

# **Scheme of Delegation**

## **2021/2022**

Signed by:

Michelle Murray, Executive Principal / CEO

Date: 10/01/2022

Signed by:

Helen White, Chair of Trustees

Date: 10/01/2022

## Revision History

| Date           | Document Version | Document Revision History  | Document Author / Reviser                                    | Document Approver   |
|----------------|------------------|--|--|---|
| 18/10/2018     | 1.0              | Updated Scheme of Delegation from Browne Jacobson reviewed and adopted by Trust Board          | J Evans  | Trust Board   |
| 25/09/2019     | 1.1              | Document annual review.<br>Reformatting, no significant changes.<br>circulated to Staff & AGBs | J Jones, SBM   | Trust Board 25/09/2019                                    |
| October 2020   | 1.2              | Document annual review.<br>Circulated to staff & 04/12/2020 & AGBs.                            | M Murray, CEO/Executive Principal & J Jones, ELT Primary SBM | Trust Board 03/12/2021                                    |
| September 2021 | 1.3              | Annual Review<br>No significant changes<br>Circulated to Schools 19/10/2021                    | J Jones, HR & Compliance Manager/Michelle Murray CEO         | Trust Board 05/10/2021                                    |
| December 2021  | 1.4              | Addition - Remuneration Committee to committee diagram   | J Jones, HR & Compliance Manager                             | Trust Board<br>15/12/2021<br>Final Approval<br>10/01/2022 |

## Contents

|  |   |
|--|---|
| Introduction.....  | 2 |
| The Status of a Scheme of Delegation (SoD).....          | 2 |
| Format, Structure and Clarity.....                       | 2 |
| Review and Adapt .....                                   | 2 |
| Education Learning Trust Governance Structure .....      | 3 |
| Governance Structure and Lines of Accountability.....    | 3 |
| Roles and Responsibilities .....                         | 4 |
| The role of the Members .....                            | 4 |
| The role of the Trustees .....                           | 4 |
| The role of Board Committees .....                       | 5 |
| The role of the Chief Executive Officer (CEO) .....      | 5 |
| The role of the Cluster Committees .....                 | 5 |
| The role of Academy Governing Bodies .....               | 5 |
| Education Learning Trust - MAT Scheme of Delegation..... | 6 |

## Introduction

The Education Learning Trust's (ELT) board of trustees is accountable in law for all major decisions about their academies. However, this does not mean that the board is required to carry out all the trust's governance functions and many can and should be delegated, including to the CEO, the board's committees, and to academy governing bodies (AGBs). It is vital that the decision to delegate a function is made by the full board of trustees and is recorded. Without such delegation, the individual or committee has no power to act.

Which functions the board decides to delegate will vary depending upon the stage of development of the MAT, both in terms of the number of schools and the number of pupils in the MAT, and the way in which its leadership is structured, as well as the geographical spread and the context of the schools.

This Scheme of Delegation (SoD) is the key document defining the lines of responsibility and accountability in the ELT. It offers a simple yet systematic way of ensuring that the members, trustees, board committees, cluster and/or academy governing bodies, executive leadership and Heads of School are all clear about their roles and responsibilities. This overarching SoD for all decision making in the trust should not be confused with the written scheme of delegation of financial powers referred to in the Academy Trust Handbook.

This SoD must be published on the Trust and its schools' websites.

## The Status of a Scheme of Delegation (SoD)

When a school joins the ELT, it is trust policy that they will maintain an academy governing body (AGB) which keeps a local dimension to the individual school community. However, trust board has the power to appoint and remove these committees at any time, be it a board committee, a cluster committee, or an academy governing body.

The SoD outlines the responsibilities of the academy governing body alongside the trust board, CEO and Headteacher/Head of School.

## Format, Structure and Clarity

This SoD aims to clarify decision making and lines of accountability in a simple, succinct and clear format and includes:

- A structure diagram which shows the layers of governance and lines of accountability
- A short paragraph of text which describes the structure
- Detailed narrative on roles and responsibilities
- A grid format, with columns for each layer of governance which enables stakeholders to quickly determine who is responsible for each strategic decision within the trust.

The SoD is intended to be a working document that the trust board and executive leaders can revise and adapt in response to their context and circumstances.

## Review and Adapt

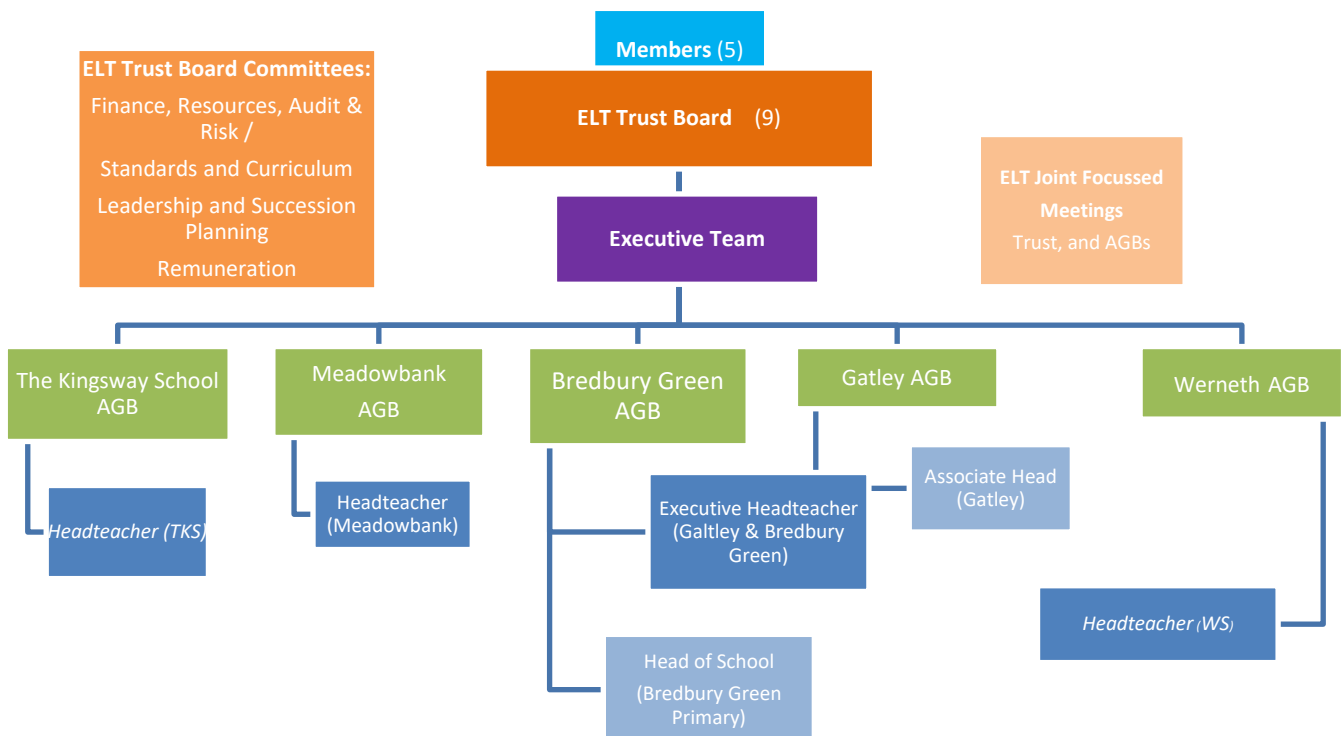
As the ELT matures and grows, the workings of the MAT, both in terms of governance and management are likely to evolve and be amended. The SoD will be reviewed annually, with changes

made as the context changes, if necessary each year. This is a recognition of the need to be responsive to changing circumstances and to adapt accordingly. It is, however, important to ensure that all involved in governance are made aware of any changes and what these mean in practice.

### An Effective Scheme of Delegation will:

- Promote a culture of honesty and accountability
- Ensure the executive leadership is clear about which decisions the trust board remain in control of
- Identify responsibility for the appointment and performance management of the CEO / Executive Principal and Heads of School
- Ensure that the role of the executive leadership is fully understood throughout the MAT.
- Identify responsibility for:
  - policy and practice in each academy
  - oversight of educational performance in each academy
  - oversight of each academy's budget
  - assessment of risk in each academy.

### Education Learning Trust Governance Structure



### Governance Structure and Lines of Accountability

- The board of trustees is responsible for the three core governance functions.

- The chief executive officer (CEO), is appointed by the board of trustees, to whom it delegates responsibility for delivery of its vision and strategy. The trust board will hold the CEO to account for the conduct and performance of the trust, including the performance of the academies within the trust, and for its financial management.
- In turn, the CEO line manages other senior executives and Headteachers/ Heads of School, except where there are executive principles who will line manage the Heads of School.
- The board constitutes committees for finance, resources, audit and risk, standards and curriculum and leadership and succession planning; these look in detail at finance and resources, progress and attainment across the trust and leadership development. As board committees, at least three trustees must sit on each.
- The board delegates some of its school level monitoring and scrutinising functions to AGBs. Trustees do not need to sit on these committees, and so lines of communication to the board of trustees must be clearly established. It is usual for the CEO to seek input from the chair of the AGB when undertaking the Headteachers/Head of School's performance management.

## Roles and Responsibilities

### The role of the Members

The members of the trust are guardians of the governance of the trust and as such have a different status to trustees. Originally, they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association (the legal document which outlines the governance structure and how the trust will operate). The articles of association describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association.

There must be at least three members, although the DfE prefer at least five, and while members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, not all members should be trustees. The ELT currently has provision for 5 Members, with one Member also being a Trustee. Members are not permitted to be employees of the academy trust.

### The role of the Trustees

The MAT is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably. The ELT uses the term trustee as it avoids the possible confusion caused when executive leaders are called directors but are neither company directors nor trustees.

The trustees are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all schools within the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction

2. Hold the executive to account for the educational performance of the trust's schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

The board of trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

### **The role of Board Committees**

The trustees have established committees to carry out some of its governance functions which includes making decisions, although any decisions made will be deemed decisions of the trust board. The membership (there must be at least three trustees) and responsibilities of board committees are set out in the committee's terms of reference.

The Academy Trust Handbook makes it clear that the board of trustees 'should have a finance and audit committee to which the board delegates financial scrutiny and oversight'.

### **The role of the Chief Executive Officer (CEO)**

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.

### **The role of the Cluster Committees**

The trustees may establish cluster committees to carry out some of its school level governance functions, although as trustees are not required to sit on cluster committees, decision-making is limited. The trustees will appoint the chair.

- Typically, delegated functions may include:
  - Building an understanding of how the cluster's schools are led and managed
  - Monitoring whether the schools are:
    - Working within agreed policies
    - Is meeting their agreed targets
    - Managing their finances well
  - Engaging with stakeholders
  - Being a point of consultation and representation
  - Reporting to the board

As a committee of the board, delegation can be removed at any time.

### **The role of Academy Governing Bodies**

The trustees establish Academy Governing Bodies (AGBs) to carry out some of its school level governance functions. The trustees will be consulted around the appointment of the chair, and ensure that two parents are elected to the AGB.

Typically, delegated functions may include:

- Building an understanding of how the school is led and managed
- Monitoring whether the schools is:
  - Working within agreed policies
  - Meeting their agreed targets
  - Managing their finances well
- Engaging with stakeholders
- Being a point of consultation and representation
- Reporting to the board

As a committee of the board, delegation can be removed at any time, if the AGB is not fulfilling their agreed functions.

**This document will be reviewed annually.**

## Education Learning Trust - MAT Scheme of Delegation





means **Responsible**. The individual/group that has responsibility for undertaking or completing the task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO, this reporting will be at Board level. In the case of the Principal/Head, this will be at Academy AGB level.



**Accountable** means **Accountable**. The individual/group that has the ultimate or final responsibility for ensuring completion of the task. This will include determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

**Supports** means **Support**. The individual/group who should provide support during the implementation of the task.

 **Consulted** means **Consult**. The individual/group that should be consulted as part of the process of the completing the task because they can provide valuable advice and/or input.

 **Informed** means **Inform**. The individual/group that should be kept up-to-date about the progress of the task and/or the decisions in the task.

|                                |  | Role     |     |     |                    |
|--------------------------------|--|----------|-----|-----|--------------------|
|                                |  | Trustees | CEO | AGB | Headteacher/H of S |
| <b>Strategy and Leadership</b> |  |          |     |     |                    |
| <b>Strategy</b>                | <b>Set strategic objectives of the Trust</b>                               | A / R    | S   | S   | C                  |
|                                | <b>Set strategic objectives of the Academies (School Improvement Plan)</b> | A        | S   | R   | S                  |
|                                | <b>Develop the character, mission &amp; ethos of the Trust</b>             | A / R    | S   | C   | C                  |
|                                | <b>Develop the character, mission &amp; ethos of the Academies</b>         | A        | S   | R   | S                  |



|            |   |             |   |             |   |
|------------|---|-------------|---|-------------|---|
| Scrutiny   | Scrutiny: Performance – review & challenge progress of the Trust against its strategic objectives and KPIs  | A           | R | C           | S |
|            | Scrutiny: Ethos – operation of the Trust & Academies against the agreed character, mission & ethos  | A           | R | C           | S |
| Compliance | Compliance: Funding Agreement – comply with all obligations including the Academy Trust Handbook  | A           | R | S           | S |
|            | Compliance: Regulatory – with all regulations affecting the Trust (including all Charity law, Company law, GDPR, employment law and health and safety)  | A           | S | R           | S |
|            | Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds | A           | R | S           | S |
|            | Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions                                 | A           | R | R           | S |
| Registers  | Register of Interests   | A<br>/<br>R |   | A<br>/<br>R |   |
|            | Trust Risk Register   | A           | R | S           | S |

|                                 |  |             |   |             |   |
|---------------------------------|--|-------------|---|-------------|---|
| Appointments                    | Appointment and removal of Trustees– ensuring processes in place for appointment and removal of trustees (including ensuring that the Trustees have the skills to run the Trust) | A<br>/<br>R | S |             |   |
|                                 | Appointments of Governors – ensuring processes in place for appointment of governors (including ensuring that the Governors have the skills to run the Academies)                | C           |   | A<br>/<br>R | S |
|                                 | Appointment of Governance professional – Trust Board and AGB meetings  | A<br>/<br>R | S |             |   |
| Policies                        | Review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)                                       | A           | R | C<br>/<br>S | S |
| Committee Delegations           | Prepare terms of reference for AGB’s and Committees  | A<br>/<br>R | S | C           | C |
| Training                        | Training programme for trustees  | A<br>/<br>R | S |             |   |
|                                 | Training programme for governors   | C           |   | A<br>/<br>R | S |
| <b>Education and Leadership</b> |  |             |   |             |   |
| Academy Performance             | Academy Development Plan - for each Academy in line with strategic aims of the Trust   | A           | R | C           | S |

|                               |  |             |   |   |   |
|-------------------------------|--|-------------|---|---|---|
|                               | <b>Key Performance Indicators – setting and reviewing performance of the Trust &amp; the Academies</b>   | A<br>/<br>R | S | C | I |
|                               | <b>Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes</b>  | A<br>/<br>R | S | C | R |
|                               | <b>Curriculum – setting the curriculum for the Academies and reviewing its effectiveness</b>   | A           | S | R | S |
| <b>Student Issues</b>         | <b>Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)</b><br><br><b>Note – AGBs and School Leaders to follow ELT exclusion guidance document 2021.</b>   | C           | C | A | R |
|                               | <b>Ensure school lunch provided to appropriate nutritional standards</b>   |             | S | A | R |
| <b>Safeguarding</b>           | <b>Ensuring each academy has appointed a designated safeguarding lead, ensuring compliance with statutory guidance and maintenance of an accurate single central record which meets OFSTED requirements.</b>   | A           | S | R | S |
| <b>Stakeholder Engagement</b> | <b>Promoting partnership working between parents/carers and the Academies (including undertaking consultation with students, parents/carers and other stakeholders and ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience)</b> | A           | S | R | S |

|                                    |   |       |   |   |   |
|------------------------------------|---|-------|---|---|---|
| Academy Calendar and Opening Hours | Setting term dates/INSET days including any additions. (In consultation with CEO/all Heads)   | A     | R | I | S |
|                                    | Academy Hours -setting the opening and closing times for the Academies  | A     | S | C | R |
| Admissions                         | Set admissions policy   | A / R | S | I | I |
|                                    | Admissions Decisions  | A     | I | R | S |
| Ofsted                             | <b>Ofsted Inspections Trust Support:</b><br>(1) Board will liaise with Ofsted where MAT is inspected and will assist with an Academy inspection.<br>(2) 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<br>(3) CEO will support AGBs and Heads of School/Headteachers for individual Academy inspections | A / R | S | I | I |
|                                    | Ofsted Inspections: Academy Level   | A     | S | R | R |
| <b>Financial</b>                   |   |       |   |   |   |

|                                 |  |             |   |   |   |
|---------------------------------|--|-------------|---|---|---|
| <b>Appointments</b>             | <b>Appointment of Finance &amp; Audit Committee</b>  | A           | S | R | R |
|                                 | <b>Appointment of Accounting Officer and Chief Financial Officer</b>   | A<br>/<br>R |   |   |   |
|                                 | <b>Recommend appointment of External Auditors to Members</b>   | A<br>/<br>R | S |   |   |
|                                 | <b>Appointment of Internal Auditors</b>  | A<br>/<br>R | S |   |   |
| <b>Funding Model and Budget</b> | <b>Agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term</b> | A<br>/<br>R | S | R | R |
|                                 | <b>Formulating and setting the Trust wide budget</b>   | A<br>/<br>R |   |   |   |
|                                 | <b>Formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)</b>  | A<br>/<br>R | S | C | C |
|                                 | <b>Expenditure and ensuring delivery of Annual Budgets</b>   | A<br>/<br>R | S | C | C |
| <b>Financial Delegation</b>     | <b>Establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements</b>  | A<br>/<br>R | S | C | S |
| <b>Investments</b>              | <b>Agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation</b>   | A           | R |   |   |
| <b>HR and Operations</b>        |  |             |   |   |   |

|                                 |  |             |             |             |   |
|---------------------------------|--|-------------|-------------|-------------|---|
| Appointments                    | Appointment of CEO   | A<br>/<br>R |             |             | C |
|                                 | Appointment of Principals/ Heads at each Academy   | A           | R           | C<br>/<br>S |   |
|                                 | Appointment of cross-Trust staff (in line with recruitment policy)   | A           | R           | C           | C |
|                                 | Appointment of Academy SLT (excluding Headteacher/Head of School)  |             | S           | A           | R |
|                                 | Appointment of Data Protection Officer   | A<br>/<br>R | S           |             |   |
| Dismissals                      | Dismissing CEO (in accordance with the Trust disciplinary and capability policies)   | A<br>/<br>R |             | I           |   |
|                                 | Dismissing across Trust Staff (in accordance with the Trust disciplinary and capability policies)  | I           | A<br>/<br>R | C           | C |
|                                 | Dismissing Headteachers/Heads of School (in accordance with the Trust disciplinary and capability policies)  | A           | R           | S           |   |
|                                 | Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)   |             | S<br>/<br>C | A           | R |
|                                 | Excluding SLT and Principal/ Head)   |             | S<br>/<br>C | A           | R |
| Policies and Terms & Conditions | Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations | A           | R           | C           | S |
|                                 | Setting Terms and Conditions of Employment and Staff Handbook  | A           | R           | I           | I |

|                     |   |       |   |   |   |
|---------------------|---|-------|---|---|---|
|                     | Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)   | A     | R | C | S |
|                     | Reviewing discipline and grievance policy   | A / R | R | S | I |
| Procurement         | Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy | A     | R | R | I |
|                     | Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy   |       | C | A | R |
|                     | Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation  |       | C | A | R |
| Central Services    | Determining and allocating central services provided to the Academies by the Trust  | A     | R | C | I |
|                     | Overseeing the effectiveness of services provided centrally by the Trust  | A     | R | C | C |
|                     | Arranging insurance for the Trust   | A     | R |   |   |
| Premises and Assets | Acquiring and disposing of Trust land   | R     | A | C | C |
|                     | Changing use of Assets  | R     | A | C | C |
|                     | Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained  | R     | A | C | C |
| Media and PR        | Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community   | A     | R | S | S |

**Information management – including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student)**

A

R

S

S