



Scheme of Delegation 2023 - 2024

The Board of Trustees has overall legal responsibility for the operation of the Trust and the academies within it.

It is legally responsible and accountable to the DfE to operate and comply with the provisions set out in its constitutional documents and all relevant legislation including Articles of Association, the Master Funding Agreement and the Academies Trust Handbook.

In accordance with the terms of its Articles of Association, the Trust's powers are exercisable by its Trustees with the CEO having executive authority.

Review frequency	Annual
Approved by Trust Board	Autumn 2022
Next review due	Autumn 2023

FLOURISHING FUTURES

Summary of Changes

Summer 2023	Addition of role descriptors
September 2022	Document reviewed and revised Education & Standards committee added
Summer 2022	Updated key and details for new Committees
September 2021	Admissions 10.3 and 10.4 revised in line with Admissions Terms of Reference

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Introduction

The Multi Academy Trust is the statutory body and legal entity responsible for all the academies within the Trust. Academies joining our School Trust will promote, contribute and adhere to and be guided by the underlying objectives and principles of the School Trust as agreed by its Trust Board.

The Scheme of Delegation should be read in conjunction with the Trust's Articles of Association and where there is any unintended conflict, the Articles shall take preference. The Trustees have overall responsibility and ultimate decision making for all the work of the School Trust and have the power to direct change if required.

Layers of Governance – Key Roles and Responsibilities

The Role of the Members

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. The Trust must have at least three members, who cannot be employees of the Trust. They:

- Are the subscribers to the memorandum of association (where they are founding Members)
- May amend the articles of association subject to any restrictions created by the funding agreement or charity law.
- May, by special resolution, appoint new members or remove existing members other than, where there is one, the foundation/sponsor body and any members it has appointed, to ensure the Trust's charitable object is carried out.
- Have powers to appoint trustees as set out in the Trust's articles of association and powers under the Companies Act 2006 to remove trustees if they fail to fulfil their responsibility.
- May, by special resolution, issue direction to the trustees to take a specific action.
- Appoint the Trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act).
- To receive from the Trust Board an annual report on the performance of the Trust.
- Have the power to change the company's name and, ultimately, wind it up.

The Role of the Trustees

The Trustees are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum, Articles of Association, and funding agreement. The Board of Trustees is the accountable body for the performance of all Academies within the Trust and as such must:

- Ensure clarity of vision, ethos and strategic direction.
- Hold the Chief Executive Officer to account for the educational performance of the schools and their pupils, and the performance management of staff.
- Oversee the financial performance of the Trust and make sure its money is well spent.

Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. The Board of Trustees is permitted to exercise all the powers of the Trust, and may delegate responsibility for the day-to-day operations of the Trust to the CEO.

Trustees must apply the highest standards of conduct and ensure robust governance, following the Governance Handbook, and ensuring compliance with the Academies Financial Handbook so the Trust has:

- Strategic leadership that sets and champions vision, ethos and strategy
- Accountability that drives up educational standards and financial performance
- People with the right skills, experience, qualities, and capacity
- Structures that reinforce clearly defined roles and responsibilities
- Compliance with statutory and contractual requirements
- Evaluation of governance to monitor and improve its quality and impact.

Trustees have statutory duties. They must comply with the Trust's charitable objects, with company and charity law, and with their contractual obligations under the funding agreement. Company directors' duties are described in sections 170 to 181 of the Companies Act 2006, but in summary are to:

- Act within their powers
- Promote the success of the company
- Exercise independent judgement
- Exercise reasonable care, skill and diligence
- Avoid conflicts of interest
- Not accept benefits from third parties
- Declare interest in proposed transactions or arrangements
- As the employer, the Trust has a range of wider obligations including such matters as employment law and health and safety.

The trustees must ensure regularity and propriety in use of the Trust's funds, and achieve economy, efficiency and effectiveness – the three elements of value for money. The trustees must also take ownership of the Trust's financial sustainability and its ability to operate as a going concern.

The Role of the Accounting Officer

The Board must also appoint, in writing, a named individual as its accounting officer, which in this Trust is the CEO.

The accounting officer role includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to ESFA's accounting officer, for the Trust's financial resources. Accounting officers must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money. The Academies Financial Handbook lays out the duties and requirements of this role.

The Role of the Chief Executive Officer (CEO)

The CEO is the accounting officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness and stability, avoiding waste and securing value for money. The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's Academies and is responsible for all staff across the Trust.

The Role of the Deputy Chief Executive Officer (CEO)

The Deputy CEO is accountable to the CEO and has overall responsibility for the education strategy, leadership development and quality of education across the Trust. The Deputy CEO deputises for the CEO as appropriate.

The Role of the Chief Financial Officer (CFO)

The CFO also has an important role in supporting and advising the governing body/board of trustees on all financial matters. The board must appoint a CFO, who is (and whose job title may instead be) the Trust's finance director, business manager or equivalent, to whom responsibility for the Trust's detailed financial procedures is delegated. The CFO should play both a technical and leadership role. The CFO should be employed by the Trust, and the Trust must obtain prior ESFA approval if it is proposing, in exceptional circumstances, to appoint a CFO who will not be an employee.

The Role of Education Director

The ED's purpose is to lead and drive the implementation of the core School Improvement offer, ensuring high quality curriculum, teaching and learning, professional learning, and ensuring compliance with the National Curriculum. The Director of Education is accountable to the Deputy Trust Lead and external scrutiny, such as Ofsted and SIAMS, for ensuring strong leadership in schools and ensuring excellent outcomes and closing the gap for all academies in the Trust.

The Role of the Headteacher

The Academy Headteachers are responsible for the day-to-day management of their Academies. Headteachers are directly line managed by the CEO and are accountable to the Trust Board.

The Role of the Ethos & Advisory Committee

Ethos & Advisory Committees are committees of the Trust Board, supporting hubs of local schools, covering Devon, Torbay, and Cornwall. These act as the “eyes and ears” of the Board in the various Academy sites within their geographical area. The Hub has responsibility for:

- monitoring the Academy school improvement plans delivery
- ensuring safeguarding and other Trust policies are adhered to
- ensuring that the pupil development within the academies is rigorous, challenging and always encouraging pupils to develop to their maximum potential
- supporting in-year admissions
- supporting the Complaints Policy process (at Stage 4).

The Role of the Trust Leadership Team (TLT)

The SLT’s purpose is to oversee the day to day running of the Trust, advising the Board on operational matters, holding the Academies and Services to account and ensuring both the educational and operational performance of the Trust accords with the Academies Financial and Governance Handbook.

The Role of the Governance Professional

The Trust must appoint a governance professional or board administrator to support the board of trustees who is someone other than a trustee, principal or chief executive of the Trust.






































The governance professional helps the efficient functioning of the board by providing:

- Guidance to ensure the Board and Hubs work in compliance with the appropriate legal and regulatory framework and understands the potential consequences of non-compliance.
- Advises on procedural matters relating to the operation of the Board and Hubs.
- Administrative and organisational support.



Key for Trust Committees

ARR Audit, Risk & Resources
 EIS Education, Inclusion & Standards
 A Admissions
 CF Chairs Forum

1. Strategy, Ethos and Culture



FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	DOE	Head
1.1	Set the Trust vision and values to deliver the overarching mission – Flourishing Futures.									
1.2	Set Trust strategy									
1.3	Determine the local ethos and culture of the academy, ensuring it is an articulation of the Trust mission and vision									
1.4	Uphold the mission, vision, values and Christian distinctiveness of the Trust									
1.5	Uphold the Christian/Community ethos and vision of the academy									
1.6	Monitor the Christian/Community ethos of the academy									
1.7	Consider and approve admission of new schools to Trust									
1.8	Set the strategic priorities for the academy in line with Trust priorities									
1.9	Ensure parental engagement across the Trust which impacts on strategic-decision making									
1.10	Ensure parental engagement and communication between school, parents and carers									
1.11	Determine the scope of mandatory core services to be delivered by the Trust									
1.12	Propose to change category of academy									
1.13	Propose to alter or discontinue status									
1.14	Determine those policies which will be mandatory for all academies									
1.15	Consider requests for academies to leave the Trust									
1.16	Maintain and monitor a Trust risk register									

2. Governance



FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	DoE	Head
2.1	Ensure compliance with the requirements of the funding agreements and Articles									
2.2	Appoint/approve Trustees (foundation/non foundation)									
2.3	Establish and appoint Board Committees, including audit and risk.									
2.4	Approval of changes to Articles									
2.5	Remove Trustees									
2.6	Appointment/Removal of Chair and Vice Chair to Board									
2.7	Consider whether to delegate responsibility to individual Trustees/committees									
2.8	Create/Disband Local Committees and amend their delegated responsibilities									
2.9	Review the Annual 360 review of Chair of Board									
2.10	Undertake 1:1 skills audits of Board members									
2.11	Undertake regular self-evaluation of Trust Board and its effectiveness (minimum every 34 years)									
2.12	Undertake regular evaluation of Local committees and effectiveness									
2.13	Establish and review Changes to Scheme of Delegation									
2.14	Agree and review annually terms of reference for Local Committees, constitution of committee and membership									
2.15	Appoint/Remove Local Committee members									
2.16	Propose Chair of Local Committee									
2.17	Ratify Appointment of Chair of Local Committee									
2.18	Agree calendar of Board meetings and Trust Committee meetings									
2.19	Agree Calendar of Local Committee meetings									
2.20	Appoint and remove Governance Professional to Trust Board									
2.21	Appoint and remove Committee Administrators to Local Committees									
2.22	Appoint Board Advisors									
2.23	Maintain Register of Interests/publish statutory information re Trustees/ governance on LAP website									
2.24	Maintain Register of Interests and publish required statutory information re governance on Academy website									
2.25	Approval of Statutory Trust policies not referenced under other sections									
2.26	Appoint Safeguarding and SEND Trustees to Board									
2.27	Appoint Safeguarding and SEND members to Local Committee									
2.28	Appoint Ethos and Christian Distinctiveness member to Local Committee									
2.29	Appoint Inclusion Member to Local Committee									
2.30	Arrange parent elections in line with Terms of Reference									
2.31	Determine development needs for the Trust Board									

2.32	Determine development needs for Local Committees			CF						
2.33	Succession planning for Trust Board									
2.34	Agree auditing and reporting arrangements for matters of compliance eg. Safeguarding, H&S, employment									
2.35	Develop and approve Trust PR marketing strategy									
2.36	Implement academy marketing strategy in line with above									
2.37	Agree monitor and reporting arrangements for Trust Board									
2.38	Agree reporting and monitoring arrangements for Academies									
2.39	Agree Complaints policy and monitor									
2.40	Manage complaints concerning an individual academy Stage 1									
2.41	Complaints – Stage 2 -4					S4			S3	S2
2.42	Review and monitor Strategic risk register			ARR						
2.43	Review and monitor academy Risk register									
2.44	Succession planning for Local Committee									
2.45	Appoint Accounting Officer									
2.46	Attending SIAMS Inspections on behalf of governance			EIS						
2.47	Attending Ofsted Inspections			EIS						

3. Statutory Reporting



FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/ DoE	Head
3.2	Response to Auditors' Management Letter									
3.3	Approve Annual Accounts									
3.4	Appointment and Removal of auditors									
3.5	Submit Budget Forecast Return									
3.6	Submit Other Accounting Returns									
3.7	Ensure Pupil Premium Reporting is published on academy website									
3.8	Ensure Sports Premium Report is published on academy website									
3.9	Ensure statutory reporting: data, governance, policies etc are published on academy website									
3.10	Ensure all DFE data statutory reporting is submitted.									

4. System of Internal Financial Controls



FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/DoE	Head
4.2	Approve and Monitor Internal financial control procedures			ARR						

4.3	Approve and monitor Financial regulations and associated policies			ARR						
4.4	Appointment of Internal Auditors			ARR						
4.5	Receive report and respond to internal auditors			ARR						
4.6	Appoint external auditors									
4.7	Approve audit schedule			ARR						



5. Budget and Management Reporting

FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/ DoE	Head
5.2	Develop and propose the individual academy budgets			ARR						
5.3	Develop and propose Trust Budget 3 Year Plan to support trust priorities and staffing structure			ARR						
5.4	Ensure centrally procured services provide value for money and efficiency savings and approve Competitive Tendering Policy			ARR						
5.5	Review and monitor Trust Monthly Management Accounts		Chair	ARR						
5.6	Monitor academy expenditure									
5.7	Ensure that academy budgets are used in line with Trust policies and Academy Trust Handbook									
5.8	Review Academy Budget Monitoring Reports									
5.9	Propose Academy budget plans to support delivery of academy key priorities and staffing structure									
5.10	Bench mark the Trust to ensure Trust-wide value for money			ARR						
5.11	Deliver Trust Annual Accounts and Report									












































6. Finance

FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/ DoE	Head
6.2	Review and approve Financial policy and financial scheme of delegation			ARR						
6.3	Approve contracts over 12 months						CFO			
6.4	Manage capital funds			ARR						
6.5	Approve Investments and approve Investment Policy			ARR						
6.6	Approve new bank accounts			ARR						
6.7	Write-off bad debts under £10,000									
6.8	Write-off bad debts over £10,000-£45,000									
6.9	Write off bad debts over £45,001									
6.10	Approve Expenses policy for Trustees		+ESFA							
6.11	Manage deployment of Devolved Formula Capital			ARR						
6.12	Approve Capital and Revenue Reserves policy and monitor reserves			ARR						
6.13	Approve Pensions Discretions Policy			ARR						
6.14	Approve Charges & Remissions Policy			ARR						



7. Fixed Assets

FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/ DoE	Head
7.1	Approve Asset Register			ARR						
7.2	Approve Additions and disposal of assets up to £10,000						CFO			
7.3	Approve Additions and disposal of assets up to £20,000			ARR						
7.4	Addition and disposal of assets over £20,000		+ ESFA							



8. Staff and Pay

FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/DoE	Head
8.1	Review and approve HR Scheme of Delegation to include appointments, dismissal, suspensions, grievance, severance/compensation/ex gratia payments			ARR						
8.2	Approve CEO pay performance award (Oct)			ARR						
8.3	Approve Trust leadership pay performance award (Oct), new threshold application and TLR payments			ARR						
8.4	Approve Heads pay performance award (June/July)			ARR						
8.5	Pay review of all other employees will be based on the outcomes of appraisal in line with the Trust Pay Policy approved by Trustees.									
8.6	Approve appointment of academy staff									
8.7	Performance review academy staff									
8.8	Performance review Headteachers									
8.9	Appoint Headteachers									
8.10	Appoint/performance review Business Support Team within budget									
8.11	Approve Disciplinary and capability policies			ARR						
8.12	Approve performance appraisal policies			ARR						
8.13	Monitor effectiveness of appraisal process									
8.14	Approve Whistleblowing Policy			AAR						
8.15	Approve Code of Conduct			AAR						
8.14	Approve Recruitment & Selection Policy			AAR						
8.15	Approve Pay Policy			ARR						
8.16	Suspension/Return of CEO									
8.17	Approve Trust Executive and Leadership Structure			ARR						
8.18	Approve Business Support Team Staffing Structure									
8.19	Determine all pay ranges			ARR						
8.20	Agree Academy staffing structure within budget									
8.21	Approve creation of new senior post outside of Trust budget			ARR						
8.22	Agree terms and conditions of employment			ARR						
8.23	Succession plan for CEO/CFO/Trust Leadership Team									
8.24	Succession plan for Trust Leadership Team									
8.25	Succession Plan for Academies including senior leadership									
8.26	Succession Plan for Business Support Team									
8.27	Ensure compliance with the Equality Act 2020									



9. Curriculum and Teaching

FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/ DoE	Head
9.1	Approve Trust Development Plan									
9.2	Monitor impact of Trust School Improvement Offer on academy performance			EIS						
9.3	Responsible for individual academy performance									
9.4	Monitor academy quality of education, curriculum and inclusion									
9.5	Have knowledge and understanding of the impact of quality of education, curriculum and inclusion.									
9.6	Monitor academy implementation of Trust behaviour and attendance policy									
9.7	Have knowledge and understanding of the impact of the behaviour and attendance policy.									
9.8	Establish Trust wide curriculum alignment									
9.9	Approve Trust wide curriculum alignment strategies									
9.10	Review Academy Performance									
9.11	Review Trust Education Performance			EIS						
9.12	Establish Academy Improvement Plan									
9.13	Approve Academy Improvement Plan									
9.14	Review progress against Academy Improvement Plan									
9.15	Review & Monitor School SES			EIS						
9.16	Deliver EYFS in line with statutory requirements									
9.17	Set assessment protocols and timelines, including statutory assessments									
9.18	Set and Approve Curriculum Policies									
9.19	Set and deliver academy curriculum in line with the Trust approach									
9.20	Ensure compliance with the National Curriculum in the academy									
9.21	Implement Trust assessment protocols and policies									
9.22	Responsibility for ensuring provision of sex education, RE and Collective Worship are in line with Trust Policies									
9.23	Establish Home School Agreement/Induction procedures									
9.24	Approve Safeguarding and Special Educational Needs and Disability Policies									
9.25	Review of academy curriculum offer									
9.26	Wider curriculum opportunities									
9.27	Monitor impact of Sports Premium and Pupil Premium spend									
9.28	Have knowledge and understanding of the impact of Sports Premium and Pupil Premium funds									
9.29	Have knowledge and understanding of the impact of the academy on stakeholder through reviewing stakeholder surveys.									
9.30	Monitor impact of the Trust on stakeholders (surveys: pupil, staff, parents)									
9.31	Be responsible for implementing policies and actions arising from stakeholder surveys: parent, pupil, staff									



11. School Management

FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/ DoE	Head
11.1	Agree Behaviour Management Policies									
11.2	Agree Anti-bullying Policy									
11.3	Agree and monitor Exclusions Policy			EIS						
11.4	Exercise authority to issue fixed term suspensions									
11.5	Exercise authority to issue permanent exclusions									
11.6	Review of permanent exclusions and fixed term exclusions including those in excess of 15 days decisions			EIS						
11.7	Determine Academy Uniform Policy Guidelines									
11.8	Recommendation to change school times and term dates									
11.9	Approve School times of day and term date changes									
11.10	Agree Change of School Age Range									
11.11	Agree Attendance Policy			EIS						
11.12	Approve extra-curricular clubs and viability									
11.13	Approve before and after school extended provision based on viability									
11.14	Maintain a single central record									
11.15	Agree Data Protection Policy and procedures to be compliant with GDPR									
11.16	Maintain Trust Website									
11.17	Maintain Academy Website									
11.18	Maintain and monitor a local risk register									



12. Health & Safety

FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/DoE	Head
12.1	Agree Health & Safety Policies									
12.2	Ensure Trust is Health and Safety compliant, including academy premises									
12.3	Be responsible for implementation of H&S policies and practice across the Trust									
12.4	Be responsible for implementation of H&S policies across the academy.									
12.5	Trust Critical Incident Plan including all settings									

13. Premises and Insurance

FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	Exec Head/ DoE	Head
13.1	Approve premises insurance and personal liability			ARR						
13.2	Approve the estates management and capital strategy			ARR						
13.3	Approve and develop Trust IT strategy									
13.4	Statutory compliance testing									
13.5	Fire risk assessment and Asbestos risk assessment									
13.6	General monitoring in relation to safety of sites including building conditions									
13.7	Agree Premises related policies									
13.8	Management and monitoring of asset management plan									

14. Safeguarding and SEND

FUNCTION	TASK KEY:  Decision delegated to (D)  Consulted with (C)	Members	Board of Trustees	Trustee Committee	CEO / Accounting Officer	Ethos & Advisory Committee	Trust Executive	Dep Trust Lead	DoE/ Executive Head	Head
14.1	Approve Safeguarding Policy.			EIS						
14.2	Approve SEND Policy									
14.3	Ensure Safeguarding and compliance with KCSIE are in place in all academies			EIS						
14.4	Ensure compliance with SEND Code of Practice and Disabilities Act and Equality Act 2010									
14.5	Implement and Monitor the effectiveness of the Safeguarding and PREVENT Policies and Procedures across the Trust			EIS						
14.6	Implement and Monitor the effectiveness of the Safeguarding and PREVENT Policies and Procedures in individual academy									
14.7	Have knowledge and understanding of the effectiveness of the implementation of the Safeguarding and PREVENT Policies and Procedures in individual academy									
14.8	Monitor racist incidents, homophobic bullying, incidents of harmful sexual behaviour, bullying and behaviour incidents across the Trust									
14.9	Record and monitor racist incidents, homophobic bullying, incidents of harmful sexual behaviour, bullying and behaviour incidents in the academy									
14.10	Have knowledge of racist incidents, homophobic bullying, incidents of harmful sexual behaviour, bullying and behaviour incidents in the academy									
14.11	Discharge duties in respect of pupils with SEN in the academy, including SEND Code of Practice									
14.12	Implement and monitor impact of Trust SEND policies and practices			EIS						
14.13	Monitor impact of SEND policies and practices on pupils in the academy									
14.14	Ensure publication of SEND, Safeguarding and associated policies on school website									

14.15	Ensure the SEND Local Offer is published on school website										
14.16	Monitor SCR			ARR							