# Scheme of Delegation

# Introduction

As a charity and company limited by guarantee, the Trust is governed by a Board of Trustees (referred to as the Trust Board) who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust.

The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Trust and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

In order to discharge these responsibilities, the Trustees appoint people with appropriate skills and knowledge to serve on the Local Academy Boards (LAB) which has been established to assist with the good governance of the academy in accordance with Articles 100 - 104. A separate School Improvement Board (SIB) would be established if it was deemed that the academy required further support. The Trust Board delegates responsibility for the oversight of school performance to the LAB or SIB, and this is set out within the Scheme of Delegation. The membership of the SIB would include members of both the LAB and School Improvement Professionals to ensure that the SIB has sufficient knowledge and skill to effectively hold school leaders to account.

The Trust Board has overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of its academies. This is both exercised through strategic planning and the setting of policy and is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trust has the power to amend or suspend the Scheme of Delegation at any time. The Scheme of Delegation is to be read by Trustees, in conjunction with the approved Finance Policy and Procedures Document.

In making decisions, all parties must apply the seven principles of public life, as follows:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

# Decision Making

Decisions of the Trust are made at different levels depending upon, delegated roles and responsibilities, financial levels of accountability and designated functions of identified Officers of the Trust as identified in the approved Job Descriptions.

The Scheme of Delegation is designed so that the all functions and decisions not specifically included are delegated to the CEO as the Accounting Officer in order to manage the day to day running of the Trust Business, In the day to day running of the Trust some of these functions will be delegated by the CEO to the following Officers:

Chief Finance and Operating Officer
Director of People
Deputy Chief Executive


KEY

D= Decision Maker
C= Consultative Body
R= Recommend

# Overview of Delegations

| Reading the grid |
|---|
| ✓ - governance function and decision making is at this level |
| C - to be consulted prior to decision being made |
| Note: Decisions delegated to the Trust Board may be delegated to a Board committee but not the CEO (unless specifically agreed by Trustees), academy committee or HT. Decisions delegated to the CEO may be further delegated to another member of the Executive Team when deemed appropriate. |
| Note: In this document, the term Headteacher also applies to Heads of School. Executive Headteachers are part of the Trust's School Improvement Team. |
| Note: ★ denotes aspects that would be delegated to a SIB, if required |

| | Governance function | Members | Trust Board & Committees | CEO | LAB | HT |
|---|---|---|---|---|---|---|
| Governance framework: people | Members: appoint/remove | ✓ | | | | |
| | Trustees: appoint/remove (inc. Chair of Trust Board) | ✓ | C | | | |
| | Parent LAB members: appoint/remove | | | | ✓ | |
| | Board committee chairs: appoint and remove | | ✓ | | | |
| | Named safeguarding trustee: appoint and remove | | ✓ | | | |
| | SIB and LAB chairs: appoint and remove | | ✓ | | | |
| | LAB members: appoint | | | ✓ | | |
| | SIB members: appoint | | ✓ | C | | |
| | Clerk to board: appoint and remove | | ✓ | | | |
| | Clerk to LAB and SIB: appoint and remove | | | ✓ | | |
| Governance framework: systems and structures | Articles of association: review and agree | ✓ | | | | |
| | Governance structure for the trust: establish and review annually | | ✓ | C | | |
| | Committee terms of reference and scheme of delegation: agree annually | | ✓ | C | | |
| | Annual schedule of governance business: agree | | ✓ | | ✓★ | |

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|---|---|---|---|---|---|---|
| **Governance framework: reporting** | Self-review of trust board and committees: complete annually | | ✓ | C | | |
| | Self-review of SIB and LAB: complete annually | | | | ✓★ | |
| | Chair's performance: carry out 360° review periodically | C | ✓ | C | C | |
| | Trustee, SIB and LAB member contribution: review annually | | ✓ | C | ✓★ | |
| | Governance arrangements on Trust and school's websites: ensure publication | | | ✓ | | |
| | Annual report on the performance of the trust: submit to members and publish | | ✓ | C | | |
| | Annual self-review, external review of board effectiveness: submit to members | | ✓ | C | C★ | |
| | Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House | | ✓ | | | |
| | ESFA required reports and returns submit | | ✓ | | | |
| **Being strategic** | Determine trust wide policies which reflect the trust's ethos and values: approve | | ✓ | C | | |
| | Determine school level policies: approve | | | | ✓★ | C |
| | Management of risk: establish register, review and monitor | | ✓ | C | | |
| | Engagement with stakeholders: ensure | | ✓ | ✓ | ✓★ | ✓ |
| | Determine trust's vision, strategy and key priorities: approve | | ✓ | C | | |
| | Determine schools' vision, strategy and key priorities: approve | | C | ✓ | C★ | C |
| | Oversight of initiatives to support staff and student well-being | | ✓ | | ✓ | |
| | Staff, Student & Parent Voice activities: monitor and ensure feedback is acted upon | | | | ✓ | ✓ |
| | Consilium Charter: review and agree | | ✓ | C | | |

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|---|---|---|---|---|---|---|
| **School Improvement** | Consilium Charter: monitor implementation in schools | | | | ✓ | C |
| | Chief executive officer: appoint and dismiss | | ✓ | | | |
| | Accounting officer: appoint and dismiss | | ✓ | | | |
| | HTs: appoint and dismiss | | | ✓ | C★ | |
| | Academy Senior Leaders: appoint and dismiss | | | ✓ | | C |
| | Other Academy staff: appoint and dismiss | | | | | ✓ |
| | Budget plan to support delivery of trust key priorities: agree | | ✓ | C | | |
| | Budget plan to support delivery of schools' key priorities: agree | | | ✓ | | C |
| | Changes to the Trust's staff structure with an annual cost above CEO delegated approval: agree | | ✓ | C | | |
| | Changes to the Trust's staff structure with an annual cost below CEO delegated approval: agree | | | ✓ | | |
| | Schools' staffing structure: agree | | | ✓ | | C |
| | Approve and monitor the implementation of the school improvement strategy for the Trust | | ✓ | C | | |
| | School Development Plan: approve annually | | | ✓ | C★ | C |
| | School Development Plan: monitor implementation and impact | | | ✓ | ★ | C |
| | Safeguarding Policy: monitor implementation and effectiveness | | | ✓ | ★ | C |
| | Monitoring of school performance data (e.g., attendance, exclusions, progress), holding leaders to account | | | ✓ | ★ | C |
| | Monitoring of Trust performance data (e.g., attendance, exclusions, progress), holding leaders to account | | ✓ | C | C★ | |
| | Approve the deployment of school-to-school support | | | ✓ | C★ | C |
| | Monitor the deployment of school-to-school support | | ✓ | ✓ | C★ | |
| | Meet with Ofsted to discuss Governance | | | | ★ | |
| | Receive and review termly report from Head teacher and SIB, providing overview of school improvement | | | | ✓ | C |
| | Address complaints in accordance with the Trust Complaints Procedure | | ✓ | ✓ | ✓ | |
| | Form Exclusion Hearing Panels as required | | | | ✓ | |

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|---|---|---|---|---|---|---|
| **Trust Growth** | Ensure stakeholder experiences are consistent with reports provided by school leaders | | | | ✓ | |
| | Strategy for growth: approve and monitor | | ✓ | C | | |
| | Proposals for schools transferring into the Trust: review and approve | | ✓ | C | | |
| | Due diligence: agree process | | ✓ | C | | |
| | Due diligence: complete and report | | | ✓ | | |
| | Approve changes to the published admissions number for each academy | | ✓ | C | | |
| **Holding to account** | Monitoring progress on key priorities: agree reporting arrangements | | ✓ | C | | |
| | Ensuring compliance (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements | | ✓ | C | | |
| | Performance management of the chief executive: undertake | | ✓ | | | |
| | Performance management of HTs: undertake | | | ✓ | | |
| | External auditors: appoint | ✓ | | | | |
| | Chief Finance Officer: appoint | | ✓ | C | | |
| | Other Central Team positions: appoint and dismiss | | | ✓ | | |
| **Financial oversight** | Trust's scheme of financial delegation: establish, monitor and review | | ✓ | C | | |
| | External auditors' report: receive and respond | | ✓ | | | |
| | CEO pay award: agree | | ✓ | | | |
| | Headteachers' pay award: agree | | | ✓ | | |
| | Staff pay progression: review and agree | | ✓ | | | |
| | Benchmarking and trust wide value for money: ensure robustness | | | ✓ | | |
| | Monitoring budget: agree reporting | | ✓ | C | | |

## Chair's Action

The Trust has included within the governance arrangements, precautions for dealing with emergencies, where decisions may be urgently required, for occasions when it would not be possible to convene an emergency meeting.  Meetings of the Trust Board may be called at short notice and arranged within a week when necessary.  There may, however, be situations which arise where a 'delay' would be likely to be '*seriously detrimental*' to the interests of the schools or Trust, any student at the schools or their parent, or a member of staff within the Trust.

The Chair of the Board would be consulted in all the above cases but may use their discretion to establish the urgency of the matter and, should it be deemed necessary, may use 'Chair's action' to make a decision.  This would only apply where an urgent, sensitive matter requires a decision within – for example a 48-hour period, accounting for the fact that to convene a meeting within this timescale would not be feasible. In the Chair's absence, the power to use 'Chair's action' will also apply to the Vice-Chair, but only if the Chair is not contactable.