

Scheme of Delegation

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Board of Directors under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below.
- should be read in conjunction with the Trust's Terms of Reference (Governance Overview);
- the Trust's Scheme of Financial Delegation, which the Trust is required to have under the Academies Financial Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into four sections as follows:

- Strategy & Leadership
- Education & Curriculum
- Financial
- HR & Operations.

To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on the following page of this Scheme.

DEFINITIONS - In this Scheme, the phrases used in the table below have the following meanings:

Comply: the individual/group will follow agreed policies and procedures.

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Principal/Head this will be at School level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Schools (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of:

- the CEO they will be making recommendations to the Directors and/or LGB (as appropriate)
- the LGB they will be making recommendations in relation to their School to the Directors , CEO and/or Principal/Head (as appropriate)
- the Principal/Head they will be making recommendations in relation to their School to the CEO and/or LGB (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- the CEO they will be making reports to the Directors and/or LGB (as appropriate)
- the LGB they will be making reports in relation to their School to the Directors and/or CEO (as appropriate)
- the Principal/Head they will be making reports in relation to their School to the CEO and/or LGB (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of:

- the Directors they will be reviewing the CEO and/or LGB (as appropriate)
- the CEO they will be reviewing the Principal/Head
- the LGB they will be reviewing the Principal/Head and his/her leadership team.

Support: the individual/group that should support completing a particular task.

<u>Strategy and Leadership</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
Develop the ethos, character & mission of the Trust & Schools	Determine	Develop- for the Trust & Schools	Develop - in consultation with LGB & Principal/Head	Deliver - for the Schools	Deliver	Recommend - for the Schools
Set strategic objectives of the Trust & Schools	Consult	Determine- for the Trust & Schools	Develop - in consultation with LGB & Principal/Head	Consult & Recommend	Consult & Recommend	Consult - respective School
Deliver strategic objectives of the Trust & Schools		Review	Deliver	Review	Review	Deliver
Scrutiny: Performance - review & challenge progress of the Trust against its strategic objectives and KPIs		Review - progress of the Trust & Schools	Review - reports from the LGBs/Principal/Heads Report- progress to the Directors	Review - progress of the School Report - progress to the CEO & Directors	Support	Report - progress of the School to the CEO/LGB
Scrutiny: Ethos - operation of the Trust & Schools against the agreed ethos, character & mission		Review	Report	Support & Review	Support	Deliver
Compliance: Funding Agreement - comply with all obligations including the Schools Financial Handbook		Review	Deliver	Comply	Support	Comply
Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)		Review	Deliver Report - to Directors	Review	Comply and support	Deliver Report - to LGB & CEO
Compliance: Financial Oversight - ensure that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds		Determine - policies to ensure compliance Review	Deliver Report - to Directors	Review	Comply and support	Deliver Report - to LGB & CEO
Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions		Determine - policies to ensure compliance Deliver	Deliver	Deliver	Support	

<u>Strategy and Leadership</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
Trust Risk Register	Consult	Review delivery	Deliver - management of corporate risk register	Review - School risk register	Review	Deliver - management of School risk register
Agree Articles of Association	Approve	Determine	Deliver	Review	Support	
Appointments of Directors and Governors - ensuring processes in place for appointment of appropriate Directors and Governors.	Determine the Directors board and the chair of Directors	Determine - the Directors and LGB Review - the Director's own performance Review - performance of the LGBs	Report - to the Directors on the performance of the LGBs Review - annually the size, structure and composition and skill of LGBs Recommend - if appropriate changes to the size and composition of the LGBs	Review-procedures for the election of staff and parent Governors of the LGB Review-members of LGB and recruit further governors to meet skills gaps Review - own performance		
Register of Interests	Deliver and comply	Deliver and Comply	Comply	Comply		
Appointment of Clerk - to Directors and LGBs		Deliver - appoint the clerk to the Directors & LGBs	Recommend- to the Directors	Consult -in connection with the appointment of the LGB clerk		

<u>Strategy and Leadership</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
Policies - review and approval of Trust Wide Policies (including DBS, charging and remissions policies, health & safety and safeguarding, data protection etc)		Determine	Recommend- presenting polices to the Directors for approval Report - material non-compliance to the Directors	Review - all policies approved by the Directors and School specific policies		Deliver - presenting School specific policies for approval by the LGB Report - non- compliance to the LGB and the CEO
Prepare terms of reference for LGB's and Committees		Determine & Deliver Review - annually	Develop	Consult	Consult	
Training programme for Directors and Governors		Deliver	Develop	Deliver	Support	Consult
Set admissions policy	Agree Faith Admissions Policy	Recommend & Deliver	Develop	Consult	Consult	Consult

<u>Education and Curriculum</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
School Development Plan - for each School in line with strategic aims of the Trust		Determine - the School Improvement Plan in consultation with the appropriate LGB	Review - and agree the School Improvement Plan	Recommend & Review - School Improvement Plan to the Directors	Support	Develop, Recommend & Deliver - drafting and agreeing the School Improvement Plan with the CEO
Key Performance Indicators - setting and reviewing performance of the Trust & the Schools		Determine - Trust wide and School KPIs Review - performance against KPIs	Recommend Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend - targets for performance of the School to the CEO Review - performance of the School and report to the CEO Deliver - holding leadership to account for delivery against KPIs	Support	Deliver - performance of the School against KPIs Report - performance of the School to LGB and CEO
Quality of Teaching -ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		Review - the work of the CEO	Deliver	Review - at the School	Support	Deliver & Review - management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB and CEO
Curriculum - setting the curriculum for the Schools and reviewing its effectiveness	Consult	Determine - curriculum and standards	Recommend & Deliver	Consult & Review	Consult & Review	Deliver and review - effectiveness of the curriculum across Trust

<u>Education and Curriculum</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.		Consult	Review	Review	Review & Support	Deliver & Report
Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		Review	Report - to Directors effectiveness of use of the Pupil Premium across Trust	Determine & Review - how Pupil Premium is spent at the School	Review & Support	Recommend Deliver Report - on effectiveness of use of the Pupil Premium
Review - consider and evaluate performance of the Schools by: <ul style="list-style-type: none"> ▪ reviewing progress against agreed KPIs ▪ holding each School's leadership to account for academic performance, quality of care and quality of provision ▪ monitoring the overall effectiveness and efficiency of leadership and management at the Schools ▪ receiving reports on the quality of teaching and learning and making recommendations to the Directors 		Review	Review delivery	Deliver	Support Review	Report
Self-evaluation - carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.		Review	Consult	Review	Support	Deliver
Review priorities - considering the aims and priorities for raising standards of achievement in each of the Schools' strategic plans.		Review	Consult	Review	Support	Deliver
Report - termly to Directors on performance		Review	Review delivery	Review Support	Review Support	Deliver
Student issues - including attendance, exclusions, punctuality and disciplinary matters for each School		Review	Review delivery	Receiving reports from the Principal/Head Report any material issues to	Review	Deliver - ensuring student issues are dealt with in accordance with Trust and School Policies

<u>Education and Curriculum</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
				the Directors and the CEO		Report - to the LGB on any material issues
Term Dates and length of school day	Consult	Determine	Recommend	Consult - with the Directors	Consult	Consult & Comply
School lunch - ensure provided to appropriate nutritional standards	Consult	Determine	Deliver	Review	Support	Deliver
Provision of free school meals - to those meeting criteria		Review		Review		Deliver
Safeguarding - ensure each School has appointed a Designated Safeguarding Lead, ensuring compliance with all other statutory guidance		Review	Review delivery	Deliver	Review & Support	Deliver
Stakeholder Engagement - <ul style="list-style-type: none"> ▪ Promoting partnership working between parents/carers and the Schools to promote high standards of attendance, behaviour and learning by students. ▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Schools to assess its performance against its stated aims and objectives. ▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience. 		Review	Consult with LGB and Principal/Head	Determine	Support	Deliver
Ofsted Inspections Trust Support - <ul style="list-style-type: none"> ▪ Directors will liaise with Ofsted where MAT is inspected it will assist with a School inspection. ▪ CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review ▪ CEO will support LGBs and Principal/Heads for individual School inspections 		Deliver	Deliver	Support	Support	Support
Ofsted Inspections: Schools		Review	Support	Deliver	Support	Deliver

<u>Financial</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
Appointment of the Audit & Risk Committee	Consult	Determine & Approve	Recommend & deliver	Review	Support	
Appointment of the Accounting Officer & Chief Financial Officer	Consult	Determine & Approve	Recommend- the Accounting Officer role	Review	Support	
Recommend appointment of External Auditors	Approve	Recommend	Deliver			
Appointment of the Internal Auditors		Deliver	Review			
Approve Annual Accounts	Consult	Approve	Deliver - arrange the audit and filing of annual report and accounts Comply - ensure Trust and Schools keep proper records and provide information to assist in the preparation of the Annual Accounts	Support	Support	Support
Scheme of Financial Delegation & Financial Policies -establish policies and procedures to ensure compliance with the Trust's financial and reporting requirements		Determine Comply	Review - compliance Report - any issues or non-compliance to the Directors Comply	Review - compliance by the School Report - any issues or non-compliance to the CEO Comply	Support	Comply
Bank Accounts - authorise the establishment of bank accounts and approve bank mandates in the name of the Trust		Determine & approve	Recommend			

<u>Financial</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Schools so as to the secure the Trust's financial health in the short term and the long term		Determine - in consultation with the LGBs	Recommend - a funding model to the Directors for approval Review	Consult - with the Directors Review - compliance with the overall financial plan for the School	Support	Comply
Trust Annual Budget - formulating and setting the Trust wide budget		Determine Approve - significant variances	Deliver - prepare Trust budget and gain approval from the Directors Review - submission of Trust budget to the EFA	Support	Support	Comply
Expenditure and ensuring delivery of Annual Budgets		Approve	Report - to the Directors any material issues with delivery against the Annual Budget by the Schools Receive reports - on matters of concern in connection with compliance with the Annual Budgets	Review Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the School	Support & Review	Deliver & Report - to the LGB any matters of concern in respect of the School's annual budget
Reporting - financial reporting and KPIs		Determine Review	Recommend	Review	Review & Support	Deliver
Investments - agreeing the investment policy in line with the Schools Financial Handbook and the Scheme of Financial Delegation		Determine and review delivery	Deliver			

<u>HR and Operations</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
Appointing the CEO	Approve	Recommend				
Appointing the Principal/Head at each School	Approve	Approve -in consultation with the CEO	Recommend and deliver	Consult- Chair of Governors /representative to sit on the appointment panel with the CEO & a Director		
Appointing of cross-Trust Staff		Approve	Appoint	Support		
Appointing School SLT (excluding Principal/Head)		Review	Review and approve			Recommend
Appointing School Staff (excluding SLT & Principal/Head)			Review and approve			Deliver
Establishing Trust wide HR Policies- including recruitment, discipline, capability, grievance and absence policies.		Determine & Review	Comply	Review	Support	Comply
Setting Appraisal Performance Management Policy together with pay reviews		Review - in respect of CEO Receive reports of appraisal process and outcomes Review - any appeals for the Principal/Heads and cross School staff	Review - in respect of Principal/Heads and cross Trust staff (and any appeals from School staff) Review & Report to the Directors on appraisal arrangements and outcomes	Review- by Chair of Governors in respect of performance management of Principal/Head Review - any appeals respect of all other staff	Support	Review - in respect of all other staff Report - to the CEO on appraisal arrangements and outcomes
Setting Terms and Conditions of Employment and Staff Handbook		Determine - and consider any proposals by LGBs to make amendments	Recommend	Consult - on any suggested changes to the School's terms and conditions		Comply

<u>HR and Operations</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
Dismissing CEO , Principal/Heads, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Review - in respect to CEO	Deliver - in respect of the CEO and Principal	Review - in respect of Principal/Heads, cross School staff and SLT of the Schools Report - any dismissals to the Directors	Review - in respect of the Principal/Head of the School	Support	
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Approve	Deliver Report - to the Directors	Review - in consultation with the CEO Report - to the CEO		Consult & Comply
Reviewing discipline and grievance policy		Review delivery	Recommend	Review - in line with Trust policy		Consult
Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy		Determine	Deliver	Comply	Support	Comply
Setting School specific procurement policies - in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy		Determine & Review	Recommend & Review	Deliver in accordance with Trust policy		Consult & Recommend
Enter into contracts - up to limit of delegation set out in Scheme of Financial Delegation		Deliver	Deliver	Review		Deliver
Determining and allocating central services provided to the Schools by the Trust		Approve	Recommend & Deliver- of services to the Directors	Consult		Consult

<u>HR and Operations</u>	Members	Directors	CEO	LGB	Sub-committee or Link Governor	Principal/Head
Overseeing the effectiveness of services provided centrally by the Trust		Review	Deliver and report to Directors	Report - to the Directors		
Asset and Premises Maintenance Strategy - determining use of Schools' premises and ensuring premises are adequately maintained		Determine - Trust wide policy	Recommend	Determine - School plan in accordance with Trust policy Review - delivery of School plan	Review - delivery of School plan	Recommend & Deliver
Acquiring and disposing of Trust land	Approve	Deliver	Recommend			
Changing use of Assets	Approve	Deliver	Recommend	Recommend - to the Directors of any changes to fixed assets used by the School		
Arranging insurance for the Trust		Review	Deliver	Support		
Media and PR - overseeing public relations activities to project the activities of the Trust and the Schools to the wider community	Consult	Review	Deliver - Trust wide activities	Consult & Comply		Consult & Comply
Information management - including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records		Determine	Deliver	Comply	Support	Comply
School Prospectus		Determine	Recommend & Deliver	Deliver	Support	Recommend
Trust Prospectus and website		Review	Recommend & Deliver			