Scheme of Delegation

Contents

Statement of intent

In accordance with the trust's 'Articles of Association' (AoA), this document outlines the delegation of powers within Omega Multi-Academy Trust to the relevant key leadership/governance teams and personnel.

This document has been implemented to ensure the trust's governance arrangements are compliant and in accordance with statutory and regulatory guidance, and to clearly outline the responsibilities delegated by the board of trustees.

This should be read in conjunction with the Local Governing Body (LGB) Terms of Reference (ToR) document, and this document may only be amended by the board of Trustees.

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 trust is committed to providing a high standard of education and care, whilst ensuring that value for money is achieved. The governance systems outlined in this document will always be implemented with the aim of the ensuring that the trust acts in an effective and transparent manner.

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 in section 2.

The underpinning principle is one of 'earned autonomy' for successful schools within the Trust, whereby most areas of responsibility are delegated to each Academy's Local Governing Body with the MAT Board of Trustees retaining the power of intervention should this be needed, based on their reviews of performance and associated plans for improvement.

The CEO provides the key link between academy leadership and Trust leadership. The emphasis is on mutual support and proactive collaboration to address perceived areas for improvement in advance of external judgement.

Schools may need supportive intervention from the MAT Board post-Ofsted, where a 'requires improvement' or 'inadequate' judgement is made, or post-results, where performance falls below 'floor standards' or meets 'coasting' definitions. Schools facing emergency staff-related matters or leadership shortages will be supported by the Trust, through the CEO, brokering support either from within the Trust or sourcing external cover.

This Scheme of Delegation (SoD) has been reviewed and approved by the board of trustees and will be reviewed and updated on an annual basis.
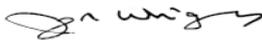
Signed by:

| | Chair of the board of trustees | Date: | 14 July 2020 |
| | Chief Executive Officer | Date: | 14 July 2020 |

1. Legal framework

1.1 This policy has due regard to all relevant legislation and statutory guidance including, but not limited to, the following:

- ESFA (2019) 'Academies financial handbook 2019'
- The Companies Act 2006
- Omega Multi-Academy Trust Articles of Association

1.2 This policy operates in conjunction with the following trust policies:

- Scheme of Financial Delegation
- Local Governing Body Terms of Reference

2. Definitions

2.1 This scheme follows a responsibility assessment matrix known as a 'RACI' model for determining the delegated items. 'RACI' stands for Responsible, Accountable, Consulted, Informed. Each letter in the acronym represents a level of task responsibility.

2.2 **Responsible** – The person who is assigned to <u>do</u> the work.

2.3 **Accountable** – The person who makes the <u>final decision</u> and has the <u>ultimate ownership</u>.

2.4 **Consulted** – The person who must be consulted <u>before</u> a decision or action is taken

2.5 **Informed** – The person who must be informed that a decision or action <u>has</u> been taken.

3. Roles

3.1 This scheme of delegation details only includes the key trust leadership roles, and it is up to each of these roles if they wish to delegate any of their items further. However, the role in this document will retain ultimate accountability for the item delegated to them.

3.2 **Trustees** – board of trustees of Omega Multi-Academy Trust, as a collective board and not any one singular trustee.

3.3 **CEO** – Chief Executive Officer, who reports to the board of trustees and has ultimate accountability for the day to day operation of all schools within the trust.

3.4 **LGB** – Local Governing Body, who are a sub-committee of the MAT board, and are appointed in accordance with the LGB Terms of Reference document.

3.5 **HT** – Headteacher of each school within the trust.

3.6 **SPC** – Staff / Parents / Community of any school within the trust.

4. Sections

4.1 This scheme is split into the following sections:

- Trust Leadership & Management
- School Leadership & Management
- Education & Curriculum
- Safeguarding & wellbeing
- Financial *(in conjunction with the Scheme of Financial Delegation)*
- People (e.g. HR issues, appointments, and performance management)
- Operations

4.2 For any items not covered in the above sections or in this scheme of delegation, the accountability will sit with the Trustees and the responsibility will sit with the CEO.

5. Monitoring and review

5.1 This document is reviewed annually by the board of trustees, or sooner if updates to the 'Academies Financial Handbook' require changes to be made.

5.2 Any changes to this scheme will be communicated to Chairs of the local governing bodies by the Chair of the Trust Board, and to Headteachers by the CEO.

5.3 The scheduled review date for this document is 14th July 2021.

6. Trust Leadership & Management

	Item	Trustees		CEO		LGB		HT		SPC	
6.1	Develop the character/corporate identity, mission & values of the Trust and monitor, evaluate and review annually.	A	Receive reports, evaluate success and review focus.	R	CEO Reports, propose any re-focus needed	C	HT Reports, discuss school's role in wider Trust	C	Review with SLT, agree emphasis or specific focus	I	Advised of any changes
6.2	Produce a Strategic Plan for each 5-year period, reviewing success and priorities for development in the penultimate year.	A	Receive/record reports, challenge, evaluate/review plan and priorities	R	CEO Reports track Trust progress	C	Receive/record reports, challenge, evaluate/review plan and priorities	C	HT Reports track academy progress	I	Shared vision/priorities for development
6.3	Develop and review a Growth Strategy for the Trust.	A	Agree non-negotiables and approve any Trust expansion	R	Review offers and opportunities, deliver approved developments	C	Contribute to planning process	C	Contribute to planning process	I	Receive information as appropriate
6.4	Establish and review the Trust's strategic objectives and Key Performance Indicators (KPIs) annually, agree priorities for the Trust's development.	A	Approve strategic objectives annually	R	Monitor, evaluate and review annual objectives and propose new	C	Contribute to planning process	C	Contribute to planning process	I	Shared vision/priorities for development
6.5	Comply with all obligations in the Academies Financial Handbook.	A	Review annually and disseminate any changes	R	Monitor Trust-wide compliance	A	Review annually and promote awareness	R	Monitor academy compliance	I	Information on limitations
6.6	Comply with all the regulations affecting the Trust, including charity law and employment law.	A	Review annually and disseminate any changes	R	Monitor Trust-wide compliance	A	Review annually and promote awareness	R	Monitor academy compliance	I	Information on limitations

	Item	Trustees		CEO		LGB		HT		SPC	
6.7	Comply with the register of business interests and have a procedure to record and deal with conflicts of interest and related party transactions.	**A**	Review and record annually for trustees/executive officers	**R**	Report and deliver any agreed actions	**A**	Review and record annually for academy governors/SLT	**R**	Report and deliver any agreed actions	**I**	Access to minutes for transparency
6.8	Compile and review the Trust Risk Register.	**A**	Review and approve mitigation	**R**	Monitor, evaluate and update	**C**	Approve mitigating actions	**C**	Review academy specific risks and report	**I**	Awareness of risks via annual report
6.9	Establish a process for appointment of Trustees, based on skills-audit.	**A**	Members appoint Consult Trustees	**C**	Evaluate skills audit and report need	**I**	Informed and CoGs invited to meet	**I**	Informed and invited to meet	**I**	Informed
6.10	Establish a process for appointment of Governors, based on skills-audit.	**A**	Approval of LGB composition and effectiveness	**C**	Assist and advise HTs/CoGs	**R**	Establish LGB development and training	**C**	Support LGB skills audit and facilitate training	**I**	Informed of LGB membership and roles
6.11	Appoint and review the work of a Clerk to the Board and LGBs.	**A**	Appoint and review effectiveness	**R**	Liaise with Clerk/appropriate body	**C**	Contribute to review of effectiveness	**C**	Contribute to review of effectiveness	**I**	Essential updates advised of change
6.12	Prepare and review Terms of Reference (ToR) for LGBs and other Committees.	**A**	Approve and review ToR	**R**	Monitor and report	**C**	Report any concerns	**C**	Report any concerns	**I**	Access as appropriate
6.13	Establish and review an annual training programme for Trustees and Governors.	**A**	Approve and review need and effectiveness	**R**	Liaise with provider and evaluate provision	**C**	Report effectiveness and raise needs	**C**	Report effectiveness and raise needs	**I**	Access as appropriate
6.14	Establish and review Trust-wide policies, including safeguarding, health and safety, admissions and charging.	**A**	Approve and review	**R**	Monitor and evaluate Trust-wide	**C**	Review at academy-level	**C**	Monitor and report on academy-specific concerns	**I**	Policy and practice alerts on change

7. School Leadership & Management

	Item	Trustees		CEO		LGB		HT		SPC	
7.1	Develop the individual school character or focus within the corporate identity, mission & values and any growth.	C	Consider any refocus within wider context	C	Review with HTs	A	Approve academy emphasis	R	Review and report	C	Engaged in regular 'voice' activities
7.2	Establish and review the strategic objectives for the individual academies in the School Improvement Plan (SIP) and KPIs under the umbrella of Trust-wide objectives.	I	Receive CEO reports	C	Support academy delivery, undertake school visits and contribute to review	A	Approve strategy and academy-specific SIP/KIPs	R	Produce and review SIP and evaluate school performance data	C	Shared vision, Leadership and staff meetings
7.3	Review performance against the academies' individual SIP and KPIs.	I	Receive summary information	C	Discuss self-evaluation process and data	A	Review and approve new plans	R	Analyse and report	I	L/ship analysis disseminated
7.4	Establish and review school-specific policies and systems	C	Consider CEO reports	C	Involved by HT in significant change	A	Approval	R	Review	C	Tiered involvement
7.5	Setting term dates two years in advance.	A	Approval	R	Recommend to Board	C	Proposal review	C	CEO consults HTs	C	HTs consult staff
7.6	Review of School Day and opening hours.	A	Approve change	C	HTs share with CEO	R	Run consultation with parents and propose change	R	Propose rationale	C	Consulted
7.7	Provision of school lunches, Free School Meals and compliance with nutritional standards.	I	CEO reports	I	HT reports received	A	Audit and approve	R	Review provision	C	Student, staff, parent voice

8. Education & Curriculum

	Item	Trustees		CEO		LGB		HT		SPC	
8.1	Review the quality of education, ensuring monitoring of all aspects T+L and leadership.	I	Consider CEO reports	C	Advise on evaluation and source support	A	Review and approve actions to challenge/support development	R	Monitor, evaluate and report on impact of SIP	C	L/ship discussion and subject/dept planning
8.2	Review the effectiveness of the curriculum, ensuring it is fit for purpose with clear intent, implementation and impact.	I	CEO reports	C	Challenge and support academy development	A	Review and approve	R	Evaluate impact and lead change	I	Curriculum rationale, intent, implementation
8.3	Review the pupil 'school experience', including personal development, welfare, and behaviour.	I	CEO reports	C	Challenge and support vision/values into practice	A	Approve academy-based policy and practices	R	Lead associated SIP strategies, monitor, evaluate and review	C	Contribute to regular evaluation
8.4	Ensure regulations relating to SEND and LAC are in place and reviewed regularly to incorporate changes to guidance/legislation.	I	Informed of change and any concerns by CEO	C	Contacted as necessary	A	Review and approve	R	Monitor, evaluate, report	I	Updated with information as necessary
8.5	Review practice for all additional funding, including Pupil Premium Strategy and Catch Up provision, ensuring value for money and challenging achievement gaps.	I	Receive reports	C	PP VfM Reviews as required	A	Review and approve	R	Monitor, evaluate, report	C	Key staff involved in planning, parents/pupil reviews
8.6	Ofsted inspections management.	A	Overall responsibility	R	Directly involved in all inspections	R	ToR, direct responsibility	R	Leader of academy	C	Involved in process

9. Safeguarding & wellbeing

	Item	Trustees		CEO		LGB		HT		SPC	
9.1	Appointment of a Director of Safeguarding, who takes an active, strategic lead on all related matters.	A	Interview and appoint	R	Lead process	C	Consulted	C	Consulted	I	Informed of outcome
9.2	Maintenance of the Single Central Record in each individual academy.	I	Updated as needed	C	Support/challenge	A	Review, approve	R	Monitor, evaluate	I	Procedural reminders
9.3	Compliance with all statutory guidance.	A	Approve policy and practice	R	Respond to changes, review	R	Review academy practice	R	Monitor, evaluate	I	Updated
9.4	Compliance with Trust-wide policy in individual academies.	I	Updated as needed	C	Consulted on major change	A	Review and approve	R	Monitor, evaluate	R	Delivery
9.5	Appointment and relevant training of a Designated Safeguarding Lead.	I	Updated on change	I	Informed on change via Director	A	Approve appointment	R	Delegate role, monitor and evaluate	I	Awareness
9.6	Admissions criteria and policy	A	Review and approve	R	Evaluate and report	C	Consulted on change	C	Consulted on change	C	Consulted on change
9.7	Admissions decisions (not policy).	C	Consulted on significant issues	C	Consulted on significant issues	A	Approve	R	Implement, report	I	As required
9.8	Attendance and exclusions decisions.	I	Informed	C	Consulted on significant issues	A	Approve	R	Implement, monitor/evaluate	I	Reports
9.9	Academy-specific Behaviour for Learning policy	I	Informed as needed	C	Consulted on change	A	Review and approve	R	Monitor, evaluate and report	I	Procedural reminders, specific focus

10. Health and Safety

	Item	Trustees		CEO		LGB		HT		SPC	
10.1	*Establish and review a statement of intent and Trust-wide policy.*	**A**	Review and approve	**R**	Monitor, evaluate and report	**C**	Consulted	**C**	Consulted	**I**	Informed
10.2	*Establish individual academy, site-specific policies, systems and practices.*	**I**	Reports received	**C**	Consulted on major issues/change	**A**	Review and approve	**R**	Monitor, evaluate and report	**I**	Best practice reminders, training
10.3	*Monitoring of policy and practice, ensuring compliance to national standards and statutory guidance.*	**A**	Review and approve	**R**	Overview of compliance, appoint Trust-wide H+S provider	**R**	Review policy and procedures	**R**	Monitor, evaluate, work with H+S provider	**C**	Association reps involved in H+S matters

11. Financial

	Item	Trustees		CEO		LGB		HT		SPC	
11.1	*Scheme of Financial Delegation and financial policies to ensure compliance with the Trust's reporting requirements.*	**A**	Review and approve	**R**	Accounting Officer and lead CFO/finance team	**I**	May be involved in any consultation	**I**	May be involved in any consultation	**I**	Procedural reminders
11.2	*Financial Oversight: maintain appropriate financial controls to ensure regularity, probity and value for money in relation to the management of public funds.*	**A**	Review and approve	**R**	Monitor, evaluate and report	**I**	Updates received from HT via CEO/CFO	**R**	Monitor, evaluate and report	**I**	Procedural reminders

Item		Trustees		CEO		LGB		HT		SPC
11.3	*Approval of annual accounts.*	**A** Review and approve	**R** Work with Auditors, evaluate and report	**I** Management Accounts	**I** Expenditure/VfM review	**I** Statutory accounts available
11.4	*Appointment of external auditors.*	**A** Review and approve	**R** Manage the process and report	**I** Recommended actions received	**I** Recommended actions implemented	**I** Recommended actions implemented
11.5	*Agree 3-year internal audit focus and appointment of internal auditors.*	**A** Review and approve	**R** Manage the process and report	**I** Recommended actions received	**I** Recommended actions implemented	**I** Recommended actions implemented
11.6	*Authorise and establish a bank account and approve bank mandates in the name of the Trust.*	**A** Review and approve	**R** Manage and make recommendation	**I** Informed	**I** Informed	**I** Information available as required
11.7	*Agree a Funding Model across the Trust and develop an individual Funding Agreement for each academy in order to secure the financial health of the Trust.*	**A** Review and approve	**R** Monitor and evaluate	**I** Informed	**I** Informed	**I** Information available as required
11.8	*Formulating and setting the Trust's annual budgets, including applying the agreed top-slice before providing individual academy allocations.*	**A** Review and approve budgets	**R** Evaluate and plan with CFO/HTs, present to Trustees	**C** Work with HT to draft desired budget	**C** Work with CEO/CFO to propose budget	**I** Budget allocation management for cost centres
11.9	*Management of individual academy budgets, ensuring appropriate expenditure and delivery within budget.*	**A** Review expenditure, ensure in-line with budget	**C** Consulted on proposed in-year changes	**I** Informed	**R** Monitor, evaluate and report on expenditure	**I** Information as needed

Item		Trustees		CEO		LGB		HT		SPC	
11.10	*Financial KPI setting and reporting.*	**A**	Review and approve	**R**	Monitor, evaluate and report	**I**	Informed	**I**	Informed	**I**	Informed
11.11	*Agreeing the Trust's investment policy in line with the SoD.*	**A**	Review and approve	**R**	Monitor, evaluate, report and recommend	**I**	Informed	**I**	Informed	**I**	Informed
11.12	*Setting Trust-wide procurement policy in accordance with the Funding Agreement and Academies Financial Handbook.*	**A**	Review and approve	**R**	Ensure compliance, report	**I**	Informed	**I**	Informed	**I**	Informed
11.13	*Entering into contracts in line with the Financial SoD.*	**A**	Review and approve	**R**	Monitor, evaluate, report and recommend	**I**	May be involved in any consultation	**I**	May be involved in any consultation	**I**	Informed of decisions

12. People

Item		Trustees		CEO		LGB		HT		SPC	
12.1	*Establishing and reviewing Trust-wide Human Resources policies, including discipline and grievance.*	**A**	Review and approve	**R**	Monitor, evaluate and report	**C**	Consulted on change	**C**	Work with CEO to review annually	**C**	JCNC/staff consultations
12.2	*Establishing and Reviewing Pay and Appraisal policies.*	**A**	Review and approve	**R**	Evaluate and recommend	**C**	Consulted	**C**	Consulted	**C**	Consulted
12.3	*Determining, allocating and reviewing effectiveness of central services provided to the academies by the Trust.*	**A**	Review and approve	**R**	Monitor, evaluate, report, recommend	**C**	Feedback invited	**C**	Feedback invited	**C**	Wider consultation as appropriate

	Item	Trustees		CEO		LGB		HT		SPC	
12.4	Setting terms and conditions of employment of staff.	**A**	Approve	**R**	Review in consultation	**C**	Consulted	**C**	Review with CEO academy staff	**C**	JCNC
12.5	Appointment and dismissal of the CEO.	**A**	Approve process and final decision	**-**		**I**	Informed, but maybe involved in process	**I**	Informed, but maybe involved in process	**I**	Informed of outcome
12.6	Appointment and dismissal the CFO, Directors of central services, Headteachers and DHTs.	**A**	Approve process and final decision	**R**	Lead process	**C**	Involved in the process	**C**	Involved in the process	**I**	Informed of outcome
12.7	Trust-based appointments and dismissals to central services.	**A**	Approve process and final decision	**R**	Lead process	**I**	Informed of outcome	**I**	Informed of outcome	**I**	Informed of outcome
12.8	Staff appointments/dismissals in academies in line with agreed staffing structures, including SLT, but not HT and DHT.	**I**	Informed as appropriate	**C**	Consulted as appropriate	**A**	Approve process and final decision	**R**	Lead process	**I**	Informed of outcome
12.9	Applying pay awards to reflect national agreements, scales and grades.	**A**	Approve	**R**	Review in consultation	**C**	Consulted	**C**	Review with CEO academy staff	**C**	JCNC
12.10	Pay Review management, including performance related pay and incremental rises for academy staff.	**I**	Informed as appropriate	**C**	Consulted as appropriate	**A**	Review and approve	**R**	Lead process, recommend	**I**	Informed of outcomes
12.11	Stakeholder engagement: regular staff, parent and student voice opportunities and consultations on school-based planning and delivery.	**C**	Consulted on process	**C**	Consulted on process	**A**	Approve process and review	**R**	Lead process, evaluate and report	**C**	Participation in consultation

13.   Operations

Item		Trustees		CEO		LGB		HT		SPC	
13.1	Land acquisition and disposal.	A	Review and approve	R	Evaluate and recommend	C	Consulted	C	Consulted	C	Consulted
13.2	Asset register and management, including change of use of assets.	A	Review and approve	R	Monitor, evaluate need, recommend	C	Consulted	R	Ensure kept up to date, evaluate need	C	Consulted
13.3	ICT Strategy, including changes to statutory guidance and data protection law (GDPR).	A	Review and approve	R	Monitor, evaluate, report and recommend	C	Consulted on developments	C	Consulted on developments	C	Consulted on developments
13.4	Premises management strategy.	C	Consulted as appropriate	C	Consulted as needed	A	Review and approve	R	Lead, monitor, evaluate	I	Information as needed
13.5	Arranging insurance for the Trust and all academies.	A	Review and approve	R	Evaluate and recommend	I	Informed	I	Informed	I	Informed
13.6	Overseeing public relation activities to the wider community.	A	Review and approve	R	Communication Monitor, evaluate and report	C	Involved in discussion	R	Regular contact and reports	C	Involved in discussion
13.7	Information management, including data breaches, freedom of information (FOI) and subject access requests (SAR) logs.	A	Review and approve	R	Monitor, evaluate, respond and report	C	Involved as required	R	Monitor, evaluate, respond	I	Procedural reminders
13.8	Trust and academy marketing, prospectus and website upgrades.	A	Review and approve	R	Monitor, evaluate and report	C	Involved at academy level	R	Regular updates	I	Shared information