The White Hills Park Trust

A Culture of Excellence

Governance Handbook

October 2024

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Version Control			
Version	**Author**	**Date**	**Changes**
0.1	James Macdonald	20.02.23	First draft
0.2	James Macdonald	1.3.23	Added CSO to Scheme of Delegation to show oversight of school improvement and oversight of value for money for PP
0.3	Susanna Atassi Wagner	01.10.24	Removal of 'Trust / School link' column to make document as simple and systematic as possible
			Reviewed formatting for consistency
			Strategy and leadership: set vision and strategic objectives of the Trust – remove 'C' from Members column. Add 'R' to Trust Board column.
			Strategy and leadership – remove 'review and approval of policies (including level of delegation to academies)'. Replaced with 'determine trust-wide policies'; 'determine school-level policies (statutory)'; 'determine school-level policies (non-statutory)', in line with the new policy management system.
			Strategy and leadership - 'design and implement the Trust Improvement Plan' replaced with 'design and deliver the Trust's annual development plan' for consistency of language. Remove 'I' from members column Changed 'C' to 'I' in headteachers column
			Strategy and leadership - 'design and implement school plan in line with strategic aims of the Trust' replaced with 'design and deliver annual school improvement plan' for consistency of language.
			Added 'agree trust growth plans'
			Added 'complete annual review of scheme of delegation' . Removed 'Prepare scheme of delegation for LGBs'
			Governance – removed 'Setting governance policies ...'. Replaced by 'determine trust wide policies' as above.
			Governance – replaced 'Amend the Articles of Association' with 'Articles of association (review)' and 'Articles of association (ratify changes)', to distinguish between the two functions.
			Governance: Added 'Appoint / remove co-opted trustees'. As stated in the articles of association, members appoint up to five trustees. Beyond this, the trust board may appoint any number of co-opted trustees.
			Replaced 'Establish and appoint board committees, including audit and risk and standards' with 'appoint and remove board committee chairs' and 'agree committee terms of reference'.

			Replaced 'Appointment of Governors – ensuring processes in place for appointment of governors (including ensuring that the governors have the skills to run the Academies)' with 'Appoint / remove local governors.' Removed 'C' from CEO and headteacher.
			Added 'elect chair of trustees' (statutory requirement)
			Added 'establish trust governance structure' (statutory requirement)
			Added 'agree named trustee for SEND' (statutory requirement)
			Added 'agree named careers trustee' (statutory requirement)
			Replaced 'Appointment of clerk to local governing boards' with 'agree clerking arrangements for local governing boards'
			Added 'appoint trust governance professional' (statutory requirement)
			Added 'Remove chairs of local governing boards' to reflect that the Trust Board has the authority to remove chairs of ineffective local governing boards.
			Added 'Commission external review of trust board effectiveness every three years' and 'complete review of local governance' (statutory requirements)
			Added 'publish governance arrangements on trust and school websites' and 'ensure the trust's website is compliant and effective' (statutory requirements)
0.4	James Macdonald	5.10.24	Definition of accountable: insert "The Trust has the power to hold schools to account for actions for which the Trust Board is legally accountable".
			Behaviour Policy for schools – Schools to be accountable through HT
			Suspension of any pupil – Schools to be accountable through HT
			Permanent Exclusion of any pupil – Manage the Permanent Exclusion of any pupil in line with Trust Policy
			Remove ** and *** - to reflect decisions that need to be approved by Trust Board to just * (this includes approval of the appointment of an Academy Headteacher)
			Under Educational Effectiveness: insert two new lines: • Carry out annual risk assessment to determine support • Implement Improvement Plans for schools causing concern as determined by risk assessments
			Under Operations, change wording on: • Set Admissions Arrangements. • Admission application decisions and appeals.
			Under Finance
			Update Academy 3–5-year budget plan to reflect it needs to be approved by Trust Board
			Under Governance
			Manage GDPR / FOI requests – CEO responsible, Trust Board accountable
			Manage response to legal claims – CEO responsible, Trust Board accountable

Scheme of Delegation

The following pages set out the Trust's scheme of delegation. This sets out in detail which functions are delegated by the board of trustees and to whom. It outlines who is responsible and accountable for various decisions, as well as who will be consulted and informed at each stage of the decision-making process. The scheme of delegation is reviewed and updated annually.

The following matrix is based on the legal documents that inform the management and running of the Trust namely:

- The Articles of Association of the Trust
- The Master Funding Agreement
- Supplementary Funding Agreements relative to each Academy
- The Academy Financial Handbook
- Scheme of Delegation
- Advice and guidance of the DfE and/or the ESFA

KEY

R	RESPONSIBLE	The person / group who actually carries out the process or task assignment; responsible for getting the job done
A	ACCOUNTABLE	The person / group ultimately accountable for the process or task being completed appropriately; responsible person (s) is accountable to this group. The Trust has the power to hold schools to account for actions for which the Trust Board is legally accountable.
C	CONSULTED	People who are not directly involved with carrying out the task, but are consulted and may contribute to the shaping
I	INFORMED	Those who receive information about the process or task, or need to stay informed

* Final approval rests with the Trust Board

The scheme of delegation identifies the lead responsibility for each duty. Roles are abbreviated as follows:

CoG	Chair of Governors Group	CEO	Chief Executive Officer
COO	Chief Operating Officer	TGM	Trust Governance Manager
CFO	Chief Finance Officer	DPE	Director of Property and Estates
CSO	Chief Schools Officer	AL	Academy Leaders

Strategy and Leadership	Members	Trust Board	CEO	Local Governing Body	Head Teacher
Change the name of the Trust	A / R				
Set values, vision and strategic priorities of the trust		A / R	R	C	C
Determine trust-wide policies.		A	R	I	I
Determine school-level policies (statutory)		A		R	R
Determine school-level policies (non-statutory)				A	R
Design and deliver the trust's annual development plan		A	R	I	I
Design and deliver annual school improvement plan			I	A	R
Agree trust growth plans		A/R	R		

Governance	Members	Trust Board	CEO	Local Governing Body	Head Teacher
Appoint /remove Members.	A/R				
Articles of association: review		A/R			
Articles of association: ratify changes	A/R				
Complete annual review of scheme of delegation		A	R	I	I
Appoint/remove trustees	A/R				
Appoint / remove co-opted trustees		A/R			
Elect chair of trustees		A/R			
Appoint and remove board committee chairs		A/R			
Agree committee terms of reference		A/R			
Appoint / remove local governors		A		R	
Establish trust governance structure		A	R		
Agree named trustee for SEND		A/R			
Appoint external auditors	A		R		
Appoint internal auditors		A	R		
Appoint Company Secretary		A	R		
Appoint trust governance professional		A	R		
Agree clerking arrangements for local governing boards		A/R	R	I	I
Appoint chairs of local governing boards		A		R	I
Remove chairs of local governing boards		A/R		R	
Establish a training programme for trustees and local governors		A	R	C	

Commission external review of trust board effectiveness every three years	I	A/R	C		
Complete review of local governance		A	R		
Complete register of business interests and manage conflicts of interest and connected party transactions	I	A*	R		
Comply with charity law and company law	A	A	R		
Manage GDPR / FOI requests		A	R	C	C
Manage response to legal claims		A	R	I	I
Publish governance arrangements on trust website		A	R		
Publish governance arrangements on school website				A	R
Ensure the trust's website is compliant and effective		A	R		
Review performance of the Trust	I	A	R		
Review performance of schools –		I	R	A	R

Educational Effectiveness and Pupil Behaviour	Members	Trust Board	CEO	Local Governing Body	Head Teacher
Determine the School Development Strategy		A	R	C	C
Ensure appropriate levels of support, challenge, and intervention to support delivery of education outcomes.		A	R	C	C
Carry out annual risk assessment to determine support		A	R	I	C
Implement Improvement Plans for schools causing concern as determined by risk assessments		A	R	I	C
Determine Trust Curriculum and Assessment Statements.		A	R	C	C
Review and challenge the value for money of the use of Pupil Premium and other dedicated funding.		C	C	A	R
Set term dates and length of the academy day.		I	C	A	R
Analyse and report assessment data, including statutory data		A	R	I	I
Agree formal collaborations and partnership.	I	A	R	C	C
Behaviour Policy for schools			I	A	R
Suspension of any pupil			I	A	R
Manage the Permanent Exclusion of any pupil in line with Trust Policy			A	C	R

Statutory reporting	Members	Trust Board	CEO	Local governing boards	Head Teacher
Trust annual accounts	I	A	R		
Response to auditor management letter		A	R		
Budget Forecast Return and School Resource Management Self-Assessment Tool		A	R		
Other Accounting Returns to the DfE/ESFA		A	A R		
Teacher Pension and Local Government Pension End of Year submissions			A		
Corporation tax return		A	R		
VAT compliance		A*	R		
Compliance with requirements of ESFA funding agreements	A	A*	R		
Manage strategic risk register.	C	A	R	I	I

Financial controls	Members	Trust Board	CEO	Local governing boards	Head Teacher
Internal financial control system		A	R		
Financial regulations, including delegated limits for financial transactions and budget virements		A	R		
Other finance related policies, including procurement, gifts and hospitality, investments, anti-fraud and charges and remissions		A	R		
Internal scrutiny plan		A*	R		
Open new bank accounts		A	R		
New credit cards			A R		

	Members	Trust Board	CEO	Local governing board	Headteacher
Trust 3–5-year budget plan		A	R		
Academy 3–5-year budget plan		A*	C	A	R
Monthly management accounts		A*	R		
Trust funding model, including % contribution to Trust.		A	R	I	I
Cashflow forecasting and management		A	R		
Maintain asset registers by school/Trust		A / R	I	I	

Operations and Estates	Members	Trust Board	CEO	Local Governing Body	Head Teacher
Determining and allocating the central services provided to the Academies by the Trust.	I	A	R	C	C
Overseeing the effectiveness of services provided centrally by the Trust.		A	R	C	C
Determining use of Academies' premises and ensuring premises are adequately maintained.		A	R	C	C
Determining Trust insurance arrangements.		A	R	I	I
Determining the Trust Health and Safety Policy		A	R	I	I
Carrying out annual Health and Safety audit and maintaining the Health and Safety dashboard		A	R	I	C
Setting the Academy business continuity / disaster recovery plan			I	A	C
Setting the Trust business continuity / disaster recovery plan		A	R		
Ensuring Academy websites meet statutory requirements.				A	R
Determining and overseeing the overall buildings replacement and maintenance schedule and plan.		A	R	C	C
Ensure school lunch is provided to appropriate nutritional standards.				A	R
Ensure provision of free school meals to those meeting criteria.				A	R
Set Admissions Arrangements.		A		C	R
Admission application decisions and appeals.		A	I	C	R
Maintaining admissions and attendance registers				A	R

Human Resources & Personnel	Members	Trust Board	CEO	Local Governing Body	Head Teacher
To determine and review academy staffing structure including any temporary appointments.				A	R
To determine annually the appraisal and performance management policy.		A/R	C	I	I
To implement the appraisal and performance management policy.		A	I	I	R
To determine annually the pay policy.		A/R	C	I	I
To monitor implementation of the pay policy.		A	R	I	I
To manage the annual salary review for the Chief Executive Officer.		A/R			
To manage the annual appraisal and salary review for the Academy Head Teacher.		A	C	R	
To manage the annual salary review, including post- threshold progression for teachers.		A	I	R	R
To recruit the Chief Executive Officer.		A/R			
To recruit Trust staff.		A	R		
To recruit the Academy Head Teacher.		A*	C	R	
To recruit staff on the leadership spine.		A*	C	R	R
To recruit all other academy staff.			C	A	R
To suspend/dismiss the Chief Executive Officer.		A/R			
To suspend/dismiss other staff.		A	R	C	C

Safeguarding	Members	Trust Board	CEO	Local Governing Body	Head Teacher
Determining Trust Safeguarding policy, with regard to statutory guidance		A	R	I	I
Appoint Trust DSL		A	R	I	I
Nominate Safeguarding lead Trustee		A	R	I	I
Carrying out DBS checks		A	R	I	I
Maintaining SCR		A	R	I	R
Monitor and review school safeguarding policy and practice and report to Trustees / Governors, including through an annual Safeguarding Audit			A/R	I	I
To develop and systematically review policies relating to staffing matters and to make recommendations for adoption/amendment of these to the Board of Trustees. E.g. disciplinary/capability procedures /absence management.		A	R	C	C
To hear appeals made by staff in relation to the above and to ensure that any hearing or appeal panels set up to consider staffing matters are properly convened.		A	C	R	
To determine dismissal payments/early retirement.		A	R	I	I
To agree and monitor a training strategy for teachers, support staff and Trustees.		I	A/R	I	R
To ensure compliance with Equalities legislation.		A	R	C	C