

**Scheme of Delegation**

**2024/2025 Academic Year**

**Contents**

[Trust Context, Vison and Values 1](#_Toc170139091)

[Governance Structure 2](#_Toc170139092)

[Scheme of Delegation Framework 3](#_Toc170139093)

[Roles and Responsibilities 4](#_Toc170139094)

[Appendix A – Governance Structure 5](#_Toc170139095)

[Members 5](#_Toc170139096)

[The Board of Trustees 5](#_Toc170139097)

[Senior Leadership Structure 6](#_Toc170139098)

[Local Governing Bodies 7](#_Toc170139099)

[Appendix B – Delegated Responsibilities 8](#_Toc170139100)

[Appointments 9](#_Toc170139101)

[Strategy & Leadership 10](#_Toc170139102)

[Governance 11](#_Toc170139103)

[People 13](#_Toc170139104)

[Finance 14](#_Toc170139105)

[Risk Management 15](#_Toc170139106)

[Curriculum & Standards 16](#_Toc170139107)

[Policies 17](#_Toc170139108)

[Monitoring Arrangements 17](#_Toc170139109)

# **Trust Context, Vison and Values**

Spa Education Trust (the Trust) is a well-established multi-academy Trust. As of July 2024, the Trust has two schools (one secondary academy and one 4 – 16 free school), both based in Southwark, South London. The Trust has several layers of governance: Members, Board of Trustees, Operation Committee, Senior Leadership Team and Local Governing Bodies that provide school focused challenge and support.

This Scheme of Delegation is underpinned by the Trust’s vision:

*Spa Education Trust is a community made up of students, parents, staff, governors and trustees, working together. Our vision is to provide excellence in education for students with autistic spectrum disorders. The trust aims are that all students:*

* *are happy safe and healthy;*
* *learn and achieve at every level;*
* *develop independence and self-advocacy;*
* *Work with parents and carers to contribute fully to students’ progress.*

# **Governance Structure**

The Trust’s governance structure is shown in Appendix A.

* Members are the guardians of the governance of the Trust and must ensure it carries out its charitable objective. To do this they need an overview of governance arrangements, but responsibility for conducting the business of the Trust remains firmly with the Trustees. Members should therefore be ‘eyes on, hands off’.
* The Board of Trustees (“The Board”) has ultimate legal accountability for the Trust and is responsible for Trust policy and strategic decision-making. The Board of Trustee can execute all powers of the Trust, including those which have been delegated. The Trustees oversee the management and administration of the Trust and its schools and delegate authority and responsibility to others, including the Executive Headteacher and School Leadership Teams, to undertake the day to day management of the Trust and its schools. Key matters reserved to the Board include setting the strategic direction, vision and values of the Trust and approval of the Trust strategic plan, policies and educational targets. The Trustees act as both Charity Trustees and the Directors of the Company (Spa Education Trust).

The Board is supported in its work by its committees for:

* Audit, Risk, Finance, HR & Premises – Operations Committee
* Achievement, Standards & Wellbeing - Local Governing Bodies
* Setting Executive pay – Executive Headteacher Pay Committee

The Trust Articles of Association set out the charitable objects of the Trust along with its governance composition and overarching procedures. They can be viewed on the Trust [website](https://spa-education.org/spa-education-trust/trustees/academy-articles-of-association):

* The Senior Leadership Team comprises the Chief Executive Officer (CEO), the Chief Financial Officer (CFO) and a number of other senior Trust leaders. The Trustees delegate the day to day management of the Trust to the CEO, who is also the Accounting Officer (AO). The CEO is responsible for the leadership and management of the Senior Leadership Team (SLT) which, in turn, is responsible for the operational running of the Trust and for supporting the Trust schools.
* The Head of Schools are responsible for the day to day management of the Trust’s schools.
* The Local Governing Body (LGB) of each school is accountable to the Board for ensuring that the school leadership teams fulfil their responsibility for educational outcomes for their pupils, safeguarding, health and safety and community engagement. They provide the governance role of challenge and support at school level. The LGB Terms of Reference sets out the constitution, the process for appointment / removal of governors and how the LGB will operate.

# **Scheme of Delegation Framework**

The Board has overall responsibility for governance of the Trust and all its schools. The Board delegates many of its governance functions to other layers of governance, including to the Operations Committee, Executive Headteacher, Finance Manager, LGBs and Head of Schools. This Scheme of Delegation defines these responsibilities and accountabilities and is in line with the following documents:

* The Trust’s Articles of Association, which set out, the charitable objects of the Trust along with its governance composition and overarching procedures.
* The Trust’s Funding Agreements that set out the conditions upon which the Trust receives its funding.
* The Academy Trust Handbook which is issued by the Education and Skills Funding Agency (ESFA) and sets out the financial framework and governance requirements for academy trusts reflecting their status as companies, charities and public bodies.

# **Roles and Responsibilities**

The following pages detail the specific responsibilities of the Board, Executive Headteacher, Senior Leadership Team, Local Governing Bodies and Head of Schools in the areas of governance; budgets, finance and risk; staffing and HR; standards, curriculum and target setting; safeguarding; SEND; complaints; health, safety and estates, and information management, communication and marketing.

A sponsored academy, or an academy where there are concerns about leadership, governance or other areas, may have fewer delegated functions which will be determined on a case by case basis. The specific responsibilities of the Members are as follows:

* Review, amend and agree the Articles of Association
* Change the name of the Trust
* Receive an Annual Report from the Board and the CEO on the Trust’s performance (including standards)
* Appoint/remove Members
* Appoint up to nine Trustees and remove any of these
* Receive the Trust’s audited annual accounts
* Appoint external auditors for the Trust
* Approve any service contracts for Trustees

# **Appendix A – Governance Structure**

## **Members**

The DfE Governance Handbook states that each Trust determines how best to keep Members informed so they can be assured that the Board is exercising effective governance and leadership of their Trust. The Board of Trustees are invited to every general meeting including the AGM. It is the Board who call these meetings and decide on the agenda. This maintains a robust governance structure as the majority of Members are independent of the Board.

**The Board of Trustees**

Roles and Responsibilities

The skills of all trustees are regularly audited and areas of expertise or interest identified. Trustees take a leading interest and responsibility across the following areas:

* Workforce;
* Safeguarding;
* School Improvement;
* Governance and Leadership;
* Finance and Operations;
* School Improvement;
* High Quality and Inclusive Education.

## **Senior Leadership Structure**

The Board is supported via the following Senior Leadership staffing structure:

Spa Education Trust Central Leadership Team

* Executive Headteacher (CEO)
* Finance Manager (CFO)
* HR Manager
* Premises Manager

Spa School Bermondsey Senior Leadership Team

* Head of School
* Deputy Headteacher
* Assistant Headteacher
* Assistant Headteacher
* Assistant Headteacher

Spa School Camberwell Senior Leadership Team

* Head of School
* Deputy Headteacher
* Assistant Headteacher
* Assistant Headteacher
* Assistant Headteacher

## **Local Governing Bodies**

Spa School Bermondsey

Spa School Camberwell

# **Appendix B – Delegated Responsibilities**

**Key**

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 **R**esponsible and **A**ccountable for action at this level

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 **R**esponsible for action at this level

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 **A**ccountable for action at this level

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 **S**upport to those accountable and/or responsible for decision-making

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 **C**onsulted by those accountable and/or responsible for decision making

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 **I**nformed by those accountable and/or responsible for decision making

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| **Appointments** | **Members** | **Trustees** | **CEO** | **Operations Committee** | **CFO** | **Local Governing Bodies** | **Head of School** | **Comments** |
| Members: Appoint/Remove in accordance with the Trust’s Articles of Association | **A** | **R** | **S** | **I** |  | **I** |  |  | Trustees responsible for calling the meeting |
| Trustees: Appoint in accordance with the Trust’s Articles of Association | **A** | **R** | **A** | **R** |  |  | **I** |  |  |  |
| Trustees: Remove in accordance with the Trust’s Articles of Association | **A** | **R** | **A** | **R** |  |  | **I** |  |  | TB accountable to Members |
| Trustees: Update Companies House with changes in Trustees |  | **A** | **A** |  | **R** |  |  |  |
| Trustees: Annually appoint trustees to the Executive Pay Committee |  | **A** | **R** |  |  |  |  |  | TB accountable to Members |
| Chair of Trust Board: appoint annually, remove, suspend |  | **A** | **R** | **I** |  | **I** | **I** | **I** | TB accountable to Members |
| Chair of Operations Committee: appoint annually, remove, suspend |  | **A** | **R** |  |  |  |  |  | TB accountable to Members |
| Chair of Local Governing Bodies: appoint annually, remove, suspend |  | **A** | **R** | **I** |  |  | **I** | **I** | TB accountable to Members |
| Chief Executive Officer: appoint, remove, suspend |  | **A** | **R** |  |  | **I** |  | **I** | TB accountable to Members |
| Chief Financial Officer for delivery of Trust’s detailed accounting processes: appoint, remove, suspend |  | **A** | **R** |  |  |  | **I** | CEO to advise TB |
| External Auditor: appoint at the Annual General Meeting | **A** | **R** | **S** |  |  | **S** |  |  | Trustees responsible for calling the meeting |
| External Auditor: recommend |  | **A** | **R** | **C** |  | **S** |  |  | CFO to advise TB  |
| Internal Auditor: appoint |  | **A** | **R** | **C** | **S** | **S** |  |  | CFO to advise TB |
| Central Trust staff: appoint, remove, suspend |  | **I** | **A** | **R** |  |  |  |  | CEO accountable to TB |
| Head of School: appoint, remove, suspend |  | **C** | **A** | **R** |  |  |  |  | CEO accountable to TB |
| LGB members: elect and appoint in accordance with the Trust’s Articles  |  | **A** | **R** | **C** |  |  | **C** | **S** |  |
| Designated Trustee for Safeguarding  |  | **A** | **R** | **C** |  |  | **I** | **I** |  |
| Clerk to Trust Board: appoint, remove, suspend  |  | **A** | **R** | **C** | **I** | **I** | **I** |  | TB accountable to Members |
| Clerk to Operations Committee: appoint, remove, suspend  |  | **A** | **R** | **C** | **I** |  |  |  | TB accountable to Members |

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| **Strategy & Leadership**  | **Members** | **Trustees** | **CEO** | **Operations Committee** | **CFO** | **Local Governing Bodies** | **Head of School** | **Comments** |
| Trust’s vision, values and ethos: determine  |  | **A** | **R** | **C** |  |  |  | **S** | TB accountable to Members |
| Trust’s strategic plan, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine  |  | **A** | **R** |  |  |  |  | TB accountable to Members |
| Trust-wide strategy for academy improvement  |  | **A** | **R** |  | **I** | **I** | **C** | TB accountable to Members |
| Academies strategic plans, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine  |  | **A** | **R** |  | **I** | **I** | **C** |  |
| Effective implementation of strategy: Hold CEO to account  |  | **A** | **R** |  |  |  |  |  | TB accountable to Members |
| Progress against Trust Strategic Plan: review  |  | **A** | **R** |  |  |  |  | CEO to advise TB |
| Trust-wide Estates strategy: determine  |  | **A** | **R** |  |  |  |  |  |
| Trust-wide IT strategy: determine  |  | **A** | **R** |  |  |  |  |  |
| Trust-wide procurement strategies and efficiency savings programme: develop  |  | **A** | **R** |  |  |  |  |  |
| Trust-wide strategy for insurance arrangements to comply with the Trust’s legal obligations and to deliver financial efficiencies: agree  |  | **A** | **R** |  |  |  |  | CFO to advise TB |
| Asset Use and Maintenance Strategy: determine  |  | **A** | **R** |  | **S** |  |  |  |
| Trust Contingency & Business Continuity Plans: agree  |  | **A** | **R** |  |  |  | **I** | CEO to advise TBTB accountable to Members |
| Trust Expansion Plan / due diligence  |  | **A** | **R** |  |  |  |  | CEO to advise TBTB accountable to Members |
| Enhance Trust-wide collaboration  |  |  | **A** |  |  |  |  | CEO accountable to TB |
| National education policy changes: review  |  |  | **A** | **R** |  |  |  | **S** | CEO to advise TB |

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| **Governance**  | **Members** | **Trustees** | **CEO** | **Operations Committee** | **CFO** | **Local Governing Bodies** | **Head of School** | **Comments** |
| Role description for Members  | **A** | **R** | **I** |  |  |  |  |  |  |
| Role descriptions for Trustees / Chair / Operations Committee / LGBs: agree |  | **A** | **R** | **C** | **I** | **I** | **I** | **I** |  |
| Articles of Association: review and agree | **A** | **R** | **C** |  |  |  |  |  |
| Scheme of Delegation: review and agree |  | **A** | **R** | **C** | **I** | **S** | **I** | **I** |  |
| Governance structure (Committees) for the Trust: establish and review annually |  | **A** | **R** | **C** | **I** | **I** | **I** | **I** |  |
| Terms of Reference for Trust Board, Operations Committees & LGBs: agree annually |  | **A** | **R** | **C** | **I** | **I** | **I** | **I** | TB accountable to Members |
| Annual schedule of business for Trust Board (including policies): agree |  | **A** | **R** | **S** |  |  |  |  |  |
| CEO Report format: agree |  |  | **R** |  |  |  |  |  |
| Termly CEO Report: receive and review |  | **A** | **R** |  |  |  |  |  | CEO accountable to TB |
| Termly CFO Report: receive and review |  |  |  | **A** | **R** |  |  |  | CFO accountable to CEO |
| Termly Head of School Report: receive and review |  |  | **A** | **R** |  |  | **A** | **R** |  | HOS accountable to CEO |
| Reporting arrangements for progress on key priorities: agree |  | **A** | **R** | **R** | **R** | **R** | **R** |  |
| Reporting arrangements on use of grant funding – pupil premium, catch-up funding PE & sport: agree |  | **A** | **R** | **R** | **R** | **R** | **R** |  |
| Termly report on performance of the Trust: submit to Members |  | **A** | **R** | **C** |  |  |  |  | Chair of Trustees |
| Self-review of the Trust Board: complete annually |  | **A** | **R** | **C** |  |  |  |  | Chair of Trustees |
| Trust Board meeting attendance and contribution: review annually and publish attendance on Trust website |  | **A** | **R** |  |  |  |  |  |
| Operations Committee meeting attendance and contribution: review annually and publish attendance on academy website |  |  | **R** | **A** |  |  |  |  |
| Annual schedule of business for the Operations Committee (including policies): agree |  | **A** | **C** | **R** | **C** |  |  |  |
| Trustee school visits/support and challenge: agree arrangements |  | **A** | **R** | **C** |  |  |  | **C** | **S** |  |
| Compliance with publishing requirements on Trust and Academy websites including governance: ensure |  | **A** | **R** |  |  |  |  | CEO accountable to TB |
| Engagement with stakeholders | **R** | **R** | **R** | **R** | **R** | **R** | **R** |  |
| Trust Board Skills Audit: complete and recruit to fill gaps |  | **A** | **R** | **S** |  |  |  |  |  |
| Trustee Succession – Governance Roles & Responsibilities: plan |  | **A** | **R** | **C** |  |  |  |  | Chair of TB |
| Trustee recruitment: undertake |  | **A** | **R** | **C** | **S** |  |  |  | **S** |  |
| Local Governor recruitment: undertake |  | **A** | **R** | **C** |  |  |  | **S** |  |
| Support for Trust Board Member Panels (exclusions, complaints, appeals): undertake |  | **A** | **R** | **C** |  |  |  |  |  |
| Governance Training Programme: agree |  | **A** | **R** | **C** |  |  |  | **S** |  |

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| **People** | **Members** | **Trustees** | **CEO** | **Operations Committee** | **CFO** | **Local Governing Bodies** | **Head of School** | **Comments** |
| Trust’s staffing structure: recommend  |  |  | **R** |  |  |  |  | CEO to recommend to TB |
| Trust’s staffing structure: agree  |  | **A** |  |  |  |  |  | TB accountable to Members |
| Academy’s staffing structure: agree  |  | **A** | **R** |  | **I** | **I** | **C** |  |
| Trust-wide Wellbeing & Workload Charter: implement  |  | **A** | **R** |  | **I** | **I** | **C** |  |
| Appraisal of the CEO: undertake  |  | **A** | **R** |  |  |  |  |  |  |
| Appraisal of Head of School: undertake  |  |  | **A** | **R** |  |  |  |  |  |
| Appraisal of Academy Staff: undertake  |  |  | **A** |  |  |  | **R** |  |
| Staff appraisal procedure and pay progression: review and agree  |  | **A** | **R** |  |  |  |  |  |
| Pay recommendations: agree in accordance with policy  |  | **A** | **R** |  |  |  |  |  |

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| **Finance** | **Members** | **Trustees** | **CEO** | **Operations Committee** | **CFO** | **Local Governing Bodies** | **Head of School** | **Comments** |
| Named Accounting Officer (the CEO): agree  |  | **A** | **R** |  |  | **S** |  |  | TB accountable to Members |
| Overall responsibility of Trust Funds  |  | **A** | **R** |  |  |  |  | TB accountable to Members |
| Trust performance value for money: monitor and evaluate  |  | **A** | **R** | **S** | **S** |  |  |  |
| Trust balanced budget in accordance with ESFA timeframes: approve  |  | **A** | **R** | **S** | **S** |  |  | Operations Committee to advise TB |
| Budget plan to support delivery of Academy’s key priorities: agree  |  | **A** | **R** | **S** | **S** |  | **I** | Operations Committee to advise TB |
| Central spend / Management Fee for each Academy: agree  |  | **A** | **R** |  | **S** |  | **I** |  |
| Trust performance against Trust Budget: review  |  | **A** | **R** | **S** | **S** |  |  | Operations Committee to advise TB |
| Internal and External Auditors’ Report: receive and respond  |  | **I** | **I** | **A** | **R** |  |  |  | CFO accountable to TB |
| Financial Controls are in place: ensure  |  | **A** | **R** |  | **S** |  |  |  |
| Annual report and externally audited accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: approve  |  | **A** | **R** | **S** |  | **S** |  |  |  |
| Trust’s externally audited accounts: submit to ESFA by 31st December, circulate to every Member, publish on the Trust’s website by 31st January and file with Companies House by 31st May  |  | **A** | **I** |  | **S** |  |  |  |
| Management Accounts provided to Trustees monthly |  |  |  |  | **A** | **R** |  |  |  |
| Capital Projects: review and approve  |  | **A** | **R** |  | **S** |  | **I** |  |
| Scheme of Financial Delegation for the Trust: establish and review  |  | **A** | **R** | **C** |  | **S** |  |  |  |
| Financial outgoings not covered by the SoD: approve  |  | **A** | **R** |  | **S** |  |  |  |
| Benchmarking and Trust-wide value for money: ensure robustness  |  | **A** | **R** |  | **S** |  |  |  |
| Financial Contingency Plan/levels of reserves: agree  |  | **A** | **R** |  | **S** |  |  |  |
| CEO pay award: agree  |  | **A** | **R** | **I** |  |  |  |  |  |
| Head of School pay award: agree  |  | **A** | **I** | **R** |  |  |  |  |  |

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| **Risk Management**  | **Members** | **Trustees** | **CEO** | **Operations Committee** | **CFO** | **Local Governing Bodies** | **Head of School** | **Comments** |
| Trust Risk Register to manage risk – financial and non-financial: establish, review and monitor  |  | **A** |  | **R** | **S** |  |  |  |
| Auditing and Reporting arrangements for matters of Trust compliance (e.g. safeguarding, H&S, employment): agree  |  | **A** |  | **R** | **S** |  |  |  |
| Auditing and Reporting arrangements for matters of Academy compliance (e.g. safeguarding, H&S): agree  |  | **A** |  | **R** | **S** |  |  |  |
| Register of Business interests  |  | **A** |  | **R** | **S** |  |  |  |
| IT Acceptable Use Agreement  |  | **A** |  | **R** | **S** |  | **R** |  |
| Compliance with the Gifts, Hospitality & Bribery Policy and Procedures: ensure  |  | **A** |  | **R** | **S** |  | **S** |  |
| Compliance with UK GDPR and Data Protection Policies & Procedures: ensure  |  | **A** |  | **R** | **S** |  | **S** |  |

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| **Curriculum & Standards**  | **Members** | **Trustees** | **CEO** | **Operations Committee** | **CFO** | **Local Governing Bodies** | **Head of School** | **Comments** |
| Balanced and broad Curriculum: agree and monitor  |  | **A** | **R** |  |  | **I** | **R** |  |
| Effective processes (Quality of Education Review, ATAR & APSC) for evaluation and review of the quality assurance of teaching and learning, curriculum, inclusion and outcomes by year and by vulnerable group  |  | **I** | **A** | **R** |  |  | **I** | **C** |  |
| Ofsted Inspection Reports: monitor and evaluate  |  | **I** | **A** | **R** |  |  | **I** | **R** | CEO accountable to TB |
| Academies: set targets for pupil outcomes  |  | **I** | **A** |  |  | **I** | **R** |  |
| Academies: ongoing review and annual evaluation  |  | **I** | **A** |  |  | **I** | **R** |  |
| Academies: LGBs support and challenge  |  | **I** |  |  |  | **A** | **R** | **S** | LGBs accountable to TB |
| Funding Agreements: ensure compliance  |  | **A** | **R** | **I** | **R** |  |  |  |
| Trust-wide forums: share best practice  |  | **I** | **A** | **R** |  |  | **I** | **R** |  |

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| **Policies** | **Members** | **Trustees** | **CEO** | **Operations Committee** | **CFO** | **Local Governing Bodies** | **Head of School** | **Comments** |
| Determine Trust wide policies which reflect the Trust’s ethos and values: schedule and implement  |  | **A** | **R** |  |  |  | **R** | CEO accountable to TB |
| Trust-wide HR Policies (including recruitment, pay, disciplinary, capability, conduct, grievance and absence): agree  |  | **A** | **R** | **R** |  |  |  | **R** |  |
| Statutory policy changes: review and agree  |  | **A** | **R** |  |  |  |  |  |
| Trust Policies (other): agree  |  | **A** | **R** |  |  |  |  |  | CEO accountable to TB |
| Facilitate discussions with unions and the JNC  |  |  | **A** | **R** |  |  |  |  | CEO accountable to TB |
| Determine academy level policies which reflect the school’s ethos and values e.g. admissions; SEND; curriculum; behaviour: approve  |  | **A** | **R** | **R** |  |  | **C** | **C** |  |
| Child Protection & Safeguarding Policy: agree  |  | **A** | **R** | **R** | **I** | **I** | **I** | **R** |  |

# **Monitoring Arrangements**

The Board is responsible for the implementation of this policy. This policy will be reviewed and approved by the Board every year.

**Signed……………………………………. Date: 8th July 2024**

**Chair of Trustees**

**Signed……………………………………. Date: 8th July 2024**

**Executive Headteacher**