



**Scheme of Delegation**  
2021 - 2022

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**Outstanding**  
pupil experience

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**Excellence**  
in education

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**Impactful**  
teaching

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**Effective**  
partnerships

## The Trust Scheme of Delegation

The Trust's Scheme of Delegation sets out the detail of delegated responsibility and accountability and draws directly from the DfE Governance Handbook and Academy Trust Handbook 2021. The source guidance is referenced in Appendix A. The Scheme of Delegation is reviewed annually in line with the academy trust accounting year. It is structured according to the three core functions of governance:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for the educational performance of the Trust and its pupils, and the effective and efficient performance management of staff
- Overseeing the financial performance of the Trust and making sure its money is well spent

For ease of reference it is arranged into eight sections:

<b>1. Effective governance</b>	<b>4. Pupils, parents &amp; community</b>	<b>7. Estates management</b>
<b>2. Vision, strategy &amp; leadership</b>	<b>5. Financial performance</b>	<b>8. Staff wellbeing &amp; development</b>
<b>3. School Improvement</b>	<b>6. Operational systems of control</b>	

It uses the following key to differentiate levels of delegation:

- **Responsible** – group or individual with statutory and/or delegated responsibility for compliance in line with DfE/ESFA requirements and Academy Trust Handbook 2021.
- **Accountable** – the group or individual with accountability for ensuring a particular responsibility/task (delegated or otherwise) is carried out with appropriate reports on progress made at agreed intervals.
- **Approve** – the group or individual with oversight of a particular function, task, or responsibility.
- **Consult** – the group or individual consulted as part of the process of completing a particular responsibility/task.

1. Effective governance	Members & Trustees	TIB	Parent & Community Advisory Forum	Executive Leadership	Headteachers
<b>Appointment of Members</b> – ensuring processes in place for appointment of Members that have the relevant skills and expertise	<b>Members:</b> Responsible			Consult	
<b>Appointment of Trustees</b> – ensuring processes in place for appointment of Trustees that have the relevant skills and expertise	<b>Members:</b> Approve <b>Trustees:</b> Responsible			Consult	
<b>Removal of Members</b>	<b>Members:</b> Responsible			Consult	
<b>Removal of Trustees</b>	<b>Members:</b> Approve <b>Trustees:</b> Responsible			Consult	
<b>Trust governance framework</b> , including amendments to Articles of Association	<b>Trustees:</b> Responsible			Accountable	Consult
Major changes to the <b>Trust’s legal structure</b> or leadership and control structure	<b>Members:</b> Approve <b>Trustees:</b> Responsible			Accountable	Consult
Changes to the structure, size, and <b>composition of the Trust Board</b> including ensuring finance skill set on Board	<b>Members:</b> Approve <b>Trustees:</b> Responsible			Consult	
<b>Reviews of Board performance</b> and that of individual Trustees and sub-committees in line with the Academy Trust Handbook 2021 and Trustee Code of Conduct	<b>Members:</b> Approve <b>Trustees:</b> Responsible			Consult	

Performance of <b>Parent and Community Advisory Forums</b>	Approve	Responsible		Accountable	Accountable at school level
Annual Review of size, structure and composition of <b>Parent and Community Advisory Forums</b>	Approve	Responsible		Accountable	Accountable at school level
<b>Register of Pecuniary and other Interests</b>	Responsible			Accountable	Accountable at school Level
Electing and removing <b>Chair of Members</b>	<b>Members:</b> Responsible				
Electing and removing <b>Chair of Trust Board</b>	Responsible				
Electing and removing <b>Vice Chair of Trust Board</b>	Responsible				
Election of other key <b>Board positions</b> i.e. Safeguarding lead, inclusion lead, SEND lead	Responsible			Consult	
Electing and removing <b>Chairs of Trust</b> committees	Responsible				
Appointment/removal of <b>Chair of Parent and Community Advisory Forums</b>	Approve		Consult	Responsible	Accountable at school level
Appointment/removal of <b>Clerk to the Trust Board</b>	Responsible			Accountable	
Appointment/removal of <b>Clerk to Parent and Community Advisory Forums</b>				Accountable	Responsible
Maintain <b>Single Central Register</b> in line with KCSIE 2021	Responsible			Accountable	Accountable at school level
Produce <b>Annual Report</b> on performance of Trust	<b>Members:</b> Approve			Accountable	
Sign off of <b>Annual Report</b>	<b>Trustees:</b> Responsible				
Set <b>Governance policies</b> for key governance areas e.g. FOI, complaints and whistleblowing	Responsible			Accountable	
Set Trust's <b>Admissions Policy</b> in line with the School Admissions Code	Responsible		Consult	Accountable	
Expansion or reduction of school published admission number	Approve			Responsible	Accountable
Change of school age range - <b>ESFA approval required</b>	Approve			Responsible	Accountable
Extension of school provision to include nursery age children - <b>ESFA approval required</b>	Approve			Responsible	Accountable

<b>2. Vision, Strategy and Leadership</b>	<b>Trustees</b>	<b>TIB</b>	<b>Parent &amp; Community Advisory Forum</b>	<b>Executive Leadership</b>	<b>Headteachers</b>
Set <b>strategic Trust priorities and long-term strategy</b> . Ensure Trust's strategic development plan is robust, accountable and promotes outstanding teaching and learning	Responsible			Accountable	Consult
Promote collaboration within the Trust. Identify and support the development of strategic <b>external partnerships</b> that support the vision of the Trust	Approve			Responsible	Accountable
Develop the <b>character, vision, values and culture</b> of the Trust and its schools	Responsible			Accountable	Accountable at school level
<b>Scrutiny: Performance</b> – review and challenge progress of the Trust and its schools against strategic objectives, KPIs and national benchmarking data	Responsible		Consult	Accountable	Accountable at school level
<b>Scrutiny: Values</b> – operation of the Trust and its schools against the agreed character, mission, values, and culture	Responsible		Consult	Accountable	Accountable at school level
<b>Compliance: Funding Agreement</b> – comply with all statutory and mandatory obligations	Responsible			Accountable	Accountable at school level
<b>Compliance: Regulatory</b> – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Responsible			Accountable	Accountable at school level
<b>Annual schedule of work</b> for Trust Board	Responsible			Accountable	Consult
<b>Annual schedule of work</b> for Board committees	Responsible			Accountable	Consult
Quality assurance of <b>committee performance</b>	Responsible			Accountable	Consult
Annual schedule for <b>Parent and Community Advisory Forums</b>	Approve	Responsible	Consult	Responsible	Accountable
<b>Terms of Reference for Trust Committees, Governance Charter and Scheme of Delegation</b>	Responsible			Accountable	Consult
<b>Policy development, monitoring and review</b>	Responsible			Accountable	Accountable at school level
Compliance with <b>equalities legislation</b>	Responsible			Accountable	Accountable at school level

Advice to the Board on DfE, ESFA, and Charities Commission <b>statutory compliance</b> regulations and guidance				Responsible	
Intervention in the management of a school where necessary	Approve			Responsible	
<b>Trust Improvement Board</b> functions and reporting	Responsible			Accountable	Consult
Annual <b>Training programme for Trustees</b> and Parent and Community Advisory Forum members	Responsible		Consult	Accountable	Consult

<b>3. School Improvement</b>	<b>Trustees</b>	<b>TIB</b>	<b>Parent &amp; Community Advisory Forum</b>	<b>Executive Leadership</b>	<b>Headteachers</b>
<b>Trust's School Improvement Model</b> including setting approach to curriculum, assessment and the production and analysis of data	Approve			Responsible	Accountable
Setting and delivering Trust <b>curriculum and assessment</b> with regard to statutory responsibilities	Responsible			Accountable	Accountable at school level
<b>Quality of Teaching</b> – ensure appropriate levels of support, challenge, and intervention	Approve	Responsible		Accountable	Accountable at school level
<b>EYFS</b> – deliver in line with statutory requirements	Approve	Responsible		Accountable	Accountable at school level
<b>SEND</b> – ensure that the legal requirements for children with additional needs are met and that they are given appropriate support for learning i.e full compliance with SEND Code of Practice	Approve	Responsible		Accountable	Accountable at school level
<b>Looked after children</b> – ensure all schools appoint a designated lead for LAC to promote educational achievement	Responsible				
<b>Premia</b> – review and challenge the value for money of <b>pupil, sports and catch up premium</b> spend in impact terms i.e. improved educational outcomes and narrowed achievement gaps. Ensure Pupil Premium information is up-to date on school websites	Responsible			Accountable	Accountable at school level
<b>Safeguarding KCSIE 2021</b> Leadership and accountability for ensuring compliance with statutory safeguarding children requirements	Responsible			Accountable	Accountable at school level
<b>Safeguarding and child protection (PREVENT)</b> – ensure all schools have appointed Designated Safeguarding Leads, ensure compliance with statutory guidance and maintenance of single central record	Responsible			Accountable	Accountable at school level
Produce <b>Trust Annual Safeguarding Report</b>	Responsible			Accountable	Consult
Maintain <b>admission and attendance</b> registers	Approve	Responsible		Accountable	Accountable at school level

<b>Challenge and support</b> – monitoring and evaluation of performance of schools and pupil progress	Approve	Responsible		Accountable	Accountable at school level
<b>Analysis</b> of school improvement priorities, data, and information from individual schools. Challenge and support to school rapid action plans		Responsible		Accountable	Accountable at school level
Termly report to the Trust Board on <b>school improvement and pupil performance</b>	Approve	Responsible		Accountable	
Set, monitor and evaluate <b>pupil behaviour and wellbeing policies</b>	Responsible			Accountable	Accountable at school level
Determine <b>school hours, term dates and length of school day</b> – setting the opening and closing times of schools	Approve	Responsible	Consult	Accountable	Accountable at school level
Ensure adherence to statutory guidance in relation to <b>exclusions and directing pupils off-site</b>	Approve	Responsible		Accountable	Accountable at school level
<b>Fixed Term Exclusions</b>		Responsible		Accountable	Accountable at school level
<b>Permanent Exclusions</b>	Approve	Responsible		Accountable	Accountable at school level
<b>Exclusion Appeals</b>	Approve	Responsible		Accountable	
<b>Ofsted Summary Evaluation Visit – Trust level</b>	Responsible		Consult	Accountable	Consult
<b>Attendance at school Ofsted Inspection</b> <ul style="list-style-type: none"> <li>Trust Executive Leadership Team will support Headteacher for individual School inspections</li> </ul>	Approve	Responsible		Accountable	Consult



4. Pupils, Parents and Community	Trustees	TIB	Parent & Community Advisory Forum	Executive Leadership	Headteachers
Ensure pupils and parents have <b>a voice</b> in decisions that impact on them	Responsible		Consult	Accountable	Accountable at school level
Responsibility for <b>consultations</b> and engagement with parents and the wider community	Approve	Responsible	Consult	Accountable	Accountable at school level
Effective <b>Guarantees and Expectations Charter</b> for pupils and parents	Approve	Responsible	Consult	Accountable	Accountable at school level

<b>5. Financial Performance</b>	<b>Trustees</b>	<b>TIB</b>	<b>Parent &amp; Community Advisory Forum</b>	<b>Executive Leadership</b>	<b>Headteachers</b>
Appointment of senior executive leader as <b>accounting officer</b>	Responsible			Accountable	
Appointment of <b>CFO</b>	Responsible			Accountable	
Appointment of <b>external auditor</b>	Responsible in writing			Accountable	
Appointment of <b>internal auditor</b>	Responsible			Accountable	
Compliance with <b>ESFA requirements</b> e.g. novel, contentious and repercussive transactions	Responsible			Accountable	
<b>Trust Annual Budget and Forecasts</b> – formulate and set for the Trust	Approve			Accountable and Responsible	Consult
<b>Delivering Annual Report and Accounts</b>	<b>Members:</b> Approve  <b>Trustees:</b> Responsible			Accountable	Consult
<b>School Funding Model</b> – agree and implement a funding model across the Trust	Responsible			Accountable	Consult
<b>Individual School Annual Budget Allocation</b> – formulate and determine the proportion of the Trust overall budget to be delegated to each school (including uses of contingency funds / balances)	Responsible			Accountable	Consult
<b>Setting Trust Governance Charter, Scheme of Delegation and Internal Financial Controls policy and procedures</b>	Responsible			Accountable	
<b>Develop finance policies</b>	Approve			Responsible	
Set delegated <b>authority limits</b> for financial transactions	Responsible			Accountable	Consult
Set <b>Trust procurement policies and procedures</b> i.e. for suppliers, auditors, HR, payroll providers and legal support in accordance with the Funding Agreement and Academy Trust Handbook 2021	Responsible			Accountable	

Manage <b>cash position</b> and monitor and evaluate <b>value for money</b> at each Trust school	Responsible			Accountable	Accountable at school level
Maintain accurate, reconciled and up to date records to provide <b>financial and statistical information</b>	Responsible			Accountable	Accountable at school level
Establish and maintain <b>asset registers</b> in accordance with financial procedures	Responsible			Accountable	Accountable at school level
Ensure that any <b>disposal of assets</b> complies with the Trust's financial procedures and is reported to the Trust	Approve			Accountable	Accountable
Managing conflicts of interest and related party transactions through a <b>register of pecuniary and other interests</b> of Members, Trustees, and staff	Responsible			Accountable	Accountable at school level
Ensure appropriate <b>insurance arrangements are in place</b> in accordance with the Academy Trust Handbook 2021 and Trust financial procedures	Responsible			Accountable	
<b>Financial Reporting</b> – deliver monthly management accounts, forecasts and key performance indicator reports	Accountable			Responsible	Consult
Trust <b>investment policy</b> in line with the Academy Trust Handbook 2021	Responsible			Accountable	
Ensure <b>writing off of debts</b> complies with Trust's financial procedures and Academy Trust Handbook 2021	Approve			Responsible	
<b>Bank Accounts</b> – authorise the establishment of bank accounts and bank mandates in the name of the Trust	Approve			Responsible	
Compliance with <b>VAT and CIT</b> regulations	Approve			Responsible	
Procedures for staff and trustees to claim <b>expenses</b> including for foreign visits	Approve			Responsible	Consult
Establish <b>external audit inspection</b> process and associated receipt of reports. Ensure production and delivery of resultant action plan	Responsible			Accountable	
Establish <b>internal audit</b> process and associated receipt of reports. Ensure delivery of agreed actions	Approve			Responsible	Accountable

6. Operational systems of control	Trustees	TIB	Parent & Community Advisory Forum	Executive Leadership	Headteachers
<b>Public Relations</b> - oversee public relations activities to project the profile of the Trust and schools to the wider community	Approve		Consult	Responsible	Accountable
<b>Trust communication strategy</b>	Responsible			Accountable	Consult
Compliant <b>Trust website.</b>	Approve			Responsible	Consult
Compliant <b>School websites</b>	Approve	Responsible		Accountable	Accountable at school level
<b>Information Management</b> –procedures for information security and compliance with Freedom of Information (FOI) and Data protection Act (DPA) legislation and maintain accurate records	Responsible			Accountable	Accountable at school level
<b>GDPR compliance and awareness</b> of responsibilities	Responsible			Accountable	Accountable at school level
<b>Document management</b> policy and procedures	Approve			Responsible	Accountable
<b>Risk management policies and risk register</b> in place and used effectively to monitor and mitigate risk	Responsible			Accountable	Accountable at school level
<b>Risk management</b> - strategic threats and opportunities considered through Audit and Risk Sub-Committee	Responsible			Accountable	Consult
<b>Risk management</b> - operational threats and opportunities considered in relation to schools	Approve	Responsible	Consult	Accountable	Accountable at school level
Determine, monitor, and evaluate effectiveness of <b>central services</b> provided to schools	Approve			Responsible	Accountable
Maintain <b>complaints register</b>	Responsible			Accountable	Accountable at school level

<b>7. Estates management</b>	<b>Trustees</b>	<b>TIB</b>	<b>Parent &amp; Community Advisory Forum</b>	<b>Executive Leadership</b>	<b>Headteachers</b>
Establish and implement a <b>Buildings Maintenance Strategy</b>	Responsible			Accountable	Consult
Establish and implement <b>Asset Strategy</b> – determining use of school’s premises and managing associated risk	Responsible			Accountable	Accountable at school level
Develop and implement <b>Critical Incidents and Lockdown</b> policy and procedures	Approve			Responsible	Accountable
Acquire and dispose of <b>Trust land</b>	Responsible			Accountable	Consult
Change use of <b>Trust assets</b>	Responsible			Accountable	Consult
<b>Health and Safety legislation</b> compliance, policy and procedures	Responsible			Accountable	Accountable
Maintain school <b>premises management documents</b> e.g. asbestos, fire safety, statutory testing				Responsible	Accountable
Approve, lead and manage major <b>school capital projects</b>	Approve			Responsible	Accountable
Lead and manage minor <b>school capital projects</b> / building works / maintenance				Accountable	Responsible
Effective school <b>site security</b>				Accountable	Responsible
Management of <b>Estate leases</b>	Approve			Responsible	Accountable
Applications for <b>Condition Improvement Funds</b>	Responsible			Accountable	Consult
Completion of <b>ESFA Asbestos Management Report</b>	Responsible			Accountable	Consult
Completion of <b>ESFA Land and Buildings Report</b>	Responsible			Accountable	Consult
Monitoring system for <b>Asset Life Cycle Replacement Strategy</b>	Approve			Responsible	Accountable
Site <b>Health and Safety Reviews</b>	Responsible			Responsible	Accountable
Effective systems for managing <b>Accidents and Incidents</b>	Approve			Responsible	Accountable
Liaison with <b>Health and Safety Executive (HSE)</b>				Responsible	
Monitoring of <b>Statutory Compliance</b>	Responsible			Accountable	Accountable
Procurement of <b>sub-contractors</b>	Approve			Responsible	Consult
Management of <b>sub-contractors on school site</b>				Responsible	Accountable
Procurement and supply of <b>cleaning materials</b>				Responsible	Accountable
Management of <b>cleaning supervisors and operatives</b>				Responsible	Accountable

<b>8. Staff wellbeing &amp; development</b>	<b>Trustees</b>	<b>TIB</b>	<b>Parent &amp; Community Advisory Forum</b>	<b>Executive Leadership</b>	<b>Headteachers</b>
<b>Appointment, remuneration, performance management and dismissal</b> of CEO	Responsible				
Recruitment and appointment of <b>substantive Headteacher at Trust school</b>	Approve	Responsible		Accountable	
<b>Performance management</b> of Headteachers	Approve	Responsible		Accountable	
<b>Suspension/dismissal of Headteacher</b>	Approve	Responsible		Accountable	
<b>Recruitment and appointment of Trust Executive Leadership (other than CEO)</b>	Responsible			Accountable	Consult
<b>Performance management</b> of Trust Executive Leadership (other than CEO)	Responsible			Accountable	
<b>Performance management</b> of school staff				Responsible	Accountable
<b>Suspension/dismissal Trust Executive Leadership</b> (other than CEO)	Responsible			Accountable	
<b>Appointment of school senior leadership team</b> (excluding Headteacher)		Approve		Responsible	Accountable
<b>Appointment of school staff</b> (excluding Headteacher and senior leadership team)		Approve		Accountable	Responsible
<b>Suspension/dismissal of school staff</b> (other than Headteacher)		Approve		Accountable	Responsible
<b>Secondment of Trust staff</b> internally across the Trust	Approve	Responsible		Accountable	Consult
<b>Staffing structure</b> (Teacher FTE) for each school	Approve	Responsible		Accountable	Accountable
<b>Trust Workforce Strategy</b> i.e. Staffing structure, retention, talent management, succession planning	Responsible			Accountable	Consult
<b>Restructure decisions</b> i.e. redundancies and authorisation of redundancy / early retirement payments	Responsible			Accountable	Consult
<b>Set Trust HR Policies</b> and procedures	Responsible			Accountable	Consult
Set <b>Contractual Terms and Conditions of Employment</b> and maintain Staff Handbook	Responsible			Accountable	Consult

Annual review of <b>NJC recommendations and Teacher Pay Scales</b> re: teachers' and support staff pay and conditions.	Responsible			Accountable	Accountable at school level
Effective <b>DBS Policy, procedures and checks</b>	Responsible			Accountable	Accountable at school level

9. Summary of Financial Authorisation Levels Delegated Duty	Value	Delegated Authority
<b>Ordering Goods and Services (revenue spending)</b>  <b>Lease agreements cannot be entered into without the authority of the CFO and the DfE if the lease can be classified as borrowing</b>	Up to £500 Up to £1,500 £1,501 - £5,000 £5,001 - £50,000 £50,001 - £100,000 £100,000 and above	Budget Holder School Business Manager or Finance Manager Headteacher or CFO CFO – over £10,000 subject to three quotes and accompanied by business case Chief Executive – subject to three quotes and accompanied by Business Case Chair of Finance Committee – subject to three quotes and accompanied by Business Case
<b>Signatures for payment authorisations (including BACS payments other than payroll)</b>	Any	Two signatures from: <ul style="list-style-type: none"> <li>• CEO</li> <li>• CFO</li> <li>• Finance Manager</li> <li>• School Business Manager</li> <li>• Chair of Finance</li> <li>• Chair of Trustees</li> </ul>



<b>Signatures for payment authorisations for Trust</b>	Any	Two signatures from: <ul style="list-style-type: none"> <li>• CEO</li> <li>• CFO</li> <li>• DOO</li> <li>• Chair of Finance</li> <li>• Chair of Trustees</li> </ul>
<b>Signatories for DfE grant claims and DfE returns for individual schools</b>	Any	Two signatures from: <ul style="list-style-type: none"> <li>• CEO</li> <li>• CFO</li> <li>• DOO</li> <li>• Headteachers</li> <li>• School Business Manager</li> </ul>
<b>Signatories for DfE grant claims and DfE returns for Trust</b>	Any	Two signatures from: <ul style="list-style-type: none"> <li>• CEO</li> <li>• CFO</li> <li>• DOO</li> <li>• Trustee</li> </ul>
<b>Virement of budget provision between budget headings</b>	Up to £20,000 £20,001 - £100,000 £100,000 and above	CFO  CEO accompanied by Business Case to additional spend  Finance Committee
<b>Virement of funding between Schools</b>	Any	Finance Committee

<b>Disposal of assets (not including land)</b>	Up to £1,000 £1,001 to £5,000 Over £5,000	CFO As above plus CEO As above plus Finance Committee DfE approval required as appropriate for disposal of assets funded with DfE grant or transferred from an LA at nominal consideration
<b>Write-off bad debts and Liabilities (subject to £250,000 ceiling)</b>	Up to £1,000 Over £1,000  Writing off debts or losses or letters of comfort	CFO CEO with referral to the Finance Committee annually ESFA consent required if exceeds: <ul style="list-style-type: none"> <li>• 1% of annual income or £45,000 individually</li> <li>• 2.5% or 5% of annual income cumulatively</li> </ul>
<b>Purchase or sale of any freehold property</b>	Any	Trustee and DfE approval required
<b>Granting or take up of any leasehold or tenancy agreement exceeding three years</b>	Any	Trustee and DfE approval required
<b>Raising invoices to collect income</b>	Any	School Business Manager or CFO
<b>Expense Claims</b>	Up to £50  Over £50 or any Business Manager claims  Trustee expenses  Chief Executive	School Business Manager or Headteacher or CFO CFO CEO CFO

<b>Credit Cards</b>	CFO All staff, except Business Manager School Business Manager Executive Leadership	CEO School Business Manager Headteacher CFO
<b>Special Payments</b>	Novel, Contentious and Repercussive. Staff Severance and Compensation Ex Gratia	ESFA agreement required ESFA agreement required if £50,000 or more before tax; less than £50,000 Trustee approval ESFA agreement required
<b>Acquisition and Disposal of land</b>	Acquiring freehold land / building Other disposals Disposing of a freehold on land / buildings Disposing of heritage assets Other disposals	ESFA agreement required ESFA agreement required ESFA agreement required Trustee approval required
<b>Leasing</b>	Finance Lease Leasehold on land and buildings Any other lease Granting a lease on land and building	ESFA agreement required ESFA agreement if lease term 7 plus years, Trustee approval if less than 7 years Value less than £50,000 CEO / CFO approval ESFA agreement required

<b>Borrowing</b>	Bank or sponsor loan, overdraft Credit Card	ESFA agreement required Delegated order limits apply
<b>Related Party Transactions</b>	Supplies to the Trust from a related party	ESFA agreement required over £20,000 and over associated limits
<b>Users of ACCESS Financial Management System</b>	Full Access  System Administrator  Enter and authorise dependent on segregation of duty	School Business Manager Headteacher  CFO DOO CEO  Finance Administrator Business Manager

**Date:** April 2021

**Updated:** July 2021 (to reflect revised Academy Trust Handbook 2021 and KCSIE 2021)

**Annual Review:** April 2022

**Sign off:**  Trust Chair

## **APPENDIX A - Scheme of Delegation Annual Review April 2021**

*(Adapted from CST/ Constant Group/ Stone King Guidance Document)*

### **Trust Scheme of Delegation Review**

#### **Review date: April 2021**

The Trust's Scheme of Delegation is a vital document. The Trust uses the CST Scheme of Delegation checklist to ensure it maintains a clear and comprehensive Scheme of Delegation. The checklist draws directly from the [Governance Handbook](#) and [Academies Financial Handbook](#). The source guidance is directly referenced throughout. In setting out the areas that are included (with a particular focus on operational delivery and compliance), the checklist helps to guide the development of the Trust's Scheme of Delegation.

Once reviewed and approved by Trustees the Scheme of Delegation will be central to the operations of the Trust. The Scheme of Delegation is published on the Trust's website and included in the induction of Trustees and senior leaders. It is subject to annual review to reflect the realities of the Trust as it develops and grows.

#### **Using the review checklist**

The Department for Education has given the Trust freedom to set out delegated authorities that are appropriate to the scale and size of the organisation and are compliant with regulations. The Trust Scheme of Delegation is the bedrock for good governance. The Governance Handbook states:

*'there is a range of options for how to design governance structures and levels of delegation. As the need for additional tiers within non-executive and executive governance structures grows to avoid unwieldy spans of control, there is a need for absolute clarity on the role and remit of each part of the structure and the relationship and reporting arrangements between them.'*

When setting the levels of delegation, Trustees must allocate roles and responsibilities across a range of operational areas for each layer within the Trust - Members, Trustees, Executive Leaders, School Leaders and local governance through the Trust Improvement Board and Parent and Community Advisory Forums.

The checklist has been put together to provide a summary of areas against which to review the Scheme of Delegation. It acts as a useful list of the minimum areas to be covered and will be used to review the Trust's Scheme of Delegation annually.

The checklist is structured according to the three core functions of governance:

- **Ensuring clarity of vision, ethos, and strategic direction**
- **Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff**
- **Overseeing the financial performance of the organisation and making sure its money is well spent**

## Scheme of Delegation Review Checklist – April 2021

1. Vision, ethos, and strategy	Included?	Action
Setting Trust vision	✓	
Setting Trust strategy	✓	
Setting Trust culture and values	✓	
Setting improvement plan in line with Trust priorities	✓	
Engaging with parents and carers	✓	
Ensuring compliance with equalities legislation	✓	
Nominating safeguarding lead Trustee	✓	
Nominating SEND lead Trustee	Not specifically noted, however election of board positions is.	Highlighted for inclusion and action by Trust Board - April 2021.
Ensuring finance skill set on board	Finance not specifically	Highlighted for inclusion and action by Trust Board - April 2021.

	mentioned, however, skill sets are.	
Establishing and appointing board committees	Terms of Reference included in Governance Framework	Reference in Scheme of Delegation considered adequate - April 2021
Governance - establishing and appointing school related committees i.e. Trust Improvement Board and Parent and Community Advisory Board	✓	
Setting governance policies (Data Protection, Information Sharing, Freedom of Information (FOI), Code of Conduct, Complaints, Whistleblowing)	✓	
Setting Trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)	✓	
Delivering support for looked after children	Not mentioned – needs adding	Added - April 2021
Carrying out disclosure and barring service (DBS) checks	✓	
Setting safeguarding policies (Safeguarding and Child Protection, Prevent, Looked After Children, Safer Recruitment, Platforming)	✓	
Setting Health and Safety policies	✓	
Setting Admissions policies	✓	



Attending Trust School inspections	Trust SI team will support Headteacher for inspections	Clarified and improved wording - April 2021
<b>2. Educational performance and staff performance management</b>	<b>Included?</b>	<b>Action</b>
Setting Trust approach to curriculum and assessment, with regard to statutory requirements	✓	
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements	Not mentioned – needs adding	Added - April 2021
Setting and delivering school curriculum and assessment in line with Trust approach	Assessment not mentioned	Added - April 2021
Developing curriculum policies as required by Trust e.g. RE, Relationships and Health education, collective worship	Not mentioned	Clarified - April 2021
Production and analysis of educational data	✓	
Setting Behaviour and Welfare policies e.g. Behaviour, Exclusions	Monitoring is mentioned but not policy	Clarified April 21
Ensuring compliance with SEND Code of Practice	✓	
Setting approach to directing pupils offsite, exclusions	✓	
Keeping admission and attendance registers	Not mentioned	Added - April 2021
Setting approach to staff appointment and dismissal, with regard to statutory requirements	✓	
Setting approach to appraisal and performance management	✓	

Setting pay levels, including executive pay	Executive pay not mentioned (although we are part of NJC)	Clarified - April 2021
Setting HR policies (Appraisal, Pay, Disciplinary, Grievance, Capability, Safer Recruitment)	✓	
<b>3. Financial performance</b>	<b>Included?</b>	<b>Action</b>
Appointing Senior Executive Leader as Accounting Officer	Appointing CEO mentioned but not accounting officer	Rectified - April 2021
Appointing CFO	Trust executive leadership but not specifically CFO	Rectified - April 2021
Setting delegated authority limits for financial transactions	Delegated levels mentioned in finance section but needs adding	Rectified - April 2021
Establishing controls framework, including internal audit	✓	
Developing budget	✓	
Delivering monthly management accounts and forecasts	Monitoring of monthly budget mentioned	Wording improved - April 2021
Managing cash position	Not mentioned	Added - April 2021
Monitoring premia spend i.e. Catch-up, Pupil Premium and Sport Premium	✓	
Appointing external auditor	✓	
Delivering annual report and accounts, with regard to accounts consolidation exercises required by DfE	✓	

Developing finance policies e.g. Charging and Remission, Procurement, Investment	✓	
Managing conflicts of interest and related party transactions	✓	
Ensuring compliance with AFH and ESFA requirements	✓	
Ensuring adequate insurance cover is in place	✓	
Maintaining Trust Risk Register	✓	

## Trust Responsibility Table

1. Vision, ethos, and strategy (including compliance)		
Area of responsibility	Details of delegation	Reference
Setting Trust vision	The Trust board is responsible for setting the Trust's overall vision and strategy.	Governance Handbook, section 2.1.2
Setting Trust strategy	The Trust board is responsible for setting the Trust's overall vision and strategy.	Governance Handbook, section 2.1.3
Setting Trust culture and values	The Trust board is responsible for setting the Trust's overall culture and values.	Governance Handbook, section 2.2.4
Setting school improvement plan in line with Trust priorities	This is developed by the school and approved by the executive team.	
Engaging with parents	The Trust board should ensure parental engagement takes place; individual schools in the trust are responsible for engaging with their individual parent communities.	Governance Handbook, section 2.4.15

Ensuring compliance with equalities legislation	The Trust board is responsible for ensuring overall compliance with legislation; they can delegate compliance delivery as needed.	Governance Handbook, sections 2.2.6, 6.3.9-12, 6.5.72, 6.5.2.82
Nominating safeguarding lead Trustee	'All boards should have an individual to take leadership responsibility for the organisation's safeguarding arrangements, which include the Prevent duty' and, ideally, there should also be a corresponding individual with this role at academy committee (local governance) level in a Trust.'	Governance Handbook, section 2.2.8
Nominating SEND lead trustee	'There should also be a member of the Trust board or a committee with specific oversight of the Trust's arrangements for SEND'.	Governance Handbook, section 2.2.8
Ensuring finance skill set on Trust board	'The Trust board should oversee financial performance by ensuring that it has at least one individual with specific, relevant skills and experience of financial matters'.	Governance Handbook, section 3.5.36
Establishing and appointing Trust board committees	The Trust must have 'an audit committee or a committee which fulfils the function of an audit committee - Trusts with an annual income over £50 million must have a dedicated audit committee. Other Trusts must either have a dedicated audit committee or can combine it with another committee'.	Governance Handbook, section 6.6.1.137, Academies Financial Handbook, section 3.6
Establishing and appointing Academy Committees	In the Multi-Academy Trust context, the Trust board can establish local governance 'Academy Committees' (although it is not a legal requirement to have this local layer).  The Trust board will delegate responsibilities to local governance in a way that fits the Trust – although there will be certain 'matters reserved to the Trust board' that are not delegated, i.e. approval of final budget and targets for schools.	Governance Handbook, section 2.3.7
Setting governance policies (data protection,	Trusts must set policies for a range of areas of governance and data protection. Trusts must also ensure all relevant policies are published online in accordance with government guidance.	Governance Handbook, sections 4.1.2.11, 6.14, 6.15, 6.16;

information sharing, Freedom of Information (FOI), code of conduct, complaints, whistleblowing)	<i>For this and the other policies outlined below, the Trust will decide how policies are developed and approved, between the Trust board, executive team and local governance, in accordance with the approval levels suggested in the DfE's Statutory policies for schools guidance – see <a href="#">here</a>.</i>	Academies Financial Handbook sections 2.41-2.46
Setting Trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)	<p>'All Trust boards must have 'arrangements in place to ensure that they:</p> <ul style="list-style-type: none"> <li>• Carry out their functions with a view to safeguarding and promoting the welfare of children; and</li> <li>• Have regard to the statutory guidance issued by the Secretary of State', Keeping Children Safe in Education'</li> </ul>	Governance Handbook, sections 6.7.164-170
Delivering support for Looked after Children	'Trust Boards are required to appoint a designated teacher to promote the educational achievement of looked-after and certain previously looked-after children who are on the school roll'.	Governance Handbook, sections 6.4.12.62-67
Carrying out disclosure and barring service (DBS) checks	Ensuring delivery of DBS and section 128 checks in line with trust requirements. The board should ensure these checks are delivered by the executive team and school staff.	Governance Handbook, 4.1.2.14
Setting safeguarding policies (safeguarding and child protection, Prevent, looked after children, safer recruitment)	Policies and procedures should include reference to peer-to-peer abuse, gender issues, and allegations made against teachers and other staff.	Governance Handbook, sections 6.5.3.88, 6.7.166, 6.7.2.175, 6.7.3.179, 6.7.4.182

Setting health and safety policies	Trust must ensure compliance with health & safety legislation, including food safety, supporting pupils with additional health needs, first aid and fire safety.	Governance Handbook, section 6.8
Setting admissions policies	'The School Admissions Code is the statutory guidance that schools must follow when carrying out duties relating to school admissions'. The Admissions authority i.e. the Trust should approve all relevant admissions arrangements in line with the Code.	Governance Handbook, section 6.9.1.230
Attending Trust inspections	The Governance Handbook summarises the Ofsted inspection process. Trust should decide which governance representatives will be present - depending on the Trust's size, this may be Trustees and/or executive leaders.	Governance Handbook, section 7.3

## 2. Educational performance and staff performance management

Area of responsibility	Details / suggested delegations	Reference
Setting Trust approach to curriculum and assessment with regard to statutory requirements	<p>'Education legislation states that the school curriculum should be balanced and broadly based, and should: Promote the spiritual, moral, cultural, mental and physical development of pupils at the school and of society; and Prepare pupils at the school for the opportunities, responsibilities and experiences of later life'.</p> <p>The relative roles and responsibilities between the Trust board, executive team and schools will vary by Trust in relation to curriculum - although the board remains accountable for ensuring statutory requirements are met.</p>	Governance Handbook, sections 6.4.1.13, 6.4.3.24, 6.4.13.68-69; refer also to individual academy funding agreement(s) to understand curriculum information that should be published on the school's website
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements	<p>'The EYFS sets out requirements for both learning and development and safeguarding and welfare provision for children from birth to five'.</p> <p>EYFS policies and procedures should be set in line with the EYFS framework.</p>	Governance Handbook, section 6.4.10.51

Setting and delivering school curriculum and assessment in line with Trust approach	School leaders will generally be responsible for delivering in their school, with oversight and support offered by the executive team.	
Developing curriculum policies as required by school(s) (religious education, relationships education, collective worship)	Academy schools do not have to follow statutory guidance designed for maintained schools in relation to these areas - however they must deliver these curriculum areas in line with their funding agreement and any emerging areas of government guidance that will apply to academies.  As noted above, the relative roles and responsibilities between the board, executive team and schools will vary by trust in relation to curriculum – although the board remains accountable for ensuring statutory requirements are met.	Governance Handbook, sections 6.4.4.31, 6.4.4.40, 6.4.4.44; funding agreements
Production and analysis of data	The board must have access to objective, high quality and timely data if it is to ensure and embed robust accountability and know the questions that need to be asked of the executive leaders.	Governance Handbook, section 3.4.15
Setting behaviour and welfare policies (behaviour, exclusions)	'An academy trust must make sure that a written policy, which promotes good behaviour among pupils and defines the sanctions to be adopted where pupils misbehave, is drawn up and implemented'.	Governance Handbook, section 6.8.3.194
Ensuring compliance with SEND Code of Practice	'All boards have legal duties in relation to pupils with SEND. Legal duties on SEND are set out in the Children and Families Act 2014 and statutory guidance on the SEND code of practice'. The board holds responsibility for ensuring compliance, with delivery carried out by the executive team and schools.	Governance Handbook, sections 6.4.11.52-57; SEND Code of Practice; Children and Families Act 2014
Setting approach to directing pupils offsite, exclusions	'An academy may direct a pupil off-site under general powers in their Articles of Association... The board has key responsibilities in relation to reviewing the executive leader's exclusion decisions' and arranging an independent review panel. The Trust board holds responsibility for	Governance Handbook, section 6.8.4.197, 6.8.5.200-202; Articles of Association

	ensuring overall compliance, with delivery carried out by the executive team and schools. Within a Multi-Academy Trust context, it will often be the local academy committees that convene exclusion panels to consider individual exclusions.	
Keeping admission and attendance registers	'All boards must reassure themselves that the school keeps admission and attendance registers in accordance with regulations'. The board holds responsibility for ensuring overall compliance, with delivery carried out by the executive team and schools.	Governance Handbook, section 6.8.6.204
Setting approach to staff appointment and dismissal, with regard to statutory requirements	'The requirements on Academy Trusts are set out in their funding agreements and regulations and [...] 'Staffing and employment advice for schools'. The board holds overall responsibility for ensuring compliance, with delivery carried out by the executive team and schools, and input from unions as agreed.	Governance Handbook, section 6.5.71
Setting approach to appraisal and performance management	'Academies are free to determine their own appraisal process and may adopt the requirements for maintained schools if they wish'.	Governance Handbook, section 6.5.6.102
Setting pay levels, including executive pay	'Academy Trusts are free to set their own pay and conditions of service for any teachers and support staff'. The Trust board are responsible for ensuring compliance with all requirements as laid out in the Academies Financial Handbook. 'The board of Trustees must ensure its decisions about levels of executive pay (including salary and any other benefits) follow a robust evidence-based process'.	Governance Handbook, section 6.5.7.111; Academies Financial Handbook, section 2.30-2.32
Setting HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)	'Academy Trusts are responsible for establishing their own staff procedures and need to take account of the relevant legislation and guidance'. The board holds responsibility for ensuring compliance, with delivery carried out by the executive team and schools, and input from unions as agreed.	Governance Handbook, section 6.5.8.119, 6.7.3.179



<b>3. Financial performance</b>		
<b>Area of responsibility</b>	<b>Details / suggested delegations</b>	<b>Reference</b>
Appointing senior executive leader as Accounting Officer	They must be the 'head of the line management executive chain and be held accountable by the board of Trustees for the performance of the whole Trust'. The board appoints the Accounting Officer.	Governance Handbook, section 6.6.1.137
Appointing Chief Financial Officer (CFO)	The Trust 'must appoint a Chief Financial Officer (CFO) to act as the Trust's Finance Director, business professional or equivalent'. The Trust board appoints the Chief Financial Officer.	Governance Handbook, section 6.6.1.137
Setting delegated authority limits for financial transactions	Delegated authority limits must be set by the Trust board and communicated throughout the Trust. The Trust board approves delegated authority limits.	Governance Handbook, section 6.6.1.137
Establishing controls framework including internal audit	A Trust 'must establish a control framework and establish processes to provide assurance over the suitability of, and compliance with, its financial systems and internal controls'. The Trust board and audit committee hold responsibility for approving the annual programme of internal scrutiny as put forward by the executive team, with input from internal auditors as relevant.	Governance Handbook, section 6.6.1.137; Academies Financial Handbook sections 2.6, 3.1-3.22
Developing budget	The Trust board approve the budget which has been developed by the executive team, with local governance inputting in line with delegated authorities.	Governance Handbook, section 6.6.1.137; Academies Financial Handbook section 2.8-10
Delivering monthly management	'The Trust must prepare management accounts every month, setting out its financial performance and position. Managers must take appropriate action to ensure ongoing viability. The Trust board must	Academies Financial Handbook, section 2.10 & 2.18

accounts and forecasts	ensure budget forecasts for the current year and beyond are compiled accurately'.  The Trust board must review management accounts at least six times each year that have been prepared by the executive team.	
Managing cash position	'The Trust must manage its cash position robustly. It must avoid becoming overdrawn. It may be required to report on its cash position to ESFA where there are concerns about financial management'. The board are responsible for holding oversight of cash management across the Trust.	Academies Financial Handbook, section 2.24
Monitoring pupil premium spend inc. year 7 literacy and numeracy catch-up and PE and sport premium	'Boards should ensure that pupil premium funding is being spent on improving attainment for eligible pupils'. In a Multi-Academy Trust setting, this monitoring can be delegated to schools.	Governance Handbook, section 6.6.3.145-152
Appointing external auditor	The Trust 'must appoint a registered statutory auditor'. The statutory auditor should be appointed by the Trust board in writing.	Governance Handbook, section 6.6.1.137, Academies Financial Handbook sections 4.5-4.8
Delivering annual report and accounts, with regard to accounts consolidation exercises required by DfE	The Trust must 'prepare annual financial statements in line with the ESFA's Academies accounts direction'. The Trust board approve the annual report and accounts.	Governance Handbook, section 6.6.1.137, Academies Financial Handbook sections 4.1-4.4
Developing finance policies (charging and remission, procurement)	The Trust board approve finance policies, as developed by the executive team.	Governance Handbook, section 6.6.5.156

Managing conflicts of interest and related party transactions	The Trust 'must maintain a register of interests'.	Governance Handbook, sections 3.5.37, 6.6.1.137; Academies Financial Handbook sections 5.44-5.47
Ensuring compliance with ESFA requirements	Compliance must be ensured in areas including novel, contentious and repercussive transactions, disposal of land and assets and use of School Condition Allocations, use of school premises. The Trust board should ensure compliance with the executive team delivering on all requirements	Academies Financial Handbook, Part 5
Ensuring adequate insurance cover is in place	The Trust 'must ensure that they have adequate insurance cover in compliance with their legal obligations or have opted into the academies risk protection arrangements (RPA)'	Governance Handbook, section 6.6.1.137
Maintaining risk register	'The Trust must manage risks to ensure its effective operation and must maintain a risk register'. The Trust board should hold oversight of strategic risks across the Trust. Local governance in a Multi-Academy Trust's can hold oversight of school-level risks.	Academies Financial Handbook, section 2.36