

# **Ethos, values and scheme of delegation**

## **Synergy Multi Academy Trust**

Version 1.3.1



## **1.0 Overview**

This document outlines the vision and ethos of Synergy Multi Academy Trust, along with the roles and responsibilities of the Trust Board and the Local Governing Boards of partner schools.

The overarching role of the Trust board 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 support delivery of the strategic direction and vision of the Trust at school level, ensure delegated finances are spent responsibly to deliver excellent education at a local level, and to hold the local Head of School to account.

## **2.0 Vision**

Synergy MAT is made up of a group of local schools that work collaboratively to raise standards and to provide the best of opportunities for all pupils in our part of North Norfolk. Partner schools serve children between the ages of 4 and 18.

Synergy believes that all partner schools will have strengths and areas to develop and that all can improve through learning together and sharing expertise and wisdom. The Trust understands that there will be excellent practice in each partner school and that every partner school will be able to contribute to the development of the Trust and learn from its partners.

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

1. Excellence: education must be of the very highest standard.
2. Comprehensive: education must be for all types and abilities of pupils.
3. Partnership: member schools work together for their mutual benefit.

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

1. To ensure every pupil achieves to his or her full academic potential.
2. To ensure every pupil develops the skills and attributes that will help them succeed in the world of work.

3. To ensure every pupil develops into a good citizen and a kind person.

### **3.2 Collaboration**

All partner schools will work together to:

1. Improve the quality of teaching and learning.
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 collaboratively and in partnership at all times.
2. The Board will make decisions, following consultation with LGBs, on matters which affect all schools in the Trust: LGBs will make decisions on matters which affect individual schools.
3. LGBs and their heads of school should be as autonomous as possible and have as much freedom as possible.
4. LGBs and their heads of school will have maximum 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.
5. The Board will put in place effective arrangements for monitoring and evaluating the performance of LGBs and schools.
6. The Board will take action, including the full or partial withdrawal of delegated authorities to individuals, groups and LGBs 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	Candidates with suitable background and skills will be identified and confirmed by the DfE based upon CV's and experience	Minimum 1 per year	<ul style="list-style-type: none"> <li>To appoint/remove directors</li> <li>To sign off financial statements and annual report</li> <li>To change the articles</li> </ul>	N/A	Articles of Association
Board of Directors	Up to 9 directors appointed by the members	c.6 meetings per year	<ul style="list-style-type: none"> <li>To ensure quality of educational provision</li> <li>To challenge and monitor performance</li> <li>To oversee management of finances and property</li> <li>To ensure compliance with charity and company law</li> <li>To ensure operation in accordance with funding agreement</li> <li>To receive and approve finance procedures and regulations</li> <li>To determine and approve corporate policy</li> <li>To appoint, appraise and dismiss academy heads</li> <li>To receive reports from Senior Trust Staff, Committees, and LGBs</li> <li>To approve and remove members of LGB</li> </ul>	Reports to members at AGM on progress for the year. Financial statements and annual report	Articles of Associations and Scheme of Delegation
Local Governing Bodies	<p>Primary Sector maximum 12 members. Secondary Sector maximum 15 members. Must include:</p> <ul style="list-style-type: none"> <li>Parent governors</li> <li>Staff governors</li> </ul> <p>Additional attendees:</p> <ul style="list-style-type: none"> <li>Synergy CEO</li> <li>Trust Finance Executive (once each year)</li> <li>Directors as required</li> </ul>	2 in first term then termly	<ul style="list-style-type: none"> <li>To support the vision of the Trust</li> <li>To govern admissions/exclusions/complaints</li> <li>To monitor and be accountable for standards</li> <li>To act as critical friend to the Head</li> <li>To represent the views of and engage with the local community</li> <li>To liaise with the Trusts Finance Executive in setting the local budget</li> <li>To authorise expenditure up to levels in finance manual</li> <li>To monitor appoint/appraise/dismissal of school staff excluding Head</li> <li>To oversee safeguarding procedures</li> <li>To review and determine local policy</li> <li>To visit the school</li> </ul>	Reports to the Board of Directors through approved minutes	LGB Terms of Reference

## **4.0 Trust Board: roles and responsibilities**

### **4.1 Composition of Trust board**

Mr Tony Williams (chair) [ex regional bank manager / Norfolk County Council cabinet member / director of Norse Group and currently a farmer]

Mrs Deborah Boldero [ex primary school deputy headteacher]

Mr Mark Farrar [executive principal]

Mrs Tracey Hughes [partner in Howes Percival LLP]

Mr Bryan Hurst [senior training manager at Bernard Matthews Farms]

Dr Natasha Hutcheson [cultural heritage consultant]

Mr Richard Madle [self-employed accountant]

Dr Graham Pickhaver [Retired Teacher]

Mr Peter Williams [ex senior partner of a consulting engineering practice]

### **4.2 Structure of MAT**

Synergy MAT has 4 members and 9 directors. The responsibilities of directors and members can be seen on the chart under point 3.3

## **5.0 Local Governing Body: roles and responsibilities**

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

The purpose of the LGB is to provide leadership on behalf of the Trust and provide 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.

The Local Governing Body and the Head have delegated responsibility for the day-to-day management and leadership of the school, including the delivery of excellence in teaching and learning and taking forward an agenda of school improvement.

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

- Help the school to set high standards by planning for the school's future, set the direction for each school and 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/students.
- Set the school's standards of conduct and values, in line with the values of the Trust.
- Ensure sound management of the school and ensure all staff have the appropriate qualifications, skills, experience, and training to carry out their duties.
- Ensure appropriate spend of the delegated budget is in line with school improvement, teaching and learning.
- Help the school respond to, and meet, the needs of parents and the wider local community.
- 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 at all times.
- Ensure all governors have the skills, knowledge, and information to assess the school's financial performance.

### **5.2 Terms of Reference for Local Governing Boards**

Determine and approve the school's mission, vision, strategy and long term development plan- in line with the trust's overall mission and vision.

Ensure that the school contributes significantly to the overall development and success of the trust.

In consultation with the Trust Board determine key performance indicators and targets for the school.

Approve the school's development/improvement plan. Monitor overall performance and the achievement of objectives, targets, and key performance indicators, and ensure that plans for improvement are acted upon- report progress to the Board and provide all required data.

Following consultation, adopt and ensure the implementation of trust-wide policies and procedures.

Determine and approve framework and school specific policies and procedures, monitor their implementation, and evaluate their impact.

Determine any other constitutional matter in which the Local Governing Body has discretion.

In line with the trust's governance arrangements, policies and procedures, and scheme of delegation for the school:

- Recommend a governor for appointment by the Board as the Chair of the LGB, annually.
- Hold at least three Local Governing Body meetings and at least three meetings of any sub-committee a year.
- Appoint a vice-chair of the LGB annually.
- 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.
- 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. Appoint the chairs of the sub-committees.
- Delegate functions of the Local Governing Body to sub-committees, groups, and individuals.

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

Ensure the school complies with legal and statutory requirements.

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.

Review and report to the Board on the effectiveness of delegation arrangements annually.

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

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

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.

### **Membership**

Each LGB will decide on an appropriate number of governors. The trust recommends LGB's in the primary sector should not exceed 12 governors each and in the secondary sector should not exceed 15 governors and must include parent and staff governors. Synergy reserve the right for a director to sit on a LGB. The names of current governors must be displayed on the school website. New/replacement 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. The Trust Board appoints the Chair of the LGB annually following a recommendation from the LGB. The LGB appoints the Vice- chair and Chairs of sub-committees annually.

Governors are appointed for a 4 year term of office. The Head holds office ex-officio as long as he/she is in post. Governors can be re-elected or re-appointed.

Terms of reference, constitution, and membership to be reviewed annually. Quorum: more than 50% of governors eligible to vote. One vote per governor. The Chair has a casting vote.

The Head of School and Executive Principal, or their deputies, have the right to attend all meetings of a Local Governing Body and its sub-committees.

### **Responsibilities Delegated to the Head of School**

The Head 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.



# Synergy Trust – Scheme of Delegation (Decision level matrix)

## KEY

Level 1: Trust Board

Level 2: Trust Board, in consultation with Local Governing Body where appropriate

Level 3: CEO

Level 4: Local Governing Body

Level 5: Chair of Governors (COG) of Local Governing Body in consultation with the CEO

Level 6: Head of School

Key function	Ref	Tasks	1	2	3	4	5	6	Comment
<b>Budget</b>	1	To approve the first formal budget plan in each financial year		x					
	2	To monitor monthly expenditure						x	In conjunction with finance officer of Synergy)
	3	To establish a charging and remissions policy	x						C&R policy requires finance officer report to Trust Board in effectiveness of this policy
	4	To enter into contracts			x				As per Finance Manual
	5	To make payments			x				As per Finance Manual
	6	Miscellaneous financial decisions			x				As per Finance Manual
Key function	Ref	Tasks	1	2	3	4	5	6	Comment
<b>Staffing</b>	7	Head of School appointments (selection panel)		x					In consultation with CEO, LGB to appoint selection panel
	8	Deputy appointments (selection panel)			x				In consultation with COG / LGB / Head of School
	9	Appointment of school based teaching and all support staff						x	In consultation with COG / LGB

	10	Appointment of central Trust staff (shared services)			x				
	11	Agree a pay policy	x						
	12	Implement pay policy			x				
	13	Receive annual recommendations on salary					x		.
	14	Decisions/appeals arising out of pay and performance management policies				x			Pay policy requires that Governors sit on panel
	15	Undertake Head of School's performance review		x					Pay policy currently requires that this is undertaken by 2 local governors advised by CEO.
	16	Establish staff disciplinary and capability procedure	x						
	17	Dismissal of Head of School	x						Trust Board, after consultation with CEO and LGB
	18	Dismissal of other school based staff						x	<i>Discipline policy requires Governing Body to be informed</i>
	19	Suspension of Head of School			x				<i>Discipline policy requires COG is informed.</i>
	20	Suspension of school based staff						x	<i>Discipline policy says CEO plus COG; LGB to be informed</i>
	21	Suspension of central Trust staff			x				<i>Discipline policy says Governing Body to be informed</i>
	22	Ending suspension of Head of School			x				
	23	Ending suspension of school based staff (except Exec HeadTeacher)						x	

Key function	Ref	Tasks	1	2	3	4	5	6	Comment
Staffing cont.	24	Ending suspension of central staff			x				
	25	Determining staff complement in each school					x		<i>Head of School to advise</i>
	26	Determining staff complement – central Trust services			x				
	27	Determining dismissal payments/ early retirement (school based staff)			x				

	28	Determining dismissal payments/early retirement (Trust central staff)			x					
	29	Formal meetings for school based staff re discipline, sickness absence and capability, grievance, special leave of absence, staffing adjustment				x				Panel of the LGB to include Trust representative ( <i>Grievance, management of sickness absence, special leave of absence, capability, redundancy policies</i> )
	30	Formal meetings for central shared service staff re discipline, sickness absence, capability, grievance adjustment			x					CEO to appoint panel.
	32	Formal warnings and dismissal decisions			x					HoS for school staff; CEO for central staff.(Except where dismissal involves the Head of School in which case COG – <i>Disciplinary Policy</i> )
	33	Receive concerns from whistle blowers			x		x			
	34	Determine whether a whistle blowing investigation is appropriate			x		x			As appropriate
	35	Not used								
	36	Determine pay policy for unqualified teachers and support staff	x							
	37	Staffing adjustment decision to consult -school staff; consider response	x							
	38	Staffing adjustment decision to consult – central staff; consider response		x	x					
	39	Staffing adjustment decisions following consultation – school staff		x	x					Redundancy Policy allows for decisions to be delegated to HoS
	40	Staffing adjustment decisions following consultation – central staff		x	x					
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Comment</b>	
<b>Curriculum</b>	41	Ensuring national curriculum taught to all pupils and to consider any disapplication		x						Curriculum review annually to Trust Board

	42	Establish a curriculum policy				x			Trust Board wants to see curriculum policies for all schools
	43	Implement curriculum policy						x	
	44	Monitor implementation of curriculum policy				x			
	45	Implement action to maintain teaching standards						x	In consultation with CEO
	46	Monitor action to maintain teaching standards				x			
	47	Determination of which subject options are to be taught, given the available resources						x	HoS in conjunction with CEO
	48	Responsibility for each child's education						x	
	49	Determine sex education policy for each school				x			
	50	Monitor implementation of sex education policy				x			
	51	To monitor for any political indoctrination				x		x	

Key function	Ref	Tasks	1	2	3	4	5	6	Comment
<b>Performance management</b>	52	Determine a performance management policy	x						
	53	Implement performance management policy						x	
	54	Annual review of performance management policy		x					Annual report to Trust Board on PM
	55	Appraisal of Head of School			x				CEO to lead (with COG).
<b>Target setting</b>	56	To set and publish targets for pupil achievement						x	Targets set following consultation with CEO
<b>Discipline and exclusions</b>	57	To establish a pupil discipline policy				x			
	58	To review the level of exclusions in each school				x			Termly monitoring
	59	To review any permanent exclusions and fixed term exclusions where the student is either excluded for more				x			Governors panel

		than 15 days in total in a term or would lose the opportunity to sit a public examination								
	60	To direct reinstatement of excluded students					x			
<b>Admissions</b>	61	To consult annually before setting an admissions policy					x			LGB to lead.
	62	To establish an admissions policy					x			In consultation with CEO
	63	Admissions: application decisions							x	Governing Body is the admissions authority, but delegates management to HoS
	64	Admissions; appeals					x			Appeals to be dealt with by independent panel. CEO to present academy case; COG to be kept advised
<b>Religious Education</b>	65	Responsibility for ensuring provision of RE in line with school's basic curriculum							x	Report annually to Local Governors
<b>Collective worship</b>	66	Arrangements for collective worship (schools without religious character)					x			
<b>Premises and insurance</b>	67	Buildings insurance and personal liability	x							
	68	Developing school buildings strategy or master plan and contributing as required to Trust Asset Management Planning arrangements	x							
	69	Procuring and maintaining buildings including developing a properly funded maintenance plan	x							Lead by SBM
	70	Determine health and safety policy	x							
	71	Monitor implementation of H&S policy					x			Lead by SBM
	72	Ensure H&S regulations are followed							x	
<b>School organisation</b>	73	Setting times of school sessions, term dates and holidays							x	In consultation with CEO
	74	Not used								
	75	Not used								
<b>Information for parents</b>	76	Prepare and publish school prospectus							x	In consultation with CEO

	77	Prepare and publish the school profile							x	In consultation with CEO
	78	To ensure the provision of FSM to qualifying students							x	
	79	Adopt home-school agreements							x	

Key function	Ref	Tasks	1	2	3	4	5	6	Comment
<b>Gov Body procedures</b>	80	Determine terms of reference and any amendments	x						Lead – Clerk to Governors
	81	Appoint/remove Gov Body chair and Vice chair	x						
	82	Appoint local governors	x						
	83	Appoint/dismiss local clerk to Governors	x		x				On advice of CEO
	84	Convene at least three Trust Board meetings in any year	x						Lead – Clerk to Governors
	85	Establish and maintain Trust register of business interests	x						Lead – Clerk to Governors
	86	To approve and set up a Governors Expenses Policy	x						
	87	To monitor SEN provision				x			Annual report by HoS to Governing Body
	88	To consider whether or not to exercise delegation of functions to individuals or committees					x		
	89	To regulate the GB procedures (where not set out in law)	x						Lead – Clerk to Governors
	90	Establish LGB code of conduct	x						Lead – Clerk to Governors
	91	Establish complaints policy	x						Lead – Clerk to Governors
	92	Monitor implementation of complaints policy		x					Annual report to Trust Board
	93	Establish FOI request policy	x						
94	Implement FOI policy where relevant			x				In consultation with CEO	
95	Monitor implementation of FOI request policy	x						Policy required quarterly report to Trust Board.	
<b>Equalities Act</b>	96	Establish single Equality Act policy	x						Statutory policy
	97	Implement single equality act policy (and objectives) at Trust level via equality action plan			x				

	98	Implement single equality act policy at school level via academy equality action plan							x	
	99	Monitor implementation of equality act policy at Trust and local level			x		x			
<b>Data Protection</b>	100	Establish data protection policy	x							
	101	Implement data protection policy in each school							x	
	102	Monitor implementation of data protection policy in each school	x							Annual report to Trust Board
<b>Safeguarding</b>	103	Establish a safeguarding policy				x				
	104	Implement safeguarding policy and procedures							x	
	105	Monitor implementation of safeguarding policy				x				Termly monitoring plus annual report to LGB; annual report to Trust Board
	106	Refer allegations of abuse against staff to LADO							x	
<b>IT</b>	107	Establish acceptable use policy	x							
	108	Implement acceptable use policy			x					IT Manager
	109	Monitor implementation of acceptable use policy	x							Trust Board – annual report
<b>Social media usage</b>	110	Establish social media policy	x							
	111	Implement social media policy			x					
	112	Monitor implementation of social media policy	x							Annual report to Trust Board ?

**This scheme of delegation is subject to annual review by the Trust Board**

