

## Scheme of Delegation



The Trust Scheme of Delegation shows the level of delegated responsibility given to the Board of Trustees and its Committees, to the Chief Executive Officer and the Central and Executive Teams in respect of key aspects of the leadership and management of the Trust to ensure compliance with legal, regulatory and statutory requirements. It should be read alongside the Trust’s Terms of Reference - The Board of Trustees retains overarching responsibility for all decisions made.

<b>Responsible</b>	These are the “doers” of the task; they complete the task or objective and propose decisions to those who are accountable.
<b>Accountable</b>	This person or body is the “owner” of the task. They sign off or approve the task, objective or decision.
<b>Consulted</b>	The individuals or bodies who will be collaborated with as part of the process of completing a task. Their input is required before the task can be completed and signed-off.
<b>Informed</b>	The individuals or bodies who need to be kept ‘in the picture’. They need updates on progress or decisions; they do not need to be formally consulted, and often do not contribute directly to the task.

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## 1. Governance & Strategic Leadership

### Members

#### Accountable

Ensure that the charitable object of the Trust is fulfilled and to conduct oversight of the Board of Trustees ensuring they are effective in their work

#### Responsible

Amend or approve the Articles of Association (including the objects clause), subject to any restrictions in the Articles, the funding agreement or charity and company law

Appoint or remove the Trust's auditors and receive and review the Academy Trust's annual audited accounts (subject to the Companies Act).

Appoint new Members or remove existing Members except the foundation/sponsor body or a related body, e.g. any Members appointed by the foundation/sponsor

May appoint Trustees or remove due to lack of leadership or incompetencies

May, by special resolution, issue direction to the Trustees to take a specific action where Trustees are unable or unwilling to act in the best interests of the Trust

### The Board of Trustees

#### Accountable

Ensuring statutory compliance with the Trust's duties under Company and Charity Law and agreements made with the DfE, including the Funding Agreement, and the Deed of Gift

The solvency of the Academy Company and Charity, safeguarding its assets

Has legal accountability for statutory compliance across the Trust

Oversee the processes for the monitoring of school improvement and financial health

Ensure that risk management and internal scrutiny is embedded at every level of governance

## Scheme of Delegation



<b>Responsible</b>
Set the vision and ethos for the Trust
Set the strategy for the growth and direction of the Trust
Recommend the Trust Articles of Association to Members for approval
Recommend the appointment or resignation of the Trust auditors to Members on an annual basis
Establish Local Committees and agree delegated powers and functions and approve the Trust Terms of Reference and Scheme of Delegation
Establish other Trust Committees or single purpose working groups as proposed by the CEO, Central Team or other Committees
Provide representation on other sub committees established as and when required
Approve new convertor or sponsored academies joining the MAT as recommended
Appoint or remove the Chair of the Board of Trustees and re-elect or re-appoint when formal end of term is reached or due to lack of leadership or incompetencies
Appoint or remove the Vice Chair of the Board of Trustees and re-elect or re appoint when formal end of term is reached or due to lack of leadership or incompetencies
Appoint the Vice Chair of the Board of Trustees and re-elect or re-appoint when formal end of term is reached or due to lack of leadership or incompetencies
Ratify the appointment of the Local Committee Chair and Vice Chair as proposed by the committee
Remove the Chair of Local Committee due to lack of leadership or incompetencies
Appoint and remove clerk to the Board of Trustees
Appoint Trustees into link roles to govern across Trust in accordance with requirements for safeguarding, SEND and any other area as deemed appropriate
To ratify statutory and non-statutory Trust policies as identified in <a href="#">Appendix A</a>
Approve the annual calendar of Trust Board and Local Committee meetings
Evaluate its own processes and effectiveness annually
<b>Informed</b>
Receive and review termly Local Committee school link visit reports
Receive and review termly Local Committee meeting feedback including meeting minutes
Receive a high-level overview of risks and review in line with the Trust vision and objectives

## Scheme of Delegation



### CEO/Central Team

**Responsible**

- Act on behalf of the Board of Trustees to enable it to discharge its duties in relation to statutory compliance and the performance of schools
- Respond to change and growth with respect to the vision and ethos set by the Trust
- Propose the Trust Terms of Reference and Scheme of Delegation to the Board of Trustees for approval
- Make recommendations to the Board of Trustees on new convertor or sponsored academies joining the MAT
- Propose sub committees or single purpose working groups to the Board of Trustees as necessary
- Organise and propose calendar of Trust Board and Local Committee meetings

### Local Committee

**Accountable**

- Ensure its own processes are line with statutory compliance requirements and as set down in the Articles of Association
- Ensure that the Academy contributes significantly to the overall development and success of the Trust

**Responsible**

- Within the vision and ethos set by the Trust, develop and monitor the unique vision, ethos and culture of their Academy
- Ensure Academy compliance with all statutory and non-statutory policies through periodic monitoring, support and challenge including for example safeguarding, SEND
- Establish LCs with the appointment of representatives as per the Constitution and on an ongoing basis when formal end of term is reached
- Propose the Chair of the LC to the Board of Trustees including re-election or re-appointment when formal end of term is reached
- Propose the Vice Chair of the LC to the Board of Trustees including re-election or re-appointment when formal end of term is reached
- Appoint link committee members that meet the requirements of the Academy, for example safeguarding, SEND and any other area as recommended by the Head of School/Principal or CEO
- Ensure Local Committee meetings are carried out in line with the Terms of Reference and Scheme of Delegation
- Remove Local Committee members due to lack of leadership or incompetencies (Chair)

## Scheme of Delegation



Provide representation on other sub committees established by the Board of Trustees as and when required
To ratify statutory and non-statutory Trust policies as delegated by the Board of Trustees - See <a href="#">Appendix A</a>
Evaluate its own processes and effectiveness annually
<b>Informed</b>
Receive and review reports from the Head of School/Principal to monitor progress against objectives identified in the SIP; providing support and challenge as appropriate
<b>Consulted</b>
Consulted on the calendar of Local Committee meetings

### Head of School/Principal

<b>Responsible</b>
Within the vision and ethos set by the Trust, develop the unique vision, ethos and culture of the academy in collaboration with the LC and communicate this to all stakeholders
Recommend where appropriate representative for appointment to the Local Committee for approval
Provide timely reports and information to the Local Committee for monitoring and review as and when required

## 2. Trust and Academy Performance

### Members

<b>Accountable</b>
Hold the Board of Trustees to account for the overall performance of the Trust

### The Board of Trustees

<b>Accountable</b>
Fostering an overall culture of high-quality standards and continuous improvement and monitoring the implementation of the Trust vision and strategic plan
Create robust accountability, oversight and assurance for educational performance through the Trust improvement strategy
Have ultimate accountability for curriculum, standards and educational performance ensuring they are effective and efficient and that compliance with national expectations is adhered to
<b>Responsible</b>
Approve Trust performance targets and reviewing progress towards these
Hold leaders to account for the educational performance of the Trust, its academies and its pupils
<b>Informed</b>
Receive, review and monitor School Evaluation (SEF)
Receive and review termly school monitoring visit reports

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CEO
<b>Responsible</b>
Recommend Trust performance targets to the Board of Trustees
Propose Academy Performance Review (e.g. SEF) to Trust Board
Provide support in developing the School Evaluation (SEF) and School Improvement Plan (SIP)
Monitor the overall quality of pupil progress, achievements and learning and supporting and challenging the school in order to help it continue to improve
Monitoring progress and attainment of different groups of pupils (including but not limited to pupil premium and SEND)
Support and challenge Head of School/Principal with their systems for monitoring the quality of teaching
Undertake internal and external quality assurance activity to support accurate evaluate of trust schools

Local Committee
<b>Responsible</b>
Monitor progress towards the Academy's performance targets termly
Monitor and evaluate the impact of the curriculum offer to ensure that it fully meets requirements and that it is appropriately broad and balanced
Monitor the academy's strategy for improvement as set out in the School Improvement Plan (SIP)
Support and challenge Head of School/Principal with their systems for monitoring the quality of teaching
Support and challenge the school on the development of its curriculum and its extra-curricular provision
Review and scrutinise data in relation to equality and inclusion including attendance, exclusions/suspensions, and achievement
Ensure that the wider curriculum including PHSE mental health and safeguarding are well established and effective in keeping pupils well informed about risks and staying safe
Ensure senior leaders are held accountable for the overall quality of education within the Academy

## Scheme of Delegation



Approve and monitor statutory and non- statutory policies in relation to educational standards – See [Appendix A](#)

### Informed

Receive and review reports on internal and external quality assurance activity

Progress and attainment of different groups of pupils (including but not limited to pupil premium and SEND)

## Head of School/Principal

### Responsible

Undertaking accurate self-evaluation reviewing strengths and areas for development and implementing action to address underperformance through the development of the SIP

Ensuring good or better teaching leads to high quality outcomes through the effective implementation of policy and procedures

Ensures appropriate action is taken in a timely manner to address and improve under performance as required

## 3. Staff Management

## The Board of Trustees

### Accountable

Ensuring effective resource management across the Trust

### Responsible

Recruitment and appointment of the CEO and Trust Leadership Team including the clerk to the Board

Approve the suspension of CEO and return from suspension where appropriate

Approve the dismissal of the CEO



## Scheme of Delegation



Approve the appointment of Head of School/Principal
Approve the dismissal of Head of School/Principal based on proposals from CEO and Local Committee
Approve return of Headteacher / Head of School / Principal after suspension
Undertake the performance management of the CEO and approval of incremental pay progression where appropriate
Approval of incremental pay progression of Central Team, Head of School/Principal as proposed
Approve the redundancy of staff
Ratify statutory and non-statutory staff management and performance related policies as outlined in <a href="#">Appendix A</a>
Approve plans for the restructuring of staff as proposed by the Finance Committee
Approve Teachers Annual Pay Award (as per national pay and conditions)
Approve Support Staff Annual Pay Award (as per national pay and conditions)
Agree changes to Employee Terms & Conditions or Collective Agreements
Chair and/or provide representation on staff disciplinary or appeals panels including grievances where appropriate
<b>Informed</b>
Informed on the staff complement, structure and grades
Review and monitor a high-level summary KPI reports on staff sickness, absence, performance management outcomes and other HR related data

<b>CEO</b>
<b>Responsible</b>
Responsible for the staff complement, structure and grades
Monitor the staff complement, structure and grades
Lead the performance management of the Central Team and Head of School/Principal of each school and recommend for incremental pay progression where appropriate
Approve and implement the suspension of Headteacher / Head of School / Principal
Propose the return of Headteacher / Head of School / Principal after suspension to the Board of Trustees
Propose the dismissal of Head of School/Principal to the Board of Trustees
Provide recommendations to the Board of Trustees on Head of School/Principal appointments
Propose redundancy of staff to the Board of Trustees for considerations

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Develop plans for the restructuring of staff where appropriate
Monitoring of Teachers Annual Pay Award (as per national pay and conditions)
Recommend and monitor Support Staff Annual Pay Award (as per national pay and conditions)
Recommend changes to Employee Terms & Conditions or Collective Agreements to the Board of Trustees
Ensure high quality professional development opportunities for all staff with training and support available from the Central Team
<b>Consulted</b>
The suspension of teaching or support staff
The return of teaching and support staff after suspension
The appointment of teaching and support staff (within model structure and budgets)

Local Committee
<b>Responsible</b>
Propose the dismissal of Head of School/Principal
Monitor the implementation of statutory and non-statutory staff management and performance related policies
Approve the return of teaching and support staff after suspension
Support and challenge for any staffing concerns e.g. loss of key staff which may affect provision
Provide representation on staff disciplinary or appeals hearings including grievances where appropriate
<b>Consulted</b>
Consulted on the staff structure and recommend grades for approval
The appointment of the Head of School/Principal
The appointment of Senior Leadership roles (Within the model structure and approved budget)
Redundancy of staff within school
<b>Informed</b>
Review and monitor KPI reports on staff sickness, absence and other HR related data
Outcomes of the performance management of the Head of School/Principal

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### Head of School/Principal

#### Responsible

Teaching and support staff appointments (within model structure and approved budget)
Propose and consult the Local Committee and CEO on the suspension of teaching and support staff
Recommend the return of teaching and support staff after suspension
Recommendations for Senior Leadership appointments to the CEO (within model structure and approved budget)
Provide overview of staff sickness, absence and other school level HR related data to the Local Committee
Monitor teaching and support staff workload within the Academy and ensure this is appropriate
Implementation of statutory and non-statutory performance related policies – See <a href="#">Appendix A</a>
Ensure that safer recruitment processes are followed for the recruitment of staff
Approve the commencement of capability procedures where necessary

## 4. Financial Governance and Risk Management

### The Board of Trustees

#### Accountable

Maintaining oversight of the financial performance of the Trust ensuring its money is well spent to successfully deliver outcomes
Ensuring that resource, financial controls and budgets do not impact on the quality of education
Approve Trust and Academy budgets ensuring that the deployment of resources supports in successfully delivering outcomes
Approve Trust & Academy financial controls and procedures
Approve the annual Trustees Report
Approve Academy budget plans
Monitor Academy YTD Reports

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Approve Trust Annual Accounts and report to Members at the AGM
<b>Responsible</b>
Make recommendations for the appointment of Trust external auditors to Members
<b>Informed</b>
Receive a high-level overview of risks and mitigating actions to gain assurances in line with the Trust vision and objectives

<b>Finance and Audit Committee</b>
<b>Accountable</b>
Ensuring there are robust financial and risk management systems and controls in place and adhered to by the Trust and each Academy
<b>Responsible</b>
Review and scrutinise annual Trust and academy budget proposals considering the priorities of each Academy and the deployment of resources to successfully deliver outcomes
Examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the Academy Trust Handbook
Review detailed budgets termly and provide support and challenge to the Central Team in managing risks and opportunities
Review and scrutinise forecasts with particular focus on pupil numbers and known increases in costs
Receive and review the recommendations made in any reports from the External auditors on the financial systems operated by the Trust
Monitor individual Academy YTD reports and spend
Ensure a comprehensive risk management strategy is in place to effectively identify, assess and manage risks across all levels of the Trust
Agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions and risks
Receive a high-level overview of risks and review in line with the Trust vision and objectives making recommendations for mitigating action as appropriate

<b>CEO/COO/CFO</b>
<b>Responsible</b>

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Develop the Trust’s financial and risk controls, policies and procedures to ensure the safeguarding of funds and assets in compliance with relevant guidance
Monitor the Academy’s compliance with such financial controls, policies and procedures and inform the Finance and Audit Committee of any concerns or material risks
Develop and propose the Trust and academies annual budget to the Finance & Audit committee
Action the appointment and activities of Trust auditors as approved by Members
Draft and put forward the annual Trustees Report to the Board of Trustees
Submit Trust Academies Accounts Return to EFA
Ensure that accurate records are kept by individual Academies showing the receipt and use of all funds
Maintain the Trust risk register and manage the associated mitigating actions as appropriate
Report a high-level overview of risks on a termly basis to the Finance and Audit Committee and Board of Trustees
Ensure the premises and asset management plan is reflected in the budget forecasts
Report to the Finance & Audit Committee on the condition of premises and asset management plan and the affordability of works

Local Committee	
Responsible	
	Support and challenge any proposed spend within the Academy
	Review and monitor the impact of Pupil Premium Grant spend
	Review and monitor the impact of Sports Premium Grant spend
	Support and challenge actions taken by the Head of School/Principal to mitigate risks alongside the effect on provision
Informed	
	Be aware of any risks to the budget in future years, for example decrease in pupil numbers and support and challenge on how this may be dealt with
	Receive an overview of academy level risks and review in line with the school vision and objectives and understand the impact of these if they occur

## Head of School/Principal

## Scheme of Delegation



Responsible
Setting the Academy budget in collaboration with the CFO
Monitoring annual spend against agreed budgets
Report any emerging risks to the Central Team as appropriate
Oversee the implementation of risk management strategies and mitigating actions within the Academy

## 5. Financial Authorisation

Delegated Duty	Value	Authority	Comment
The Trust will retain overall responsibility for any major items of expenditure and income over the value of £150,000 for individual items	Over £150,000	Board of Trustees	With the exception of secondary exams and formal assessment expenditure
Approve any major items of expenditure and income over the value of for individual item	£50,000 - £150,000	F&A Committee	
Approvals of expenditure on an individual order	£10,000 - £50,000	CEO	
Primary school approvals of expenditure on an individual order	£10,000	Head/Principal	

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Secondary school approval expenditure on an individual order	£25,000	Head/Principal	With the exception of secondary exams and formal assessment expenditure
Authorisation of budget virements	Up to £10,000	COO	
	Informed if over £10,000	CEO	
	Informed if over £50,000	F&A Committee	

### Appendix A – Statutory and Non-Statutory Policies

Statutory Polices	Board of Trustees	Academy Committee
Admission Arrangements	Approve	
Charging and Remissions	Approve	
Data Protection and GDPR	Approve	
Protection of pupil's admission to school attendance	DFE Advice Document	
School Complaints	Approve	
Capability of staff	Approve	
Early Career Teachers (ECT)	Approve	

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Staff discipline, conduct and grievance	Approve	
Statement of procedures for dealing with allegations of abuse against staff	Approve	
Accessibility Plan	Approve	
Safeguarding & Child Protection Policy and Procedures	Approve	
Children with health needs who cannot attend school	DFE Advice Document	
Early years foundation stage (EYFS)		Approve
Special Educational Needs and Disability		Approve
Supporting Pupils with Medical Conditions	DFE Advice Document	
Relationships Education (primary)		Approve
Relationships and Sex Education (secondary)		Approve
Behaviour in Schools		Approve
School Exclusion		BMBC Guidance
Employee Health and Safety Policy	Approve	
First Aid in Schools		
Whistleblowing Policy	Approve	



## Scheme of Delegation



Equality Information and Objectives	Approve	
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Non-Statutory Policies	Board of Trustees	Local Committee
Assessment Policy		Approve
Attendance and Punctuality Policy		Approve
Business Continuity	Approve	
Trust Code of Conduct	Approve	
Academy Code of Conduct		Approve
Confidentiality Policy	Approve	
Curriculum Policy		Approve
Teaching and Learning Policy		Approve
Dignity at Work	Approve	
Fire Evacuation Procedures		Approve

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ITT Policy		Approve
Lockdown Procedures	Approve	
Managing violent and abusive visitors to school		Approve
Emergency Planning Policy		Approve
Substance Misuse Policy	Approve	
Supporting Attendance Policy	Approve	
Special Leave Policy	Approve	
Vexatious Complaints Policy	Approve	
Working with Volunteers Policy	Approve	