



Clarion-Corvus Trust Governance and Scheme of Delegation

Governance

The governance structure for the Trust is summarised in the flow-chart below. It shows lines of accountability and the main responsibilities for each level. The Scheme of delegation gives a detailed description of the responsibilities of governance bodies and the senior Trust officials.

Information flows by means of minutes and representation. For example, Local Governing Body (LGB) and other Trust committee minutes are raised and discussed at Full Trustees. Full Trustees minutes are sent to the Members for their information.

The CEO or another Trust official attend all committee meetings. The CEO attends LGBs where appropriate in order to feed-back information, initiatives or developments. This ensures that committee and LGB members have the information and intelligence they need for incisive and impactful decision-making. School leaders are invited to attend relevant Trustee or committee meetings when appropriate, in order to keep Trustees up-to-date and to allow Trustees to challenge and support.

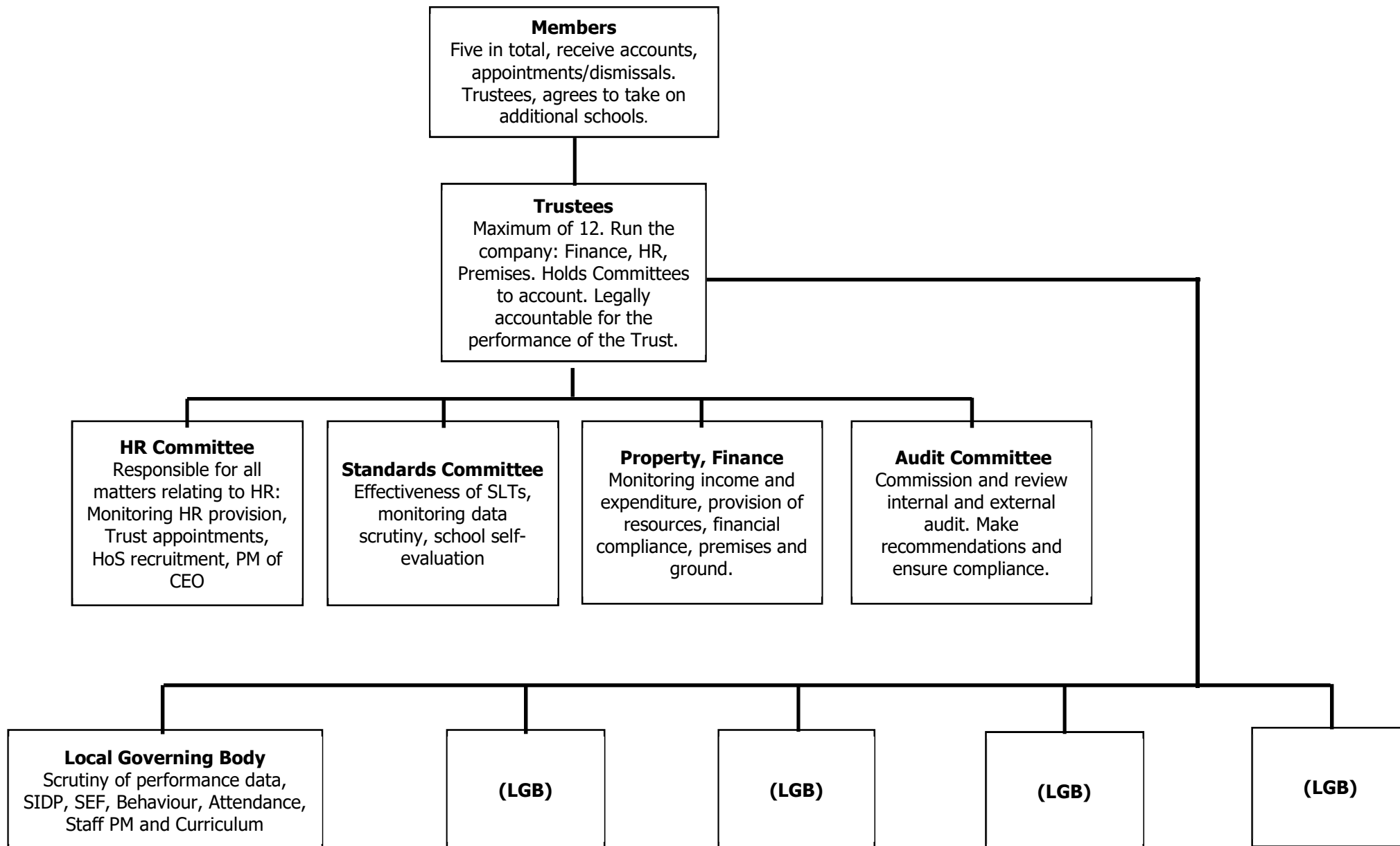
The CEO is held to account through these meetings and through rigorous Performance Management. A sub-committee, consisting of the committee Chairs is formed twice a year in order to review and set targets. Pay progression is based upon the outcome.

The CEO reports to Trustees every half term. The report is based around a Development and Improvement Plan. The plan itself is reviewed regularly and a complete review takes place annually.

School leaders attend School Committee meetings in order to provide a summary of their activities and to allow for scrutiny.

The committees and boards are below. For more detail, please see the terms of reference.

- Full Trustees
- Human Resources Committee
- Property and Finance Committee
- Audit and Risk Committee
- Standards Committee
- Local Governing Bodies



A scheme of delegation is a reference document showing what authority the board has delegated to committees, other volunteers, or to its staff under the powers of its governing document. Currently, Clarion Corvus has Trustee Committees, (Property and Finance, Audit, Human Resources, and Standards), with LGBs at all schools. Trust Committees and LGs have delegated responsibilities set-out within a Scheme of Delegation.

DfE Guidance documents supporting these arrangements include the Governance Handbook (Oct 2020), Academy Trust Handbook, also known as the Academies financial handbook (2022) the Chairs Handbook (2022) and the Competency Framework for Governance (2017).

Guidance offers the following context :-

The Academy Trustees will decide what, if any, governance functions they will delegate to LGBs. They may set up LGBs as wholly advisory bodies. Academy Trustees may choose to vary the extent of delegation over time, for example to reflect a change in capacity at local level. LGBs are a full and formal part of the trust governance structure and can:

- support the effective operation of the trust and its policies
- provide support and challenge to the local (school level) executive (although trusts must be careful to make sure accountability is clear and not muddled through local reporting to the LGB and CEO)
- provide a vehicle for trust board engagement with the school, its parents and local community, to help ensure that the Academy Trustees stay connected. Trusts may choose to bring in people to sit on LGBs who provide links to the local community, in addition to parents.
- bring issues and risks to the attention of the trust board. It is important that the board listens and responds to concerns the LGBs may raise.
- provide constructive feedback to the board where a policy may not be effective in the local context, and suggest alternative approaches
- help ensure the trust works as one entity, in the interests of all its schools equally

The Trust has set out the following principles for the relationship between Trustees and LGBs.

The relationship between the Trust Board and Local Governing Bodies (LGBs) is particularly important. In accordance with the Scheme of Delegation, working within agreed trust policies and in partnership with the Trust Board and other Trust schools, LGBs will:

- Develop a clear understanding of how their school is led and managed
- Provide oversight and scrutiny of the curriculum, standards and performance
- Determine and review delegated school policies
- Engage with all school stakeholders including students, parents/carers, staff members and act as a point of consultation and representation
- Monitor the agreed targets within the School Improvement and Development Plan
- Champion school improvement and extra-curricular activities
- Promote equality, good relations and diversity aimed at raising standards for all children
- Maintain an overview of overall risk including health and safety, child protection, safeguarding and pupil welfare, equality and staff well-being together with this standard provision of facilities and the management of school projects
- Support the Executive Headteacher/CEO in the Performance Review of the Head of School or Headteacher.

Where a requirement for an urgent decision arises between Trust Board or Sub-committee meetings and the Chief Executive Officer has confirmed in writing that a delay in making the decision is likely to be seriously detrimental to the interests of the Trust, any individual Academy, pupil or their parent or a person who works at the Trust, the Chair of the Trust or Sub-committee will be authorised to make the required decision on behalf of the Trust Board or Sub-Committee. Any such decision shall be reported to the next meeting of the Trust Board or Sub-committee.

CLARION CORVUS TRUST: SCHEME OF RESERVATION AND DELEGATED AUTHORITY – 06/03/2025					
Trustee 'Members' – have two specific Roles; Appointment and Dismissal of Trustees and Receiving the Annual Accounts					
Subject	Reserved to the Board of Trustees	Delegated to Chair and/or Vice Chair of Trustees	MAT trust Committees Property & Finance HR & Remuneration Standards Audit	Delegated to Chief Executive Officer who may delegate some responsibilities to the Head Teacher or Leadership teams	Local Governing Bodies (LGBs)
Governance	Review & approval of governance arrangements including: <ul style="list-style-type: none"> The schedule of TRUST Board meetings, & format of agendas; Approval of minutes; TRUST Committee structures and terms of reference including those of the Local Governing Body (LGB); Levels of delegated authority including limits of 	Approval of TRUST Board agendas & draft minutes for circulation to the TRUST Board. Final decision on interpretation of any aspects of the operation of the TRUST Board or its Committees.		Contribution to review & development of the LGBs. Contribution to review & development of the Trust's governance arrangements including liaison with the Trust's legal advisers. Planning/organisation of TRUST Board meetings, preparation of agendas, papers & minutes in liaison with the Chair. Ensuring the effective servicing and support of Committees. Developing a scheme of delegation within management and ensuring its effective implementation.	Local Governing Bodies (LGBs): Planning/organisation of LGB meetings, preparation of agendas, papers & minutes in liaison with the CEO/HT.

	<p>financial authority;</p> <ul style="list-style-type: none"> • Policy on Trustee induction & appraisal, & TRUST Board review & development; • Trustee Code of Conduct & Conflict of Interest Policy. 				
	<p>Appointment of:</p> <ul style="list-style-type: none"> • the Chair of Trustees; • Committee Chairs & LGB Members • TRUST Board reserves the right to determine the composition of the LGB. • Ratifying the appointment of the Chair and vice chair. <p>Establishment</p> <p>Review and approval of:</p> <ul style="list-style-type: none"> • The cycle of LGB meetings. • Composition of the LGB including the recruitment of new governors from diverse backgrounds with 	<p>Recommendation to the TRUST Board of Committee membership</p>	<p>Review of committee skills requirements recommendations to the TRUST Board.</p>	<p>Advising: CEO: Reviewing and making recommendations re:</p> <ul style="list-style-type: none"> • TRUST Board membership its Committee Chairs & members. • The LGB Chairs in making recommendations re its membership 	<p>Review of LGB skills and requirements. Recruiting and making recommendations for the appointment of new LGB members including Chair and Vice Chair.</p>

	<p>the appropriate skills and experience and with a minimum (2) number of parent governors.</p> <ul style="list-style-type: none"> • TOR of LGB within the CCT SoD • Role descriptors of members of LGB 				
Strategy & Planning	<p>Determine the Trust's:</p> <ul style="list-style-type: none"> • Vision, mission & values; • Strategic direction; • Strategic and annual operating plans & budgets. <p>Approval of the Schools' Development Plans, Post Inspection Action Plans &/or School Improvement Plans.</p> <p>Approval of Facility plans and capital funding bids</p>		<p>Detailed scrutiny & challenge of the business aspects of the Trust's strategic & annual plans including facility plans and capital funding bids. Preparations, recommendations and oversight of Trust and School Budgets. Monitoring budget expenditure and making recommendations for additional expenditure including capital expenditure.</p>	<p>CEO: Supporting the TRUST Board in developing/setting the Trust's overall strategy including:</p> <ul style="list-style-type: none"> • Early consultation with the TRUST Board; • Drafting propositions for Committee/TRUST Board review; • Development of draft strategic & operating plans & budgets. 	<p>Detailed scrutiny, support and challenge of the School Development Plans, Post Inspection Action Plans &/or School Improvement Plans & advice to the TRUST Board.</p>
				<p>CEO: Ensuring the School Development Plans aligns with the Trust's strategy Supporting the Trust's growth strategy through presenting recommendations and competing appropriate bid processes etc.</p>	

				HT: Develop a SIDP that reflects Trust strategy and recommend this to CEO.	
Policies (Relating to Education, Communication, and other initiatives)	Approval of the Trust's: <ul style="list-style-type: none"> Trust wide policies such as Health and Safety etc. Communications & systems for ensuring effective stakeholder engagement; Quality Assurance framework. Monitoring of policy implementation & decision making on action required.			HT: Advising on and supporting the development and implementation of the Trust's: <ul style="list-style-type: none"> Education policies; Communication processes, including systems for ensuring effective stakeholder engagement; Ensuring the effective management of the schools and other initiatives in line with policy/quality standards (including ensuring provision of information, advice and support on national education policy to the Local Governing Bodies). Advising on and supporting the development and implementation of a Quality Assurance framework for TRUST Board approval.	Local Governing Bodies: Delegated authority in relation to: <ul style="list-style-type: none"> the conduct of the Schools; promoting high standards of educational achievement in line with the overall strategic direction of the Trust; ensuring that the curriculum for the Schools is appropriate, balanced, broadly based and operates within the context of the school's statement of values and ethos as agreed by the Trust; the admission arrangements to the Schools implementation of the Trust Communication policies. Detailed scrutiny, challenge and approval of delegated school policies including: <ul style="list-style-type: none"> Curriculum; Sex Education;

					<ul style="list-style-type: none"> • Religious education & collective worship; • Public examinations; • Admissions; • Safeguarding & promotion of pupils' health & welfare; • Behaviour & Discipline; • Pupil records & reports; • School term dates/holidays; • Other requirements as set out in the Trust's Articles or by regulation/legislation.
Performance Management	Monitoring of performance in implementing the strategy and managing the Trust, & decision-making on action required. Approval of the Trust's Complaints Policy & decision making on appeals in line with the policy.		<p>Detailed scrutiny of the Trust's:</p> <ul style="list-style-type: none"> • performance management & reporting framework; • business performance against plans & budgets; • Recommendations for pay awards and appeals for CEO and other central Trust staff. • Approval of pay awards and appeals for CEO and other central Trust staff. <p>Monitoring of complaints & advice to the TRUST Board in line with the Complaints Policy.</p> <p>Approval of pay awards for academy staff, including all SLT. Management of pay award appeals for academy staff, including SLT.</p> <p>Approval of the Trust's performance management & reporting framework including key performance indicators.</p>	<p>CEO: Development and operation of the schools' performance management & reporting frameworks.</p> <p>HT: Development and implementing the Trust's complaints policy at school level. Supporting and facilitating the resources responsibilities for overseeing:</p> <ul style="list-style-type: none"> • performance management & reporting framework; • business performance against plans & budgets; <p>Formulating and making recommendations to the P&F</p>	<p>Detailed scrutiny of performance against the School Development Plans, Post Inspection Action Plans &/or School Improvement Plans, & decision making re action required.</p> <p>Oversight of complaints about the schools in line with the Complaints Policy. Support the CEO in the performance management review of the Headteacher or Head of School.</p>

			Approval of pay awards for CEO and central Trust staff.	<p>committee. Ensure rigorous professional development. Recommendations for pay awards for academy staff up to and including SLT.</p> <p>CEO: Approval of Trust's complaints policy. Management & reporting of complaints in line with the policy. Delivery of the strategy and operational management of the Trust & reporting on progress. Conduct performance reviews for Headteachers/Heads of School. Recommendation of pay awards for HTs/HoS where appropriate.</p>	
Finance and Investments	<p>Approval of Financial Regulations/Standings Orders.</p> <p>Approval of:</p> <ul style="list-style-type: none"> Opening/closing of bank accounts & cheque signatories; All loan agreements (including overdraft facilities, 	Authorisation of payment/signature of cheques in line with Financial Regulations/Standing Orders	<p>Authorising contracts and expenditure between £15,001 and £100,000 & advice to the TRUST Board re:</p> <ul style="list-style-type: none"> Financial Regulations/Standing Orders; Delegation of approved financial expenditure to within standing orders Trust Policies. All financial decisions reserved to the TRUST Board. Approval of school budgets and revisions. Agreeing school budget virements during fiscal year within financial delegation. 	<p>HT: With Trust Finance Manager and CEO setting and proposing the school budget within Trust parameters. Management, oversight and reporting of day to day expenditure within school budgets. Request school budget virements during fiscal year within financial delegation.</p>	

	<p>mortgages or other collateral or security);</p> <ul style="list-style-type: none"> • Within budget revenue expenditures > £50K. • All unbudgeted revenue expenditures > £25K; • Covenants on prospective restricted donations¹ 		<ul style="list-style-type: none"> • Scrutiny of school budget. 	<p>CEO: Development of the Trust's Financial Regulations/ Standing Orders for review/approval. Management of the Trust's finances in accordance with Financial Regulations/Trust Policies. Authorising contracts and expenditure up to £15,000</p>	
	Approval of the Trust's Reserves Policy.		Review of the Trust's Reserves Policy and advice to the TRUST Board.	CEO: Development of the Trust's Reserves Policy.	
	Approval of Investment Strategy & Policy.		Detailed scrutiny and advice to the TRUST Board re of Investment Strategy & Policy. Approval of investment providers & products. Detailed scrutiny of investment performance & advice to the TRUST Board.	Recommendation on selection of providers and monitoring and reporting on performance in consultation with HT.	
	Monitoring & review of financial performance of the Trust and decision making on action required.		Approval of format of management accounts. Detailed scrutiny of financial performance & advice to the TRUST Board.	CEO/CFO: Preparation of management accounts & financial reporting. Development of the Trust's financial reporting framework for approval.	
Internal Control and	Approval of the Trust's systems of		Detailed scrutiny & advice to the TRUST Board re the Trust's systems of internal	CEO/CFO: Reporting to the TRUST Board any issues or concerns	Reporting to the TRUST Board any issues or concerns which might

¹ To be reviewed in revised Financial Standing Orders

<p>Risk Management</p>	<p>internal control including:</p> <ul style="list-style-type: none"> • Health & Safety; • Data Protection; • Fraud prevention & Detection; • Whistle Blowing • Safeguarding • SEN <p>Approval of the Trust's risk management strategy and twice yearly review of:</p> <ul style="list-style-type: none"> • Major risks; • Health & Safety reports; • Safeguarding & decision on action required. <p>Appointment of Trust's Responsible Officer and Accounting Officer;</p> <p>Decision making on any other matter or prospective transaction which might reasonably be expected to expose the Trust to significant reputational,</p>		<p>control and risk management (incl. review of the full risk register).</p> <p>Approval of insurance providers & level of cover, & oversight & advice to the TRUST Board on legal/insurance issues.</p> <p>Monitoring & investigation of any matters of concern within its TOR including seeking relevant professional advice with reporting/advice to the TRUST Board.</p> <p>Escalating to the TRUST Board any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p>	<p>which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p> <p>HT:</p> <p>Development of systems of internal control & risk management, relating to pupil provision, safeguarding, curriculum, teaching and learning and Health and Safety, ensuring their effective operation, & reporting to LGB/the TRUST Board as appropriate.</p> <p>CEO:</p> <p>Liaising with the Trust's insurers & legal advisers on any relevant issues & reporting to Resources/the TRUST Board.</p> <p>Reporting to the TRUST Board any issues or concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p> <p>Development of systems of internal control & risk management ensuring their effective operation, & reporting to Resources/the TRUST Board.</p>	<p>reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk. Monitoring and improving H&S and safeguarding in schools. Annual review of Risk Register.</p>
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	business, financial, legal or other risk.			Selection of insurers/level of cover for Resources approval.	
Audit	Appointment of external and internal auditors & approval of changes to auditors' terms of engagement. Review of external auditors management letter & decisions re action on issues arising. Approval of the Annual Report & Accounts.		<ul style="list-style-type: none"> • Recommendation to the TRUST Board re appointment of external auditor & setting the scale of fees annually; • Approval of the scope of work; • Consideration of management letter & advice to the TRUST Board re actions arising & adoption of the Annual Report & Accounts. 	<p>CEO liaising with HT: Supporting and cooperating with the work of external auditors as determined by the Resources/TRUST Board, liaise with the CFO. Preparation of Annual Report & Accounts. Responding to & acting on issues raised in the management letter.</p> <p>Management of the process for appointment of external auditors. Planning & liaison with external auditors.</p>	
Information Systems	Approval of Information Systems Strategy & Policy.		Detailed scrutiny of the Trust's Information Systems Strategy, Policy, & performance, & advice to the TRUST Board.	<p>HT: Supporting the implementation and operation of the schools' Information Systems. Ensuring school website and e-safety is compliant with national guidelines. CEO in conjunction with HT: Development of an Information Systems Strategy & Policy for approval, and ensuring its effective implementation and reporting to the LGB/Resources as appropriate.</p>	Detailed scrutiny of educational management information in support of pupil and school performance and providing advice and information to the TRUST Board. Scrutiny of school website and e-safety measures.

Asset Management	Approval of the sale, purchase or disposal of any capital asset > £50K value in line with provisions of the Funding Agreement.		Detailed scrutiny of the Trust's asset management strategy and performance and advice to the TRUST Board. Scrutiny of school's assets including any planned/proposed disposal.	CEO with reference to LGB and HT: Sale, purchase or disposal of capital assets & recommendations re purchase of land/property or sale of fixed assets, in line with the provisions of the Funding Agreement. Development of a strategy for the management of fixed assets and its implementation.	
Human Resources	Appointment of the CEO and other Trust Senior Managers Approval of the structure of the Trust's Executive Leadership Team and each schools' SLT and staffing complement. Nomination of Trustees to support the CEO in the recruitment of Executive Team members/Schools SLT and approval of these appointments. Approval of schools staffing structures on an annual basis.	Leading in the process of recruiting the CEO & making recommendations to the TRUST Board re an appointment and in line with HR policies, Performance Management (including dismissal) of CEO.	In consultation with the CEO providing scrutiny of staffing structure on an annual basis for the consideration of Trustees. In consultation with the CEO providing financial scrutiny of staffing plans and recommendation to Trustees.	HT: Leads on the recruitment of the school's SLT in consultation with nominated LGB and CEO. Reviews and makes proposals regarding staffing structure to CEO on an annual basis. CEO: Reporting to Chair of LGB on regular basis. Recommends staffing structure to Trustees on an annual basis. Leads on the recruitment of the Trust's Executive Team in consultation with nominated Trustees & makes recommendations re appointments for TRUST Board approval.	Participation in recruitment process for HT/SLT

	Appointment of HT and SLT for schools in conjunction with CEO. Scrutiny and overview of staffing structures.			Development of the Executive Leadership Team structure. Reporting to a nominated Trustee on a regular basis	
	Approval of HR Strategy and Policies including Reward & Remuneration Strategy & annual pay award.		<p>Review & recommendation to the TRUST Board re HR Strategy and Policies including Reward & Remuneration Strategy and Terms & Conditions of employment.</p> <p>Review/recommendation to the TRUST Board re staff annual pay award.</p> <p>Comment and recommendation re: HR strategy and policies including Pay Policy and T&C of employment.</p>	<p>Development of HR Strategy & Policies for TRUST Board review & approval.</p> <p>HT: Appointment and management (including dismissal) of all staff below SLT level in the school in line with agreed HR policy, supported by CEO. Recommendations for SLT dismissal.</p> <p>CEO: In line with relevant HR policies: Management (including dismissal) of all staff in Executive Team beyond the school. Management (including dismissal) of Headteachers and Heads of School. Decisions on dismissal of SLT members.</p>	
	<p>Approving a policy for the Executive team's appraisal</p> <p>Approving performance pay awards (or</p>	<p>Recommending a policy & procedure for the CEO's appraisal. Either directly or through nominating a relevant Trustee, setting and reviewing</p>	<p>Reviewing levels of remuneration with independent expert advice.</p> <p>Overseeing the appraisals of the CEO and making recommendations regarding any performance pay awards to the TRUST Board.</p>	<p>HT: Setting the objectives of the school's SLT and staff, managing their performance & making decisions regarding their level of remuneration.</p> <p>CEO:</p>	

	otherwise) of CEO following recommendations from the Remuneration Committee.	the CEO's objectives, carrying out a performance appraisal on behalf of the TRUST Board and reporting on this to the TRUST Board.	Approval of any performance pay awards for the School's HT and Executive Leadership Team (beyond the school) on the basis of recommendations	Setting the objectives of the Executive Team managing their performance & making recommendations regarding their level of remuneration	
	Final appeals for all staff under Disciplinary and Grievance Policy.			HT for schools/CEO for Trust Staff: Managing staff performance as per HR policy.	To undertake appeals for school staff under Staff Discipline and Grievance Policy with the support of HR advisors and CEO.
	Final appeals for all staff subject to redundancy.		Approval of the Trust staffing adjustment policy and process.	HT for schools/CEO for Trust staff: Managing staffing adjustments as per the Trust policy.	To undertake appeals for school staff under Staffing Adjustment Policy with the support of HR advisors and CEO.
Advisers:	Appointment of the Trust's main legal advisers, investment advisers, & approving the terms of their appointment.		Approval of the Trust's bankers. Review recommendations re the Trust's main legal advisers, investment advisers & the terms of their appointment.	CEO: Manages process of review & makes recommendations re selection/appointment & on-going liaison.	

Summary of Changes

Terms of reference for committees and boards removed in February 2024.

Subject	Change	From	To
Governance	Composition of LGBs	LGB	Trustees
	Planning of LGB meetings, including agenda items.	CEO	LGB
	Advising LGB Chairs of recommendation Re: its membership.	HT	CEO
	LGBs recommend Chair and Vice Chair to Trustees	New	LGB
	Trustees ratify appointment of Chair and Vice Chair.	New	Trustees
Strategy and Planning	Monitoring budget expenditure.	LGB	P&F Committee
	Scrutiny of school budget.	LGB	P&F Committee
	Scrutiny of school assets.	LGB	P&F Committee
Human Resources	Appointment of HT/SLT and scrutiny of school staffing structures.	LGB	Trustees
	Participation in recruitment process for HT/SLT.	New	LGB
	Staffing adjustments	New	HR Committee/LGB