

## Brdignorth Area Schools' Trust - Scheme of Delegation (Jan 2019)

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;
- should be read in conjunction with the Trust's Committee Terms of Reference;
- may only be altered or revoked by the Trustees.

St Leonards Primary School Castlefields Primary Schools are High Delegation Schools for both finance and education aspects. Oldbury Wells School and Alveley School are Low Delegation schools for finance and education aspects. St Leonards is a C of E school.

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:

1. Strategy & Leadership;
2. Education & Curriculum;
3. Financial;
4. HR & Operations.

To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on the final page of this Scheme.

1. STRATEGY AND LEADERSHIP				
	Trustees	EH (and CFO)	LGB	Head
1.1 Set strategic objectives of the Trust & Academies	Determine - for the Trust & Academies	Draft with Heads. Recommend to Trust.	Liaise with HT as appropriate. Receive from Trust.	Draft with EH - in the case of their Academy. Report against progress to Trust. Write SIP using SOs as headings.
1.2 Develop the character, mission & ethos of Trust & Academies (including distinct Christian values of CE school).	Determine - for the Trust Consult - for the Academies.	Develop - for the Trust Consult - for the Academies	Deliver - for the Academies	Recommend - for the Academies
1.3 Scrutiny and delivery of strategic objectives and KPIs of the Trust & Academies	Scrutinise termly though reports from HTs and EH.	Deliver for Trust Report annually on KPIs by writing the annual report. Challenge and support HTs.	Review the SIP (which uses SOs as headings). Receive HTs report termly against SOs.	Deliver for the academy Report termly to Trust progress against SOs. Deliver through planned actions in the SIP.
1.4 Scrutiny: Ethos - operation of the Trust & Academies against the agreed character, mission & ethos	Review	Report	Review	Report
1.5 Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review	Deliver (with support from chief Finance Officer CFO)	Comply	Comply

1. STRATEGY AND LEADERSHIP				
	Trustees	EH (and CFO)	LGB	Head
1.6 Compliance: Regulatory - 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 & EH
1.7 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	Determine - policies to ensure compliance Review	Deliver Report - to Board	Review	Deliver (through active oversight by CFO for Low delegation schools) Report - to LGB & CEO
1.8 Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine - policies to ensure compliance Deliver		Deliver	
1.9 Trust Risk Register	Review delivery	Deliver - management of corporate risk register	Review - Academy risk register	Deliver - management of Academy risk register
1.10 Appointments of Trustees and Governors - ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies)	Determine - policies and criteria for the selection of Trustees and Governors	Report - to the Board on the performance of the LGBs Review - annually the size, structure	Review - procedures for the election of staff and parent governors of the LGB	

1. STRATEGY AND LEADERSHIP				
	Trustees	EH (and CFO)	LGB	Head
	Review - the Board's own performance  Review - performance of the LGBs	and composition and skills of LGBs  Recommend - if appropriate changes to the size and composition of the LGBs	Review - own performance	
1.11 Register of Interests	Deliver		Deliver	
1.12 Appointment of Clerk - Board and LGBs	Deliver - appoint the clerk to the Board & LGBs		Consult - in connection with the appointment of the LGB clerk	
1.13 Policies - review and approval of Trust Wide Policies (including DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Deliver - presenting policies to the Board for approval  Report - material non-compliance to the Board	Review - all policies approved by the Board and Academy specific policies	Deliver - presenting Academy specific policies for approval by the LGB  Report - non-compliance to the LGB and the EH
1.14 Establish and ensure effectiveness of committees, including preparation of terms of reference for LGB's and Committees	Deliver  Review - annually	Develop	Consult	Consult

1. STRATEGY AND LEADERSHIP				
	Trustees	EH (and CFO)	LGB	Head
1.15 Establish high and low delegation status and scheme of delegation	Determine and review	Consult Recommend	Recommend	Recommend
1.16 Training programme for trustees and governors	Deliver	Develop	Deliver	Develop

## 2. EDUCATION AND CURRICULUM

	Trustees	EH	LGB	Head
2.1 Trust and School Improvement Plans - for the Trust and each Academy in line with Strategic Objectives.	<p>Receive the School Improvement Plans from academies.</p> <p>Ratify the Trust Improvement Plan (TIP).</p>	<p>Deliver - draft, agree and implement the Trust Improvement Plan. Review outcomes.</p> <p>For SIPs - provide general support and advice (high delegation schools); or close support and advice over formation of the SIP (low delegation schools).</p>	<p>Ratify the SIP.</p> <p>Monitor progress against the SIP and outcomes.</p>	<p>Produce the SIP in line with the SOs (High delegation - with general support advise from EH; high delegation with close support and drafting with EH).</p> <p>Deliver implementation of SIP and support implementation of TIP.</p> <p>Review outcomes of this work.</p>

## 2. EDUCATION AND CURRICULUM

	Trustees	EH	LGB	Head
2.2 Key Performance Indicators - setting and reviewing performance of the Trust & the Academies	<p>Determine - <u>Trust wide</u> and Academy KPIs</p> <p>Review - performance against KPIs.</p>	<p>Consult - and propose KPIs to the Board</p> <p>Receive information and report annually on KPIs for the academies. Write this for the Trusts Annual Report.</p>	<p>Deliver - holding leadership to account for delivery against KPIs</p>	<p>Deliver - performance of the Academy against KPIs</p> <p>Report - any concerns regarding performance around KPIs to EH.</p>

## 2. EDUCATION AND CURRICULUM

	Trustees	EH	LGB	Heads
2.3 Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review overall quality across Trust through Standards Committee and appointed SIA.	For low delegation -Deliver - supporting the Academies and intervening where appropriate.  For high delegation support and advise as required.	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 via accurate SEF and HT reports.
2.4 Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	For low delegation - Determine - curriculum  Review - effectiveness of the curriculum across Trust	Low delegation - support delivery. For high delegation support and general advise as appropriate.	Consult Review	Deliver
2.5 Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.			Review	Deliver
2.6 Pupil Premium - 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 annually - how Pupil Premium is spent at the Academy.	Deliver. Report - on effectiveness of use of the Pupil Premium(for low delegation with support from EH)



## 2. EDUCATION AND CURRICULUM

	Trustees	EH	LGB	Heads
2.7 Collective worship arrangements for school			Review	Deliver
2.8 Develop and implement the full range of requirements for being a Church School			Review	Deliver
2.9 Set admissions policy	Deliver- overall principles for the Trust ensuring all academies have a suitable admissions policy.	Liaise with LA over admissions.	Review and establish admissions Committee as required.	Deliver
2.10 Admission decisions			Deliver	Consult
<p>2.11 Review - considering and evaluating performance of the Academies by:</p> <ul style="list-style-type: none"> <li>▪ reviewing progress against agreed KPIs and SOs</li> <li>▪ holding each academy's leadership to account for academic performance, quality of care and quality of provision (as expressed in SEF)</li> <li>▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academies (as expressed in SEF)</li> <li>▪ receiving reports on the quality of teaching and learning and making recommendations to the Board.</li> </ul>	<p>Receive termly reports from HTs re SOs and annual report from EH about KPIs.</p> <p>Standards Committee to review effectiveness and SEF conclusions.</p> <p>Appointment of SIA who updates Standards Committee through the rolling record.</p>	<p>Support LGBs of low delegation schools.</p> <p>Review for High delegation schools.</p>	<p>Deliver</p> <p>For High delegation schools deliver.</p> <p>For low delegation schools deliver with support from EH.</p>	Report

## 2. EDUCATION AND CURRICULUM

	Trustees	EH	LGB	Heads
2.12 Self-evaluation - carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Review	Consult	Review	Deliver
2.13 Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies' strategic plans (SIPs) and the Trusts strategic plan (TIP).	Review through HT reports. Review for EH and the TIP	Support as required for high delegation schools. Deliver alongside the HT for Low delegation schools.	Review	Deliver
2.14 Report - termly to Board on performance	Review through Standards Committee (including predictions / targets).	Review	Deliver	Deliver
2.15 Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review High delegation schools. Review and advise delivery of Low delegation schools.	Receiving reports from the Head Report any material issues to the Board and the EH	Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies  Report - to the LGB on any material issues

2. EDUCATION AND CURRICULUM				
	Trustees	EH	LGB	Heads
2.16 Academy Hours - setting the opening and closing times for the Academies	Determine - in consultation with LGBs		Consult - with the Board	Comply
2.17 Term Dates and length of school day	Determine - in consultation with LGBs		Consult - with the Board	Comply
2.18 School lunch - ensure provided to appropriate nutritional standards			Review	Deliver
2.19 Provision of free school meals to those meeting criteria			Review	Deliver
2.20 Safeguarding - including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Review	Review and report to LGB / Board any matters of relevance / concern.	Deliver	Deliver
2.21 Stakeholder Engagement - <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> </ul>	Review	Review High delegation schools. Review and advise delivery of Low delegation schools.	Determine	Deliver

## 2. EDUCATION AND CURRICULUM

	Trustees	EH	LGB	Heads
<ul style="list-style-type: none"> <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>				
<b>2.22 Ofsted Inspections Trust Support -</b> <ul style="list-style-type: none"> <li>▪ Board will liaise with Ofsted where MAT is inspected it will assist with an Academy inspection.</li> <li>▪ EH 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>▪ EH will support LGBs and Principals/Headteachers for individual Academy inspections</li> </ul>	Deliver	Deliver	Support	Support
<b>2.23 Ofsted Inspections: Academies</b>	Support Standards committee to deliver	Support For Low delegation Schools be active in supporting delivery; for high delegation schools as relevant.	Deliver with Standards Committee.	Deliver

3. FINANCIAL				
	Trustees	EH (and CFO)	LGB	Head
3.1 Appointment of the Audit & Risk Committee	Deliver			
3.2 Appointment of the Accounting Officer & Chief Financial Officer	Deliver	Deliver - the Accounting Officer role		
3.3 Recommend appointment of External Auditors to the Members	Deliver			
3.4 Appointment of the Internal Auditors	Deliver			
3.5 Approve Annual Accounts	Approve	Deliver - arrange for auditing and filing of annual report and accounts.	High delegation schools. Monitor and review accounts during the year to ensure detailed overview and controls	High delegation schools - Comply - by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts.  Low delegation schools in conjunction with CFO.
3.6 Scheme of Financial Delegation & Financial Policies - establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine  Comply	Review - compliance	Review - compliance by the Academy	Comply

		Report - any issues or non-compliance to the Board Comply	Report - any issues or non-compliance to the EH Comply	
<b>3. FINANCIAL</b>				
	<b>Trustees</b>	<b>EH (and CFO)</b>	<b>LGB</b>	<b>Head</b>
3.7 Bank Accounts - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend		
3.8 Funding Model and Trust processes- 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	Recommend a funding model and Trust processes to the Board for approval Review	Consult Review - compliance with the overall financial plan for the Academy	Comply
4.9 Trust Annual Budget - formulating and setting the Trust wide budget and overseeing any Trust areas.	Determine  Approve - significant variances (as defined in the Scheme of Financial Delegation)  Comply with any Trust specific requirements	Deliver - preparation of Trust budget and present to the Board for approval  Review - submission of Trust budget to the EFA	Receive Trust budget overview. Comply	Comply
4.10 Academy Annual Budgets - 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	Deliver - preparation of Academy budgets in consultation	Consult - with Head & CFO in respect of the	Deliver - in consultation with CFO

	defined in the Scheme of Financial Delegation) Carry out LGB tasks for low delegation schools.	with the Heads, to present to the Board for approval and the LGB to monitor (High Delegation only). Review - submission of Academy budgets to the EFA	Academy's requirements Comply Review the budget through the year ensuring delivery. Approve within permitted limits (as defined in the Scheme of Financial Delegation) any variances	Comply
<b>3. FINANCIAL</b>				
	<b>Trustees</b>	<b>EH</b>	<b>LGB</b>	<b>Head</b>
4.11 Expenditure and ensuring delivery of Annual Budgets	Review Receive termly reports on delivery of each academy budget and Trust budget.	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 EH any issues with expenditure or compliance with the Annual Budgets by the Academy	Report - to the LGB and Trust any need for any matters of concern in respect of the Academy's annual budget
4.12 Reporting: financial reporting and KPIs	Determine  Review	Deliver	Review	Deliver

1.13 Investments - agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation

Determine and review delivery

Deliver



4. HR AND OPERATIONS				
	Trustees	EH	LGB	Head
4.1 Appointing the CEO and CFO	Appoint	Support / recommend CFO		Support as requested.
4.2 Appointing the Heads at each Academy	Approve -after consultation with the Appointment Panel. Establish the panel with an equal number of LGB and Trustees. For Church School at least 25% of this panel are diocese appointed.	Recommend - sit on appointment panel along with, Trustees & representatives of the relevant LGB.  Appoint external advisor where requested by Trust or Diocese.	Recommend - contribute to the appointment panel (equal number of LGB and Trustees. For Church School ensure at least 25% of this panel are diocese appointed)	
4.3 Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board		
4.4 Appointing Academy SLT (excluding Principal/Head)		Consult	Appoint and report to the Board	Recommend
4.5 Appointing Academy Staff (excluding SLT & Principal/Head)			Appoint	Recommend
4.6 Establish staffing structure for academies to maximise Trust efficiency and equality / fairness of employment.	Determine for Low delegation schools. <u>Determine the Trust code</u>	<u>Recommend a code for staffing structure and salary ranges to ensure fairness and equality.</u>	Determine for high delegation schools (in line with Trust code). Recommend to Trust	Recommend
4.7 Establish staffing structure for the Trust	Determine Review	Recommend Deliver		

#### 4. HR AND OPERATIONS

	Trustees	EH	LGB	Head
4.8 Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Comply	Review	Comply
4.9 Setting and running Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Review - in respect of EH and Low delegation school Heads. Appoint SIA to support LGB / Trust PM reviews. Receive reports - in respect of appraisal arrangements and outcomes high delegation schools. Review - any appeals as determined by policy. Carry out role of LGB for low delegation schools.	Support the SIA. Support the Trust / LGBs in the PM process. Recommend PM policy and practices and report annually to Trust. Review practices. (and any appeals from Academy staff)	High delegation schools - Assure - in respect of performance management. High Delegation Schools - Review - any appeals respect of all other staff.	Review - in respect of all other staff Report - annually to the CEO on appraisal arrangements and outcomes
4.10 Setting Terms and Conditions of Employment and Staff Handbook	Determine - and consider any proposals by LGBs to make amendments	Recommend	Consult - report to Board on any suggested changes to the Academy's terms and conditions	Comply

## 4. HR AND OPERATIONS

	Trustees	EH	LGB	Head
4.11 <u>Establishing Trust processes and practice for staff contracts and related administration.</u>	Determine any relevant policy	Deliver		Recommend Comply
4.12 Dismissing EH, Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Carry out - in respect of the EH, Heads and Trust central staff.  Carry out for staff in low delegation schools.	Review - in respect of Heads, cross academy staff and senior leadership teams of the Academies  Report - any dismissals to the Board	High Delegation schools - with support from EH carry out policy (excluding dismissal of HT)	Recommend for staff.
4.13 Reviewing discipline and grievance policy	Review delivery	Recommend	Review - in line with Trust policy	
4.14 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

4. HR AND OPERATIONS				
	Trustees	EH	LGB	Heads
4.15 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
4.16 Enter into contracts - up to limit of delegation set out in Scheme of Financial Delegation	Deliver	Deliver	Review	Deliver
4.17 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
4.18 Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report - to the Board	
4.19 Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained	<u>Determine - Trust wide policy</u>	Recommend	<u>Determine - academy plan in accordance with Trust policy</u> <u>Review delivery of academy plan</u>	Deliver - in accordance with Academy policy
4.20 Acquiring and disposing of Trust land	Deliver	Recommend		
4.21 Changing use of Assets	Determine		Recommend to the Board of any changes to fixed assets used by the Academy	
4.22 Arranging insurance for the Trust	Review	Deliver		

4. HR AND OPERATIONS				
	Trustees	EH	LGB	Heads
4.23 Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Determine Review	Deliver - Trust wide activities	Review	Deliver - academy activities
4.24 Information management - including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student)	Determine	Deliver	Comply	Comply
4.25 Academy Prospectus and website		Review	Deliver Ensure compliance	Recommend Comply
4.26 Trust Prospectus and website	Review	Deliver Comply		

In this Scheme the phrases used above have the following meanings:

**Comply:** the individual/group will follow agreed policies and procedures.

**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 they will be making recommendations to the Board and/or LGB (as appropriate)
- the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Principal/Head (as appropriate)

- the Principal/Head they 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 they will be making reports to the Board and/or LGB (as appropriate)
- the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate)
- the Principal/Head they 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 they will be reviewing the CEO and/or LGB (as appropriate)
- the CEO they will be reviewing the Principal/Head
- the LGB they will be reviewing the Principal/Head and his/her leadership team.

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