.

The key delegated responsibilities are:

- supporting the Trust's strategy and development plan
- providing understanding of the local context and the challenges and opportunities this presents
- acting as a sounding board for the school's leadership team
- having an awareness of school standards and performance
- having awareness of how the school supports the welfare of looked after children, and provision for children with Special Educational Needs and Disabilities

- providing members for pupil and staff disciplinary panels and complaints hearing
- building and maintaining positive local perceptions of the school
- building and maintaining relationships with the local and regional business community
- building and maintaining relationships with community partners (e.g. health services, police, social services, religious organisations) and identify potential sources of financial support from the school community and support school leaders to access these
- in the case of Church of England schools, promoting the distinctive Christian character of the school.

The CEO has the right to disband an LGB that fails to serve the school in the appropriate manner.

## **Scheme of Delegation Matrix**

This Scheme of Delegation is structured in accordance with the functions:

- Governance
- Strategy and Quality
- School Improvement
- Human Resources
- Estates and Technology
- Finance
- Community Engagement

Under each function the role of each level of governance is identified using the key:

**T = Trustees E = Executive LGB = Local Governing Body HT = Headteacher**

### **Responsible**

Those responsible for the task, who ensure that it is done.

### **Accountable**

Those ultimately answerable for the correct and thorough completion of the deliverable or task, and who delegate the work to those responsible.

### **Support**

Those who provide to those responsible.

### **Consulted**

Those whose opinions are sought, and with whom there is two-way communication.

### **Informed**

Those who are kept up to date on progress and key information.

### **Approval and Renewal**

The Anthem Scheme of Delegation is renewed and approved by the Board annually, so that the roles and responsibilities outlined continually reflect organisational realities and updates to statutory legislation.

**Date of last renewal: July 2021**

**Date of next renewal: July 2022**

<b>Governance</b>		<b>T</b>	<b>E</b>	<b>LGB</b>	<b>HT</b>
1	Create and update governance documentation	A	R	I	I
2	Appoint (and remove) the chair of the LGB	A	R	I	I
3	Appoint and dismiss the clerk to the LGB	A	S	R	I
4	Hold a full LGB meeting at least three times per academic year	A	I	R	S
5	Approve the appointment of members of the LGB	A	R	C	C
6	Actively seek LGB members	A	S	R	S
7	Remove members of the LGB other than the chair	A	S	R	C
8	Determine LGB members' development needs and put in place an appropriate programme	A	S	R	S
9	Produce and update statutory and best practice Trust policies	A	R	C	C
10	Implement Trust policies	A	S	I	R
11	Produce and update policies particular to the school	A	S	C	R
<b>Strategy and Quality (Services)</b>		<b>T</b>	<b>E</b>	<b>LGB</b>	<b>HT</b>
12	Determine the scope of central services to be delivered by Anthem to schools	A	R	I	I
13	Identify additional services to be procured on behalf of schools	A	R	I	C
14	Ensure centrally delivered and procured services provide value for money	A	R	I	C
<b>Strategy and Quality (Compliance)</b>		<b>T</b>	<b>E</b>	<b>LGB</b>	<b>HT</b>
15	Set the timing of the school day and the dates of school terms and holidays	A	R	C	R
16	Consider requests from other schools to join the Trust	A	R	I	I
17	Setting/amending an admissions policy for the school	A*	S	C	S
18	Admissions application decisions for individual in year, over PAN and deferred admission	A	S	R	S
19	If appropriate, appeal against LA directions to admit pupil(s)	A	S	C	R
20	Publish proposals to change category of school	A	R	C	S
21	Prepare and publish the school prospectus	A	S	I	R
22	Ensure school website is fully compliant	A	S	I	R

<b>School Improvement: Education (Development and Operations)</b>		<b>T</b>	<b>E</b>	<b>LGB</b>	<b>HT</b>
23	Propose targets for pupil achievement	A	S	C	R
24	Approve targets for pupil achievement	A	R	I	C
25	Establish and update the Trust behaviour policy	A	R	I	C
26	Establish the school behaviour policy	A	S	C	R
27	Review school-level exclusions data and uphold or overturn permanent exclusions	A	R	C	S
28	Direct reinstatement of excluded pupils	A	R	C	I
29	Produce the School Development Plan	A	S	C	R
30	Approve the School Development Plan	A	R	I	S
31	Compile post-inspection action plans and RAPs (raising attainment plans)	A	S	I	R
32	Create and update the Trust safeguarding policy	A	R	I	I
33	Implement the Trust safeguarding policy	A	S	S	R
34	Put in place and monitor any additional educational support services	A	S	I	R
35	Maintain accurate, effective and secure pupil records	A	S	I	R
36	Set Trust-wide monitoring and evaluation cycle of schools	A	R	I	C
37	Set schools' internal monitoring and evaluation cycles	A	I	S	R
38	Comply with all Data Protection legislation and good practice	A	R	R	R
39	Collate data for pupil assessment and other returns	A	S	I	R
40	Develop a school curriculum policy	A	S	C	R
41	Develop and implement Trust curriculum vision and strategy	A	R	I	R
42	Implement a school curriculum policy	A	I	S	R
43	Prevent radicalisation, promote equality, diversity and tolerance and ensure the balanced treatment of political issues	A	S	S	R
44	Ensure provision of Religious Education in line with statutory requirements	A	S	S	R
45	Ensure that all pupils take part in a daily act of collective worship	A	S	S	R
46	Discharge duties in respect of pupils with special educational needs and disabilities	A	S	S	R



47	Ensure high-quality educational experiences and outcomes	A	S	I	R
48	Ensure provision of free school meals to those pupils meeting the criteria	A	I	S	R
49	Determine and evaluate use of Pupil Premium funding	A	S	C	R
50	Develop and implement a compliant sex and relationships education policy at school level	A	I	C	R
<b>Human Resources</b>		<b>T</b>	<b>E</b>	<b>LGB</b>	<b>HT</b>
51	Draft and update all employee contracts and HR policies	A	R	I	C
52	Appoint the Headteacher	A	R	C	I
53	Dismiss or suspend the Headteacher	A	R	I	I
54	Appoint the Deputy Headteacher	A	S	C	R
55	Dismiss or suspend the Deputy Headteacher	A	C	C	R
56	Appoint, dismiss or suspend all other school staff	A	S	S	R
57	Ensure that an approved appraisal policy is in place	A	R	I	C
58	Conduct the appraisal of the Headteacher	A	R	S	C
59	Approval of pay awards for headteachers, where applicable	A*	S	I	I
60	Conduct the appraisal of all school staff	A	C	I	R
61	Hold an annual pay committee meeting to approve school staff pay awards (excluding Headteachers)	A	R	C	S
62	Formulate Staff Handbook	A	C	C	R
63	Determine staff complement within agreed budget	A	C	C	R
64	Determine settlement payment/early retirement Headteacher	A	R	C	I
65	Determine dismissal payment/early retirement of all other staff	A	S	I	R
66	Monitor and support the wellbeing of all staff including through staff surveys	A	R	I	R
<b>Estates and Technology: Estates</b>		<b>T</b>	<b>E</b>	<b>LGB</b>	<b>HT</b>
67	Create and update the Trust health and safety policy	A	R	I	S
68	Implement the school health and safety policy	A	S	I	R
69	Place insurance for buildings, contents and other liabilities	A	R	I	C

70	Develop school buildings and facilities estate long-term strategy or master plan	A	R	C	S
71	Produce and maintain buildings, including developing properly funded maintenance plan	A	S	I	R
72	Ensure that health and safety regulations are followed	A	S	S	R
73	Manage the school premises and ensure security	A	S	I	R
<b>Estates and Technology: Technology</b>		T	E	LGB	HT
74	Produce and update the 'Trust IT' strategy, setting minimum requirements for digital systems including security and back up	A	R	I	C
75	Formulate the school IT strategy within the framework set by the 'Trust IT' strategy	A	S	I	R
<b>Finance</b>		T	E	LGB	HT
76	Develop and propose the individual school budget	A	S	C	R
77	Approve the formal budget plan each financial year and submit to the ESFA	A	R	I	C
78	Plan, manage and monitor monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend	A	S	I	R
79	Approve any variations to budget and/or likely budget overspends within Anthem	A	R	I	C
80	Establish financial decision levels and limits	A	R	I	I
81	Establish a charging and remissions policy for the school	A	R	I	I
82	Appoint the internal auditor for the school	A	R	I	I
83	Produce and update the Anthem Financial Handbook	A	R	I	C
84	Abide by the financial limits and authorisation levels set within the Anthem Financial Handbook	A	R	I	R
85	Appoint internal and external auditors	A*	S	I	I
86	Monitor compliance with approved financial procedures	A	R	I	S
87	Develop risk management strategies	A	R	S	R
88	Decide how to use Pupil Premium funding	A	S	C	R

<b>Community Engagement</b>		<b>T</b>	<b>E</b>	<b>LGB</b>	<b>HT</b>
89	Promote effective communication with external stakeholders, including local businesses	<b>A</b>	<b>I</b>	<b>S</b>	<b>R</b>
90	Ensure parental support, undertaking annual pupil and parent satisfaction surveys	<b>A</b>	<b>S</b>	<b>S</b>	<b>R</b>
91	Positively increase the school's profile	<b>A</b>	<b>I</b>	<b>S</b>	<b>R</b>
92	Build relationships with external organisations that can add value to the school	<b>A</b>	<b>R</b>	<b>R</b>	<b>R</b>
<b>Church of England schools only</b>		<b>T</b>	<b>E</b>	<b>LGB</b>	<b>HT</b>
93	Ensure compliance with SIAMS	<b>A</b>	<b>S</b>	<b>R</b>	<b>R</b>
94	Ensuring clarity of Christian ethos, vision and strategic direction	<b>A</b>	<b>S</b>	<b>R</b>	<b>R</b>
95	Promote education which is consistent with the faith and practice of the Church of England and ensuring that the Christian ethos of the school is preserved and developed	<b>A</b>	<b>S</b>	<b>R</b>	<b>R</b>

\* Trustees are accountable and responsible in this instance.