



**SCHEME OF DELEGATION  
APPROVED 3<sup>rd</sup> DECEMBER 2019**

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**This Scheme:**

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- is to be read in conjunction with the Trust's Committee Terms of Reference;
- may only be altered or revoked by the 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 Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- HR & Operations.

### **Terminology:**

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 is below:

**Comply:** the individual/group must follow agreed policies and procedures where they relate to statutory/legal compliance.

**Adopt:** the individual/group must follow agreed policies and procedures where they are set by the Trust.

**Consult:** the individual/group that should be consulted as part of the process of completing a particular task.

**Deliver:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Principal/Head this will be at Academy level.

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

**Develop:** the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed. In the case of:

- the CEO will be making recommendations to the Board and/or LGB (as appropriate)
- the LGB will be making recommendations in relation to their Academy to the CEO and/or Principal/Executive Principal (as appropriate)
- the Principal/Executive Principal will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

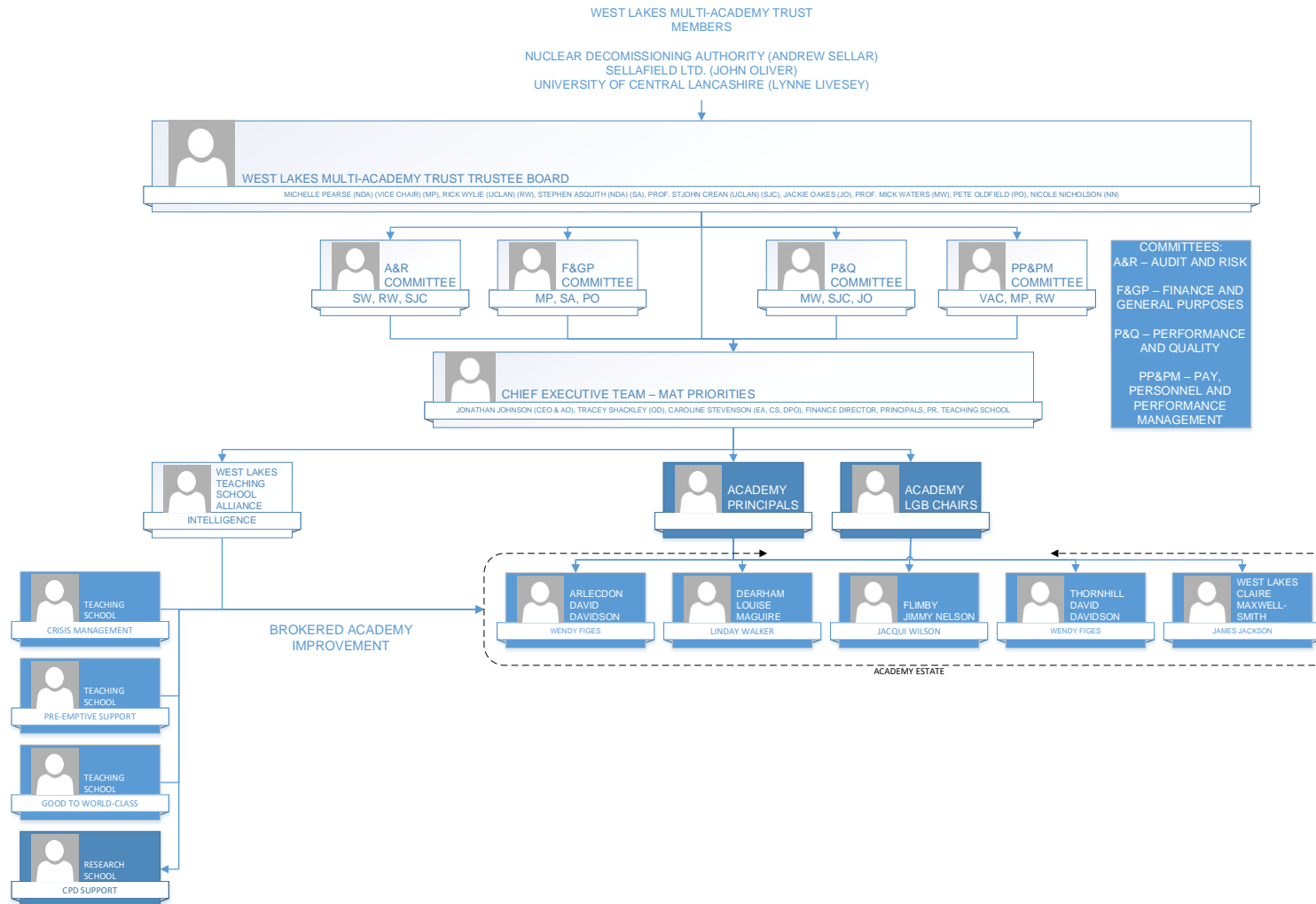
- the CEO will be making reports to the Board and/or LGB (as appropriate)
- the LGB will be making reports in relation to their Academy and/or CEO (as appropriate)
- the Principal/Executive Principal will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of:

- the Board will be reviewing the CEO and/or LGB (as appropriate)
- the CEO will be reviewing the Principals/Executive Principals
- the LGB will be reviewing the Principal/Executive Principal and their leadership team.

**Support:** the individual/group that should support completing a particular task

**Structure – 01.09.2020**



**The Scheme**

STRATEGY AND LEADERSHIP					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
Review and amend the Articles of Association	In line with DfE or legal changes	Adopt the changes			
Change the name of the Academy Trust	Approve and feedback to MAT	Recommend to Members	Recommend to Trustees following consultation	Consult with academy and community	Consult with academy and community
Wind up the Academy Trust in the event of it needing to close or re-broker an individual academy	Decide and feedback to MAT	Recommend to Members	Recommend to Trustees following discussion with academies		
Appoint Trustees to Board	Appoint	Appoint	Comply with decision		
Act as “ambassadors” for the MAT	Adopt	Adopt	Adopt	Adopt	Adopt
High-level monitoring of the overall effectiveness of the MAT by receiving an annual report from the Trustees and the CEO on the Academy Trust's performance/ standards	Review	Report	Report	Report	Report
Appoint external auditors	Approve and feedback	Recommend to Members	Recommend to Trustees		

STRATEGY AND LEADERSHIP					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Set strategic objectives of the Trust &amp; Academies</b>	Review through annual report from CEO and Trustees	Determine – for the Trust & Academies	Develop – in the case of the Academies in consultation with LGB & Principal	Recommend	Consult – in the case of their Academy and decide on improvement priorities
<b>Develop the character, mission &amp; ethos of Trust &amp; Academies</b>	Review through annual report from CEO and Trustees	Determine – for the Trust Consult – for the Academies	Develop – for the Trust Consult – for the Academies	Deliver – for the Academies	Recommend – for the Academies
<b>Deliver strategic objectives of the Trust &amp; Academies</b>		Review	Deliver	Review	Deliver
<b>Scrutiny: Performance</b> – review & challenge progress of the Trust against its strategic objectives and KPIs	Review the performance of Trustee Board and CEO	Review – progress of the Trust & Academies from CEO Team	Report Review - reports from the LGBs/Principals	Review – progress of the Academy Report – progress to the CEO & Board	Report – progress of the Academy to the LGB and CEO Team
<b>Scrutiny: Ethos</b> – operation of the Trust & Academies against the agreed character, mission & ethos		Review	Report	Review	Report
<b>Compliance: Funding Agreement</b> – comply with all obligations including the Academies Financial Handbook	Review through annual report from CEO and Trustees	Review Report compliance	Deliver	Comply	Comply

STRATEGY AND LEADERSHIP					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Compliance: Regulatory</b> – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)		Review	Deliver Report – to Board	Review	Deliver Report – to LGB & CEO
<b>Compliance: Financial Oversight</b> - 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	Review through annual report from CEO and Trustees	Determine – policies to ensure compliance Review	Deliver Report – to Board	Review	Deliver Report – to LGB & CEO
<b>Compliance</b> – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected/related party transactions		Determine – policies to ensure compliance Deliver		Deliver	
<b>Trust Risk Registers</b>		Review delivery	Deliver – management of CEO Team/MAT risk register	Review - Academy risk register	Deliver – management of Academy risk register
<b>Appointments of Trustees and Governors</b> – ensuring processes in place for appointment of trustees (including		Determine – policies and	Report - to the Board on the	Review - procedures for	

STRATEGY AND LEADERSHIP					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
ensuring that the Trustees and Governors have the skills to run the Trust and the Academies)		<p>criteria for the selection of Trustees and Governors</p> <p>Review – the Board’s own performance through annual self-assessment</p> <p>Review – performance of the LGBs</p>	<p>performance of the LGBs</p> <p>Review - annually the size, structure and composition and skill of LGBs</p> <p>Recommend – if appropriate changes to the size and composition of the LGBs</p>	<p>the election of staff and parent governors of the LGB</p> <p>Review – own performance</p> <p>Report to CEO Team and Trustee Board</p>	
<b>Appointment of Clerk – Board and LGBs</b>		<p>Deliver - appoint the clerk to the Board &amp; LGBs</p>		<p>Consult – in connection with the appointment of the LGB clerk</p>	



STRATEGY AND LEADERSHIP					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Policies – review and approval of Trust Wide Policies</b> (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Review through annual report from CEO and Trustees	Determine	Deliver – presenting policies to the Board for approval  Report – material non-compliance to the Board	Review – all policies approved by the Board  Determine Academy specific policies	Deliver – presenting Academy specific policies for approval by the LGB  Report – non-compliance to the LGB and the CEO
<b>Prepare terms of reference for LGB’s and Committees</b>		Deliver Review - annually	Develop	Consult	
<b>Training programme for trustees and governors</b>		Deliver	Develop	Deliver	Develop

EDUCATION AND CURRICULUM					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Academy Development Plan</b> - for each Academy in line with strategic aims of the Trust	Review through annual report from CEO and Trustees	Determine - the Academy Development Plan in consultation with the CEO and appropriate LGB	Deliver – drafting and agreeing the Academy Development Plan	Recommend – Academy Development Plan to the CEO Team and Trustee Board	Work with the CEO Team in producing the Academy Development Plan  Review – the Academy Development Plan
<b>Key Performance Indicators – setting</b> and reviewing performance of the Trust & the Academies	Review through annual report from CEO and Trustees	Determine – Trust wide and Academy KPIs  Review – performance against KPIs	Consult – with the LGBs and propose KPIs to the Board  Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend – targets for performance of the Academy to the CEO  Review – performance of the Academy and report to the CEO  Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs  Report – performance of the Academy to CEO Team and the LGB

EDUCATION AND CURRICULUM					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		Review - the work of the CEO	Deliver - supporting the Academies and intervening where appropriate through the CEO Team and Teaching School Alliance	Review - at the Academy	Review – management of staff to ensure teaching and learning objectives are met  Report- strengths and concerns in the quality of teaching to LGB and CEO Team
<b>Curriculum</b> – setting the curriculum for the Academies and reviewing effectiveness		Determine - curriculum and standards Review – effectiveness of the curriculum across Trust	Deliver the required MAT-wide curriculum model Recommend changes subject to performance table and DfE changes	Consult – the impact of proposed curriculum changes Review and report to the CEO Team on impact	Deliver
<b>Curriculum</b> - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.		Review – the work of the CEO in ensuring compliance	Deliver	Review	Deliver

EDUCATION AND CURRICULUM					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Pupil Premium</b> – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		Review	Report – to Board effectiveness of use of the Pupil Premium across Trust	Determine & Review – how Pupil Premium is spent at the Academy	Deliver  Report – on effectiveness of use of the Pupil Premium through appropriate plan
<b>Collective worship arrangements for school without religious character</b>				Review	Deliver
<b>Set admissions policy</b>		Deliver – for the Trust	Report – to Board on admissions arrangements across the Trust	LGB is the admissions authority of the academy and delivers the process	Deliver
<b>Admission decisions</b>				Deliver	Consult

EDUCATION AND CURRICULUM					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<p><b>Review – considering and evaluating performance of the Academies by:</b></p> <ul style="list-style-type: none"> <li>▪ reviewing progress against agreed KPIs</li> <li>▪ holding each academy’s leadership to account for academic performance, quality of care and quality of provision</li> <li>▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academies</li> <li>▪ receiving reports on the quality of teaching and learning and making recommendations to the Board.</li> </ul>		Review	Deliver – through the CEO Team and with the LGB and Principal, evaluate the performance of each academy, LGB and Principal	Deliver	Report
<p><b>Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.</b></p>		Review	Consult – with LGBs and Principals on the evaluation for each academy	Review	Deliver

EDUCATION AND CURRICULUM					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies' strategic plans.		Review	Consult – with LGBs and Principals on the appropriate priorities for each academy  Recommend targets to Trustee Board	Review	Deliver
Report – termly to Board on performance		Review	Review	Deliver – through the CEO Team unless the Trust Board requires individual responses	Deliver – through the CEO Team unless the Trust Board requires individual responses

EDUCATION AND CURRICULUM					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Student issues</b> (including attendance, exclusions, punctuality and disciplinary matters for each Academy)		Review	Review delivery	Receiving reports from the Principal  Report any material issues to the CEO Team	Deliver – ensuring student issues are dealt with in accordance with Trust Policies  Report – to the LGB on any material issues
<b>Academy Hours</b> – setting the opening and closing times for the Academies		Determine – in consultation with LGBs, through CEO Team	Recommend – to the Trust Board	Consult – with the CEO Team	Adopt
<b>Term Dates and length of school day</b>		Determine – in consultation with LGBs, through CEO Team	Recommend – to the Trust Board	Consult – with the Board	Comply
<b>School lunch</b> – ensure provided to appropriate nutritional standards				Review	Deliver
<b>Provision of free school meals to those meeting criteria</b>				Review	Deliver

EDUCATION AND CURRICULUM					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<p><b>Safeguarding</b> – including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.</p>		Review	Review	Comply	Comply
<p><b>Stakeholder Engagement –</b></p> <ul style="list-style-type: none"> <li>▪ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students.</li> <li>▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Academies to assess its performance against its stated aims and objectives.</li> <li>▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</li> </ul>	Review and determine through annual report from CEO and Trustees	Review	Consult	Determine	Deliver



EDUCATION AND CURRICULUM					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Ofsted Inspections Trust Support –</b> <ul style="list-style-type: none"> <li>▪ Board will liaise with Ofsted where MAT is inspected or it will assist with an Academy inspection.</li> <li>▪ 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</li> <li>▪ CEO will support LGBs and Principals for individual Academy inspections</li> </ul>		Deliver	Deliver	Support	Support
<b>Ofsted Inspections: Academies</b>		Review	Support	Deliver	Deliver

FINANCIAL					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Appointment of the Audit &amp; Risk Committee</b>	Review through annual report from CEO and Trustees	Deliver	Report	Support	

FINANCIAL					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
Appointment of the Accounting Officer & Chief Financial Officer	Review through annual report from CEO and Trustees	Deliver	Deliver – the Accounting Officer role is CEO and Company Secretary is COO		
Recommend appointment of External Auditors to the Members	Approve	Deliver			
Appointment of the Internal Auditors		Deliver	Recommend – to Trust Board		
Approve Annual Accounts	Approval at AGM	Approve	Deliver – arrange for auditing and filing of annual report and accounts	Comply – by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts	Comply

FINANCIAL					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Scheme of Financial Delegation &amp; Financial Policies</b> – establishment of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	Review through annual report from CEO and Trustees	Determine and comply	Review – compliance  Report – any issues or non-compliance to the Board  Comply	Review - compliance by the Academy  Report – any issues or non-compliance to the CEO  Comply	Comply
<b>Bank Accounts</b> – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust		Determine	Recommend		
<b>Funding Model</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		Determine – in consultation with the LGBs	Recommend a funding model to the Board for approval  Review	Consult – with the Board  Review - compliance with the overall financial plan for the Academy	Comply

FINANCIAL					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Trust Annual Budget</b> – formulating and setting the Trust wide budget	Review through annual report from CEO and Trustees	Determine Approve – significant variances (as defined in the Scheme of Financial Delegation)	Deliver - preparation of Trust budget and present to the Board for approval  Review – submission of Trust budget to the ESFA		
<b>Academy Annual Budgets</b> – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)		Determine Approve – significant variances (as defined in the Scheme of Financial Delegation)	Deliver - preparation of Academy budgets in consultation with the LGBs and present to the Board for approval  Review – submission of Academy budgets to the ESFA	Consult - with CEO & COO in respect of the Academy’s requirements  Comply  Approve within permitted limits (as defined in the Scheme of Financial Delegation) any variances	Deliver – in consultation with COO  Comply

FINANCIAL					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<b>Expenditure and ensuring delivery of Annual Budgets</b>		Review	Report – to the board any material issues with delivery against the Annual Budget by the Academies  Receive reports – on matters of concern in connection with compliance with the Annual Budgets	Review  Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy	Report – to the LGB any need for any matters of concern in respect of the Academy’s annual budget
<b>Reporting: financial reporting and KPIs</b>		Determine  Review	Deliver	Review	Deliver
<b>Investments – agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation</b>	Review through annual report from CEO and Trustees together with annual report investment report from HSBC.	Determine and review delivery	Report – to the board the performance of any investments  Deliver		

HR AND OPERATIONS					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
Appointing the CEO and members of the CE Team		Appoint			
Appointing the Principals at each Academy		Approve -in consultation with the CEO/ LGBs	Recommend – sit on appointment panel along with, Trustee & [two] representatives of the relevant LGB	Recommend – [two representatives] to sit on the appointment panel with the CEO & a Trustee	
Appointing of cross-Trust Staff (in line with recruitment policy)		Review	Appoint and report to the Board		
Appointing Academy SLT (excluding Principal/Executive Principal)			Consult	Appoint and report to the CEO Team	Recommend – [three LGB members] to sit on the appointment panel. CEO may also sit on the panel
Appointing Academy Staff (excluding SLT & Principal/Head)				Appoint	Recommend
Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Review through annual report from CEO and Trustees	Determine Review	Recommend Comply	Review	Comply

HR AND OPERATIONS					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
<p><b>Setting Appraisal Performance Management Policy together with pay reviews</b> (in line with the Trust's pay policy and all statutory regulations)</p>		<p>Review – in respect of CEO</p> <p>Receive reports – in respect of appraisal arrangements and outcomes</p> <p>Review – any appeals in respect of the Principals and cross academy staff</p>	<p>Review – in respect of Principals and cross Trust staff (and any appeals from Academy staff)</p> <p>Review - and Report – (annually) to the Board on appraisal arrangements and outcomes</p>	<p>Assure – in respect of performance management of Principal</p> <p>Review – any appeals respect of all other staff</p>	<p>Review – in respect of all other staff</p> <p>Report – annually to the CEO on appraisal arrangements and outcomes</p>
<p><b>Setting Terms and Conditions of Employment and Staff Handbook</b></p>	<p>Review through annual report from CEO and Trustees</p>	<p>Determine – and consider any proposals by LGBs to make amendments</p>	<p>Recommend</p>	<p>Consult - report to Board on any suggested changes to the Academy's terms and conditions</p>	<p>Comply</p>

HR AND OPERATIONS					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
Dismissing CEO, Principals/Executive Principals, senior/ cross-Trust staff (in accordance with the Trust disciplinary and capability policies)	Review through annual report from CEO and Trustees	Review – in respect of the CEO	Review – in respect of Principals, cross academy staff and senior leadership teams of the Academies  Report – any dismissals to the Board	Review – in respect of the Principal of the Academy	
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)			Review Report – to the Board	Review (in consultation with the CEO)  Report – to the CEO	Comply
Reviewing discipline and grievance policy		Review delivery	Recommend	Review - in line with Trust policy	
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		Determine	Deliver	Comply	Comply



HR AND OPERATIONS					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy		Determine	Review	Deliver – in accordance with Trust policy	Recommend
Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation		Deliver	Deliver	Review	Deliver
Determining and allocating central services provided to the Academies by the Trust		Determine (in consultation with the LGBs)	Deliver – on recommending the allocation of services to the Board	Consult	Consult
Overseeing the effectiveness of services provided centrally by the Trust	Review through annual report from CEO and Trustees	Review	Deliver and report to Board	Report – to the Board	
Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained		Determine – Trust wide policy	Recommend	Determine – academy plan in accordance with Trust policy Review delivery of academy plan	Deliver – in accordance with Academy policy

HR AND OPERATIONS					
	Members	Trustees	Chief Executive Officer	Local Governing Body	Principal/ Executive Principal
Acquiring and disposing of Trust land	Review through annual report from CEO and Trustees	Deliver	Recommend		
Changing use of Assets		Deliver		Recommend – to the CEO Team of any changes to fixed assets used by the Academy	
Arranging insurance for the Trust		Review	Deliver		
Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community		Review	Deliver – Trust wide activities	Comply	Comply
Information management – including adopting and following policies for information security and compliance with FoI and GDPR legislation and maintaining accurate records (staff, student)	Review through annual report from CEO and Trustees	Determine	Deliver	Comply	Comply
Cyber Security		Determine	Deliver	Comply	Comply
Academy Prospectus			Review	Deliver	Recommend
Trust Prospectus and website		Review	Deliver		

