

# **Scheme of Delegation Make It Different Trust**

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## **Scheme of Delegation**

This Scheme of Delegation has been developed to clarify strategic level accountabilities and responsibilities across the Trust. It takes into account the Funding Agreement, Corporate and Charity law, Academy Trust Handbook, CIPFA guidance and other DfE guidance.

### **Introduction**

The Board of Trustees of Make It Different Trust has accountability for ensuring the Trust meets its charitable objectives and responsibility for setting the direction of the Trust, ensuring that it is solvent, compliant, and delivers the Trust's charitable objects for the benefit of the public.

The Board, under the Trust's Articles of Association, may 'delegate such powers and functions as they consider are required by the Chief Executive Officer (CEO) for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Trustees and for the direction of the teaching and curriculum at the Academies)'.

This document reflects the delegations that have been made.

The levels of delegation are as follows:

Board of Trustees

- Committees of Board of Trustees (Finance, Audit and Risk Committee in the first instance)
- CEO
- CFO
- Principal

Where Trustees have delegated responsibility for areas for which they are accountable, the scope of delegated responsibilities will be documented, along with reporting requirements and when Trustees may intervene. Whilst some delegated responsibilities may be further delegated, others, including those of Accounting Officer are for the Chief Executive Officer alone.

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### **Conflicts**

In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

### **Review**

The Scheme of Delegation shall operate from the Effective Date.

The Trustees will review this Scheme of Delegation at least on an annual basis and to alter any provision of it.

Legislative changes to accountabilities and responsibilities, or changes to delegated powers, will be immediately reflected.

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## Summary of roles

Members	Trustees	Board Committees	Chief Executive Officer	Chief Financial Officer	Principal
<p>Guardians of the governance of the Trust</p> <p>Appointing Trustees to the Board</p> <p>Acting as ambassadors for the Trust</p> <p>Removing Trustees</p> <p>High level (hands off) monitoring of the overall effectiveness of the Trust</p> <p>More detailed involvement when the Academy is in difficulties.</p> <p>Appointing the external Academy Auditors</p>	<p>Are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the memorandum and articles of association</p> <p>Ensure clarity of vision, ethos and strategic direction</p> <p>Hold the executive to account for the educational performance of the schools and their pupils, and the performance management of staff</p> <p>Oversee the financial performance of the Trust and make sure its money is well spent</p> <p>Are legally responsible for compliance with employment, company and charity laws, and with the Academy Trust Handbook.</p> <p>Are responsible for the implementation of all requirements as detailed in Keeping Children Safe in Education and of all laws and regulations around safeguarding and child protection.</p> <p>Are responsible for ensuring compliance around health and safety and data protection regulations.</p> <p>The Trust board will delegate to the chief executive responsibility for the day-to-day operations of the Trust</p> <p>The Trustees can determine whether to delegate any governance functions.</p>	<p>The Trustees may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the Trust board</p> <p>Committees are not legally accountable for statutory functions – the Trust board retains overall accountability, and the Accounting Office also holds responsibility.</p>	<p>Is the accounting officer and responsible for all areas that are encompassed in this role</p> <p>Is personally responsible to Parliament and to ESFA for the Trust's Financial Resource</p> <p>Will delegate executive management functions to the Senior Leadership team and is accountable to the Trust board for the performance of the SLT</p> <p>Has ultimate executive responsibility for delivering excellent educational provision and educational services</p> <p>Is responsible for leading and development and delivery of the Trust's strategy</p> <p>Line manages Principal and Chief Financial Officer</p>	<p>Is responsible for advising the CEO and Board in relation to strategic financial management, ensuring the Academy remains a going concern.</p> <p>Is responsible for the preparation and ongoing monitoring of the budget linked to the school development plan.</p> <p>Is responsible for the completion and submission of all financial related returns in a timely fashion allowing for scrutiny and approval by the CEO and Board.</p> <p>Is responsible for the implementation of financial controls within the academy ensuring compliance with all aspects of the Academy Trust Handbook.</p> <p>To support the CEO and Board in developing the Trust's strategy and seeking out opportunities for growth and partnerships.</p> <p>Will oversee the performance and line management of all support staff.</p> <p>Is responsible for the day-to-day management of all teams and functions covering payroll, finance, procurement, site management, cleaning, IT, catering, central resources, administration, governance, finance and HR.</p> <p>Is responsible for maximizing income generation and securing external funding relevant to the Trust.</p> <p>To lead on all external and internal audit reviews, reporting results to the Board in a timely fashion.</p>	<p>Provide professional leadership for the academy and secure its success and improvement</p> <p>Ensure high quality education for all its pupils and good standards of learning and achievement</p> <p>Provide leadership and management of the academy and its staff.</p> <p>Lead the Academy in ensuring effective financial resource use and management.</p>
<p>MONITORS/ RECEIVES REPORTS FROM: Trustees Receives annual accountants at AGM</p>	<p>REPORTS TO: Members</p> <p>MONITORS/ RECEIVES REPORTS FROM: Committees/ CEO, CFO and LGBs when in place</p>	<p>REPORTS TO: Trustees</p> <p>MONITORS/ RECEIVES REPORTS FROM: EHT, CFO, Exec team and LGBs</p>	<p>REPORTS TO: Trustees and Committees</p> <p>MONITORS/ RECEIVES REPORTS FROM: CFO, Executive Team, Principal</p>	<p>Reports to: CEO, Trust Board, Committee and Members.</p> <p>MONITORS/RECEIVES REPORTS FROM: Academy staff</p>	<p>REPORTS TO: CEO</p> <p>MONITORS/ RECEIVES REPORTS FROM: Academy SLT</p>

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## Scheme of Delegation

The Scheme of Delegation sets out key activities of the Trust and definitions of key roles and groups.

<b>R</b>	Means <b>Responsible</b> . The individual that has been delegated responsibility to ensure an activity is undertaken within defined and agreed time, cost and quality constraints; reporting progress as required.
<b>A</b>	Means <b>Accountable</b> . The individual that has ultimate accountability for ensuring completion of a task.
<b>S</b>	Means <b>Support</b> . The individual/group who should provide support to those responsible for the task, during the implementation of the task. The individual/group providing support should be ready to give valuable advice and input where applicable.

### 1. Overarching Governance

Member matters:		Members	Trust Board	CEO	CFO	Principal
Item						
1.1	Amendment of Articles of Association	A	R	S	S	
1.2	Call Members' Meetings	A	S			
1.3	Appoint/remove Members and Trustees	A	S			
1.4	Ensure appropriate procedures are in place for the recruitment of Member Appointed Trustees	A	R			
1.5	Member Register of Interests are completed and keep under regular review	R		A	S	
1.6	Hold Trustees to account for achieving the Trust's objectives, effective governance and working with the law and any guidance on the governance of academy trusts	A	R			
1.7	Determine the name of the Trust	A	R	S		
1.8	Appoint External Auditors	A	R	S	S	
1.9	Receive Statutory Accounts	A	R		S	
1.10	Dissolve the company	A	R	S	S	S
1.11	Members/Trustees to complete an Ethos of Undertakings Form	R	A	S	S	
Board matters		Members	Trust Board	CEO	CFO	Principal
Item						
1.12	Complete/Review Trustee Board skills audit and training plan annually		A	R		
1.13	Appoint/Remove Chair/Vice Chair of Trustees		A	R		
1.14	Appoint Governance Professional to the Trustees		A	R	S	
1.15	Appointment of CEO		A	R		
1.16	Appoint Headteacher		A	R	S	
1.17	Ensure that all statutory governance roles are allocated to board members via Link Trustee Portfolios (e.g. Careers, Safeguarding, SEND etc.) and that each Link Trustee is given appropriate support and training to conduct this role on behalf of the board.		A	R	S	
1.18	Agree Scheme of Delegation and review annually		A	R	S	S

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1.19	Approve Board of Trustees Annual Schedule of Business		A	R	S	S	
1.20	Ensure the quality of teaching, learning and assessment, personal development and best outcomes for children and learners		A	R		S	

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## 2. Strategy and leadership

Item	Members	Trust Board	CEO	CFO	Principal
2.1	Ensure the Trust is financially viable, run in accordance with its Articles and law and meeting its charitable objectives	A	R	R	S
2.2	Agree Trust Strategic and Operational Plan, including growth model	A	R	S	S
2.3	Develop the character, mission and ethos of the Trust	A	R	S	S
2.4	Scrutiny of performance of the Academy	A	R		S
2.5	Performance management of CEO	A	R		
2.6	Ensure statutory policies are in place, approved and reviewed in line with statute and guidance	A	R	R	S
2.7	Ensure compliance with all regulation, policies and other statutory obligations	A	R	R	S
2.8	Approve and maintain the risk process and approve the risk appetite	A	S	S	S
2.9	Formally approve and review non DfE statutory school specific policies	A	S	S	R
2.10	Ensure School Development Plans are in place and regularly reviewed	A	R	S	R
2.11	Set the curriculum in line with the national curriculum and context of the school	A	S		R
2.12	Review and challenge the spend of pupil premium/sports funding and recovery funding in terms of educational outcomes and narrowing the achievement gap	A	S	S	R

## 3. Education

Item	Members	Trust Board	CEO	CFO	Principal
3.1	Admission Policies and decisions	A	A		R
3.2	Review and evaluate school performance	A	R		S
3.3	Evaluate the school self evaluation and key priorities	A	S		R
3.4	Agree term dates and length of school day	A	S		R

## 4. Behaviour, Attendance and Inclusion

Item	Members	Trust Board	CEO	CFO	Principal	
4.1	Ensure pupil attendance is monitored and challenged in line with national guidance	S	A		R	
4.2	Fixed term or permanently exclude a pupil		S		A	R
4.3	Review the decision to permanently exclude a pupil/direct reinstatement of a pupil		S		A	R

## 5. Finance

Trustees have delegated responsibility for financial performance and monitoring financial administration of the Academy (except for those items reserved for Trustees) to the Finance, Audit and Risk Committee. The Committee will ensure the CEO, CFO, Principal and other staff act within their delegated authority, as laid out in the Financial Scheme of Delegation and approved by the Trustee Board. This document contains matters which are not addressed through the Financial Scheme of Delegation.

Item	Members	Trust Board	CEO	CFO	Principal
5.1	Appointment of the Accounting Officer and inform the Secretary of State	A R			
5.2	Appointment of the CFO/FD	S	A R		
5.3	Ensure Trust's continuing compliance with all requirements of ESFA/DfE and Funding Agreement	A R	S	S	
5.4	Agree Investment policy in line with the Academies Handbook	A	R	S	
5.5	Agree the financial charging model for academies	A R	S	S	S
5.6	Approval of Special Payments per ESFA including staff severance and compensation payments	A R	S	S	
5.7	Approval of novel or contentious transactions - which always must be referred to the ESFA for prior authorisation	A R	S	S	
5.8	Approve a scheme for paying Governors allowances	A R		S	
5.9	Ensure the Trust is adequately insured (RPA)	A	R	R	
5.10	Review and approve a Charging and Remissions policy for the Trust for the academies	A R	S	S	
5.11	Approval of capitalisation limits and depreciation policy for the Trust	A R	S	S	
5.12	Ensure sufficient capacity and expertise to manage the finances of the Academy	A	R	S	
5.13	Agree the Trust reserves policy	A R	S	S	
5.14	Agree to write off debts and assets above an agreed minimum	A R	S	S	
5.15	Agree a gifts and hospitality policy and its implementation	A	R	S	S
5.16	Approve the Academy Financial Policy and Procedures.	A	R	S	

## 6. Compliance

Item	Members	Trust Board	CEO	CFO	Principal
6.1	Agree the annual audit program and recommend to Trustees	A	R	S	
6.2	Receive External and Internal Audit Management letters and findings reports	A	R	S	
6.3	Ensure all points raised from Annual Audit Management reports are actioned and provide Board with assurance	A	R	S	
6.4	Investigate any financial irregularities and report to Trust Board	A	R	S	
6.5	Investigate financial irregularities at Trust Board level	A	R	S	
6.6	Agree Trust Policy delegation list	A	S	S	
6.7	Ensure the Academy operations are managed in line with all Trust policies and procedures		A	S	R
6.8	Ensure all financial returns and governance information is submitted to deadline.	A	R	S	
6.9	Ensure all business and pecuniary interests of Trustees and Executive team are completed, up to date and publicised.	A	S	S	

## 7. Estates

Item	Members	Trust Board	CEO	CFO	Principal
7.1		A	R	R	R
7.2		A R	S	S	
7.3		A	R	S	S

## 8. Human resources

Item	Members	Trust Board	CEO	CFO	Principal
8.1		A	R		
8.2		A R	S	S	
8.3		A R			
8.4		A	R		
8.5		A	R		
8.6			A		S
8.7		A	R	S	S
8.8		A	R	S	
8.9		A R	S	S	R

## 9. Communications

Item	Members	Trust Board	CEO	CFO	Principal
9.1		A	R	S	
9.2		A	S	S	R

## 10. Safeguarding

Item	Members	Trust Board	CEO	CFO	Principal
10.1		A	R		S
10.2		S	A		R

## 11. Financial Authorisation limits

Authorisation boundaries	£ levels	Signatories
Up to and including	£250	OFM
Up to and including	£500	PD
Between	£501-£5,000	CFO
Between	£5,001 – 10,000	CEO

<b>Between</b>	<b>£10,001 - £25,000</b>	<b>CFO and CEO</b>
<b>Above</b>	<b>£25,000</b>	<b>CFO and CEO and Chair</b>