

TrustEd CSAT Alliance - Scheme of Delegation (2022)

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 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.

In A MAT Trustees are responsible for Governance and hold ultimate responsibility for the quality of education in all the Trust's schools. This responsibility is discharged through appropriate delegation to committees and LGBs, with support and challenge provided by executive leaders.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under the Academy Trust 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 Trustees and members of the Local Governing Bodies (LGBs) may be asked to serve on a committee for a purpose outside of their usual delegated responsibility.

The Trust Board and the Local Governing Bodies will conduct all business through their schedule of meetings except where a delay in exercising a function of the Trust Board or a Local Governing Body is likely to be seriously detrimental to the interests of one of the Trust's schools, a pupil attending one of the Trust's schools (or their parents) or a person who works at one of the Trust's schools. In such circumstances, the Chair has the authority to carry out functions on behalf of the Trust Board or relevant Local Governing Body. The Vice Chair has this authority where the Chair is absent. If the Chair takes action under these circumstances, they will first consult with the CEO (or in the case of a LGB Headteacher), or any other relevant source of guidance. The Chair will also report on any action taken to the Trust Board or relevant Local Governing Body as soon as possible after the event.

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	Executive Leaders	LGB	Head
1.1 Set strategic objectives of the Trust & Schools	Determine – for the Trust & Schools	Draft with Heads. Recommend to Trust.	Receive from Trust.	Draft with Executive Leader Report against progress to Trust. Write SIP using SOs as headings.
1.2 Develop the character, mission & ethos of Trust & Schools (including distinct Christian values of CE school).	Determine – for the Trust Consult - for the Schools.	Develop – for the Trust Consult – for the Schools	Approve and uphold – for the Schools	Recommend and uphold – for the Schools
1.3 Scrutiny and delivery of strategic objectives and KPIs of the Trust & Schools	Scrutinise termly through reports from HTs, CEO and SIA.	Deliver for Trust Support and ensure delivery for schools Report annually on KPIs by writing the annual report.	Review progress and impact of SIP in conjunction with CEO and HT	Deliver for the school. Report termly to Trust progress against SOs. Report once termly to LGB. Meet through implementation of actions in the SIP.
1.4 Scrutiny: Ethos – operation of the Trust & Schools against the agreed character, mission & ethos	Review for Trust	Report	Review for school	Report
1.5 Compliance: Funding Agreement – comply with all obligations including the Academy Trust Handbook	Review	Deliver	Comply	Comply

1. STRATEGY AND LEADERSHIP

	Trustees	Executive Leaders	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
1.9 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 and revise	Deliver Report – to Board		Deliver (supported by Exec) Report – to Exec
1.10 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	Deliver	
1.11 Trust Risk Register	Review delivery	Deliver – management of corporate risk register		Support delivery
1.12 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 Schools)	Determine – policies and criteria for the selection of Trustees and Governors Review performance Approve the appointment of governors	Report - to the Board on performance Review - annually. Recommend – if appropriate changes to the work, size and composition of the LGBs	Review - procedures for the election of staff, parent governors and others of the LGB (see Committee terms of reference for the LGBs). Review – own performance Recommend appointment of	Give views and suggested modifications to Exec to support developments and improvements to committees and LGBs

1. STRATEGY AND LEADERSHIP

	Trustees	Executive Leaders	LGB	Head
			governors to Trustees	
1.11 Register of Interests	Deliver		Deliver	
1.12 Appointment of Clerk – Board and LGBs	Appoint the clerk to the Board and LGBs	Appoint for main meetings of LGB and all other.	Appoint for extra meetings	
1.13 Policies – review and approval of Trust Wide Policies (including DBS, charging and remissions policies, and Pay)	Determine	Draft and present policies to the Board for approval Report – material non-compliance to the Board	Receive – all policies approved by the Board Determine school specific policies	Draft and present School specific policies for approval by the LGB Report – non-compliance to the LGB and the Exec
1.14 Establish and ensure effectiveness of committees, including preparation of terms of reference for LGB's and Committees	Determine and Review - annually	Draft for trustees' determination and review	Respond to consultation	Respond to consultation
1.16 Training programme for trustees and governors	Determine, promote and participate	Develop including developing opportunities for Link Governors across schools to be trained and meet.	Promote and participate	Develop and enable

2. EDUCATION AND CURRICULUM

	Trustees	Exec Leaders	LGB	Head
<p>2.1 Trust and School Improvement Plans - for the Trust and each School in line with Strategic Objectives.</p>	<p>Ratify a Trust Improvement Plan (TIP)</p> <p>Monitor Impact of the TIP and support the development and direction of the Trust Improvement Plan (TIP).</p> <p>Receive the School Improvement Plans from LGBs.</p>	<p>Draft, and implement the ratified TIP. Review outcomes.</p> <p>For SIPs – monitor impact against SOs, provide support to secure improvement</p>	<p>Develop and ratify the SIP.</p> <p>Monitor and review impact and progress.</p> <p>Use Link Governors to monitor progress against the SIP and outcomes.</p>	<p>Draft the SIP in line with the SOs</p> <p>Implement SIP, monitor and report impact to LGB</p> <p>Review outcomes of this work.</p> <p>Support implementation of TIP</p>
<p>2.2 Key Performance Indicators – setting and reviewing performance of the Trust & the schools</p>	<p>Determine – Trust wide and School KPIs</p> <p>Review – performance against KPIs at least annually.</p>	<p>Consult – and propose and changes to KPIs to the Board</p> <p>Receive information regularly and report annually on KPIs for the schools. Write this for the Trust’s Annual Report.</p>		<p>Ensure school performance meets the KPIs</p> <p>Report any concerns regarding performance against KPIs to Exec</p>

2. EDUCATION AND CURRICULUM

	Trustees	Exec Leaders	LGB	Head
2.3 Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	<p>Review overall quality across Trust through Standards Committee, Exec monitoring and appointed SIA.</p> <p>Determine Performance Management Policy.</p>	<p>Support and advise</p> <p>Develop effective performance management approaches and policy for teachers and train Heads to ensure parity across schools.</p>	<p>Review - at the School in line with policy.</p>	<p>Ensure high standards of teaching and learning</p> <p>Report- strengths and concerns in the quality of teaching to LGB and Exec through accurate SEF and HT reports.</p>
2.4 Curriculum – setting the curriculum for the Schools and reviewing its effectiveness	<p>Review the effectiveness of curricula across Trust</p>	<p>Support as appropriate.</p>	<p>Determine Consult Review</p>	<p>Deliver</p>
2.5 Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.	<p>Monitor compliance across Trust via the Link Trustee</p>	<p>Report to Trust Board</p>	<p>Determine approach Monitor compliance via link Governor</p>	<p>Ensure compliance Report to Link Governor and Exec</p>
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 (and replicate this with similar grants)	<p>Review the effectiveness of the use of the Pupil Premium and any similar grants across the Trust.</p>	<p>Report to Board on the effectiveness of use of the Pupil Premium across Trust</p>	<p>Determine & Review annually – how Pupil Premium is spent at the School.</p>	<p>Deliver.</p> <p>Report – on effective use of the Pupil Premium and any similar grants.</p>
2.7 Collective worship arrangements for school			<p>Review</p>	<p>Deliver</p>

2. EDUCATION AND CURRICULUM

	Trustees	Exec Leaders	LGB	Head
2.8 Develop and implement the full range of requirements for being a Church School	Support and safeguard distinctive Christian character of CE Schools Deliver Diocese Governance requirements	Support and safeguard distinctive Christian character of CE Schools	Challenge and support Review	Deliver Lead a termly theme with Heads (focus morals and ethics for a multi-faith audience)
2.9 Set admissions policy	Determine, in line with the Admissions Code	Liaise with LA over admissions.	Review and establish admissions Committee as required.	Implement
2.10 Admission decisions			Deliver	Recommend
2.11 Review – considering and evaluating performance of the Schools by: <ul style="list-style-type: none"> reviewing progress against agreed KPIs and SOs holding each school's leadership to account for academic performance, quality of care and quality of provision (as expressed in SEF) monitoring the overall effectiveness and efficiency of leadership and management at the schools (as expressed in SEF) receiving reports on the quality of teaching and learning and making recommendations to the Board. 	Receive termly reports from HTs re SOs and annual report from Exec about KPIs. Standards Committee to review effectiveness and SEF conclusions. Appointment of SIA who updates Standards Committee through the rolling record.	Report/Inform Trust of outcomes of all important reviews. Coach Headteachers to promote school improvement.	Monitor school performance through Link governors and LGB SIP work.	Report to LGB, exec and Trustees as appropriate

2. EDUCATION AND CURRICULUM

	Trustees	Exec Leaders	LGB	Head
2.12 School Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Review	Report to Board Support and validate judgments	Review	Deliver and report to LGB/exec and Trustees
2.13 Review priorities - considering the aims and priorities for raising standards of achievement in each of the Schools' strategic plans (SIPs) and the Trusts strategic plan (TIP).	Review impact of SIPs through HT reports. Review for the TIP	Support as required	Review	Undertake and report to LGB
2.14 Report – termly to Board on performance data	Review through Standards Committee (including predictions / targets).	Review Report to Standards Committee	Review	Deliver, via standards committee
2.15 Student issues (including attendance, exclusions, punctuality and disciplinary matters for each School)	Review	Review and advise.	Receiving reports from the Head Report any material issues to the Board and the Exec	Deliver – Ensure student issues are dealt with in accordance with Trust and School Policies Report – to the LGB and exec on any material issues
2.16 School Hours and length of the school day– setting the opening and closing times for the Schools	Receive	Advise	Determine but Consult – with the Board	Review and request changes.

2. EDUCATION AND CURRICULUM

	Trustees	Exec Leaders	LGB	Head
2.17 Term Dates	Determine – in consultation with LGBs	Align		Consult
2.18 School lunch – ensure provision 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 School has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Ensure compliance Determine Trust policy and process Monitor Establish link Trustee	Review and report to LGB / Board any matters of relevance / concern.	Deliver implementation Review provision to ensure compliance Determine school level policy Establish Link Governor	Deliver implementation
2.21 Stakeholder Engagement – <ul style="list-style-type: none"> ▪ Promoting partnership working between parents/carers and the Schools to promote high standards of attendance, behaviour and learning by students. ▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Schools to assess its performance against its stated aims and objectives. 	Review	Review and advise Ensure where appropriate (e.g. under mass school closure)	Determine	Deliver

2. EDUCATION AND CURRICULUM

	Trustees	Exec Leaders	LGB	Head
<ul style="list-style-type: none"> Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience. 				
2.22 Ofsted Inspections Trust Support – <ul style="list-style-type: none"> Board will liaise with Ofsted where MAT is inspected. It will assist with an School inspection. Exec will ensure Trust is prepared for inspection and actively assist the process from a Trust perspective where the impact of the Trust is under review Exec will support LGBs and Principals/Headteachers for individual School inspections 	Meet with Ofsted as required during Trust and school inspections	Deliver Support Headteachers and governors with preparation and during inspection	Support	Support
2.23 Ofsted Inspections: Schools	Support through Standards committee Meet with Ofsted as required	Support school and meet with inspectors as required	Meet with Ofsted as required during Trust and school inspections Be supported by Standards Committee.	Lead

3. FINANCIAL

	Trustees	Exec Leaders	LGB	Head
3.1 Appointment of the Audit & Risk Committee	Establish			
3.2 Appointment of the Accounting Officer & Chief Financial Officer	Appoint			
3.3 Recommend appointment of External Auditors to the Members	Deliver			
3.4 Appointment of the Internal Auditors	Appoint			
3.5 Approve Annual Accounts	Approve	Arrange for auditing and filing of annual report and accounts.	Receive	Comply – by ensuring School keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts, with support as required from Exec.
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	Advise the Board on matters of compliance Review policies and procedures to ensure compliance Report – any issues or non-compliance to the Board Ensure compliance	Comply	Comply

3. FINANCIAL

	Trustees	Exec Leaders	LGB	Head
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 Schools so as to secure the Trust's financial health in the short term and the long term (includes top slice)	Determine	Recommend a funding model and Trust processes to the Board for approval Review		Comply
3.9 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	Implement Prepare Trust budget and present to Board for approval Review – submission of Trust budget to ESFA.	Comply	Comply
3.10 School Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each School (including uses of contingency funds/ reserves / top slice)	Determine Budgets	Recommend to Trust Board Review – submission of School budgets to the ESFA		Consult
3.11 School Annual Budgets – formulating and determining each School budget and Trust central budget (including uses of contingency funds/ reserves)	Determine	Develop with HT Submit school budgets to the ESFA		Develop with CFO

3. FINANCIAL

	Trustees	Exec Leaders	LGB	Head
3.12. Expenditure and ensuring delivery of Annual Budgets	<p>Determine Budgets</p> <p>Approve – significant variances (as defined in the Scheme of Financial Delegation)</p> <p>Receive monthly reports on delivery of each school budget and Trust budget.</p>	<p>Deliver</p> <p>Provide regular review of Management Accounts, monitoring against budget.</p> <p>Support delivery and manage any adjustments with HT.</p> <p>Report – to the board any material issues with delivery against the Annual Budget by the Schools</p>		<p>Deliver</p> <p>Consult over variances and comply with Financial scheme of delegation.</p>
3.13 School Annual Budgets – formulating and determining the use of reserves.	<p>Determine approach to the use of contingency funds / reserves through Annual Reserves Policy.</p> <p>Ensure the use of contingency funds / reserves in line with Annual Reserves Policy and financial scheme of delegation.</p>	<p>CFO to advise HT / Trust about reserve expenditure in line with Annual Reserves Policy.</p> <p>Ensure use of contingency funds / reserves in line with Annual Reserves Policy and financial scheme of delegation.</p>	<p>Consult use of contingency funds / reserves in line with Annual Reserves Policy and financial scheme of delegation.</p>	<p>Ensure use of contingency funds / reserves in line with Annual Reserves Policy and financial scheme of delegation.</p>
3.14 Reporting: financial reporting and KPIs	Determine	Deliver		Deliver

3. FINANCIAL

	Trustees	Exec Leaders	LGB	Head
	Review			
3.15 Investments – agreeing the investment and Reserves policy in line with the Schools Financial Handbook and the Scheme of Financial Delegation.	Determine and review	Deliver Comply		Comply

4.HR AND OPERATIONS

	Trustees	Exec Leaders	LGB	Head
4.1 Appointing senior Trust posts	Appoint	Support / recommend other post		Support as requested.
4.2 Appointing the Heads and those who deputise for Heads at each School	For Headteachers Establish the panel comprising Exec, LGB and Trustees. For Church School at least 25% of this panel are diocese appointed. Ratify following recommendation of the Appointment Panel	For Headteachers: lead the appointment process Appoint external advisor where requested by Trust or Diocese. For DHTs and AHTs who deputise: participate in the appointment panel and support as required	For Headteachers: choose governors to join the Appointment Panel. For DHTs and AHTs who deputise Approve -after consultation with the Appointment Panel	For DHTs and AHTs who deputise: lead the appointment process
4.3 Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board		
4.4 Appointing School SLT (excluding Head/ those who deputise)		Consult	Appoint and report to the Board	Recommend
4.5 Appointing School Staff (excluding SLT & Principal/Head)			Appoint	Recommend
4.6 Establish staffing structure for schools to maximise Trust efficiency and equality / fairness of employment.	Determine the Trust code	Recommend a code for staffing structure and salary ranges to	Recommend Comply	Recommend Comply

4.HR AND OPERATIONS

	Trustees	Exec Leaders	LGB	Head
		ensure fairness and equality.		
4.7 Establish staffing structure for the Trust	Determine Review	Recommend Implement		
4.8 Establish staffing structure for the schools' (leadership and management restructuring and leadership range changes).	Ratify	Support Recommend to Trustees	Consult, draw up, recommend	Recommend
4.9 Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Present policies for Trustees to consider Implement	Receive Implement	Implement
4.10 Setting and running Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Determine policy and ensure moderation of appraisal across schools Carry out for Exec Appoint SIA to support LGB / Trust PM reviews. Review – any appeals for any PM outcomes it has determined. Appoint panel for HT appraisal. Ratify HT and Exec PM reviews/pay decisions.	Implement policy Ensure training to support HT compliance. Lead the HT PM process Support the SIA. Support the Trust / LGBs in the PM process. Recommend PM policy and practices and report annually to Trust.	Ratify / review HT's decisions for teachers (not senior) pay awards and hear any appeals for these staff. Contribute to a joint panel for Headteacher's PM reviews.	Implement Policy Review – in respect of all other staff Report – annually to the Trust on appraisal arrangements and outcomes.
		Review practices.		

4.HR AND OPERATIONS

	Trustees	Exec Leaders	LGB	Head
4.11 Setting Terms and Conditions of Employment and Staff Handbook	Determine – and consider any proposals by LGBs to make amendments	Recommend		Promote and uphold
4.12 Establishing Trust processes and practice for staff contracts and related administration.	Determine any relevant policy	Propose and recommend Implement		Recommend Implement
4.13 Staff dismissals (in accordance with the Trust disciplinary and capability policies)	Carry out	Support and implement the process		Support and implement the process for staff.
4.14 Reviewing discipline and grievance policy	Review delivery	Recommend		
4.15 Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, School Trust Handbook and the Trust's procurement policy	Determine	Implement	Comply	Comply

4. HR AND OPERATIONS

	Trustees	Exec Leaders	LGB	Head
4.16 Setting school specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Review		Recommend
4.17 Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation	Deliver	Deliver		Comply
4.18 Determining and allocating central services provided to the Schools by the Trust	Determine (in consultation with the LGBs)	Recommend the allocation of services to the Board	Respond to Trustees' consultation	Respond to Trustees' consultation
4.19 Overseeing the effectiveness of services provided centrally by the Trust	Review	Monitor, evaluate and report to Board	Report – to the Board	Advise Board through Trust Exec
4.20 Asset and Premises Maintenance Strategy – determining use of Schools' premises and ensuring premises are adequately maintained	Determine – Trust wide policy	Recommend	Support	Implement – in accordance with School policy
4.21 Acquiring and disposing of Trust land	Deliver	Recommend		
4.22 Changing use of Assets	Determine	Recommend to the Board of any changes to fixed assets used by the Trust		Recommend to the Board of any changes to fixed assets used by the School
4.23 Arranging insurance for the Trust	Review	Deliver		
4.24 Media and PR - overseeing public relations activities to project the activities of the Trust and the Schools to the wider community	Determine Review	Deliver - Trust wide activities	Review	Deliver – school activities

4. HR AND OPERATIONS

	Trustees	Exec Leaders	LGB	Head
4.25 Information management – including adopting and following policies for information security and compliance with Freedom of Information and Data Protection Act legislation and maintaining accurate records (staff, student)	Determine	Implement	Implement and comply	Implement and comply
4.26 School Prospectus, website and communications		Review and support	Review compliance and effectiveness	Ensure compliance and effectiveness
4.27 Trust Prospectus, website and communications	Review	Ensure compliance and effectiveness		

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 School level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Schools (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 School to the Board, CEO and/or Principal/Head (as appropriate)

- the Principal/Head they will be making recommendations in relation to their School 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 School to the Board and/or CEO (as appropriate)
- the Principal/Head they will be making reports in relation to their School 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.