

## Scheme of Delegation

### Why does it matter?

There are three core functions of effective governance:

1. Ensuring clarity of vision, ethos and strategic direction.
2. Holding the executive to account for the educational performance of the trust, its pupils and the performance management of staff.
3. Overseeing the financial performance of the trust and making sure its money is well spent.

The eight elements that will enable delivery of effective governance are:

1. The right people around the table
2. Understanding their role and responsibilities
3. Good chairing
4. Professional clerking
5. Good relationships based on trust
6. Knowing our academies
7. Commitment to asking challenging questions
8. Confidence to have courageous conversations in the interests of pupils

As a multi academy trust, the Trust Board is accountable for all major decisions about their academies. This does not mean that the Board will make every decision within the Trust, they will delegate some governance and decision-making responsibilities to:

- The CEO and executive team
- Principals
- Trust level sub-committees
- Local (Academy) committees

In line with our values, particularly that of transparency, it is vital that a clear scheme of delegation defines lines of responsibility and accountability within ATT.

## The purpose of our scheme of delegation

- To ensure clarity about the roles of members, trustees, CEO, Principals and committees
- That ATT operates in a fashion that is fit for purpose for a multi academy trust
- To prevent confusion which may lead to a loss of trust with stakeholders

The scheme of delegation is intended to be a working document that will be revised (at least annually) and adapted in response to the context and circumstances of ATT.

As the Trust matures, both in terms of governance and operational leadership, the scheme of delegation is likely to change. This recognises the need to be responsive to the changing circumstances and ensures that ATT continues to best meet the needs of their academies.

## Suggested scheme of delegation

- The board of trustees is responsible for the three core governance functions.
- The board of trustees appoint the chief executive (CEO), to whom it delegates responsibility for delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the trust, including the performance of the academies within the trust, and for its financial management.
- In turn, the CEO line manages other senior executives and the academies' principals, setting their targets and performance managing them.
- The board constitutes committees for standards, finance & resources and audit; these look in detail at staff and pupil performance, resources and financial performance across the Trust as well as reviewing organisational risk and resilience. As board committees, at least three trustees must sit on each.
- The board delegates some of its school level monitoring and scrutinising functions to academy committees, and these committees will promote stakeholder engagement and as a point of consultation and representation. Trustees do not need to sit on academy committees, and so lines of communication to the board of trustees must be clearly established.
- As the Principal is being line managed by the CEO, the academy committee no longer carries out the governance function of holding the Principal to account. However the CEO will seek input from the chair of the academy committee when undertaking the Principal's performance management. The academy committee must be confident that the trust's performance management systems are working well, and if not, how they can make the trust aware of their concerns. This arrangement will also affect the academy committee's role in Ofsted inspections.

## Roles and Responsibilities

### The role of the members

The members of the trust are guardians of the governance of the trust and as such have a different status to trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association. There must be at least three members.

### The role of the trustees

ATT is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

The trustees are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all schools within the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. It is the employer of every member of ATT staff. The board of trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

### The role of trust board committees

In line with The Academies Financial Handbook 2016, the board of trustees have a finance committee to which the board delegates financial scrutiny and oversight and a separate audit committee. ATT have also constituted a standards committee charged with reviewing and evaluating academy improvement across the trust.

Decisions made will be deemed decisions of the trust board. The membership (there must be at least three trustees) and responsibilities of board committees are set out in the committee's terms of reference. The trust board will appoint board committee chairs and committee members according to their skills.

### The role of the chief executive officer (CEO)

The CEO has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the CEO performance manages the academy principals alongside the academy committee chair.

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.

## The role of the academy committees

The trustees have established academy committees to carry out some of its school level governance functions.

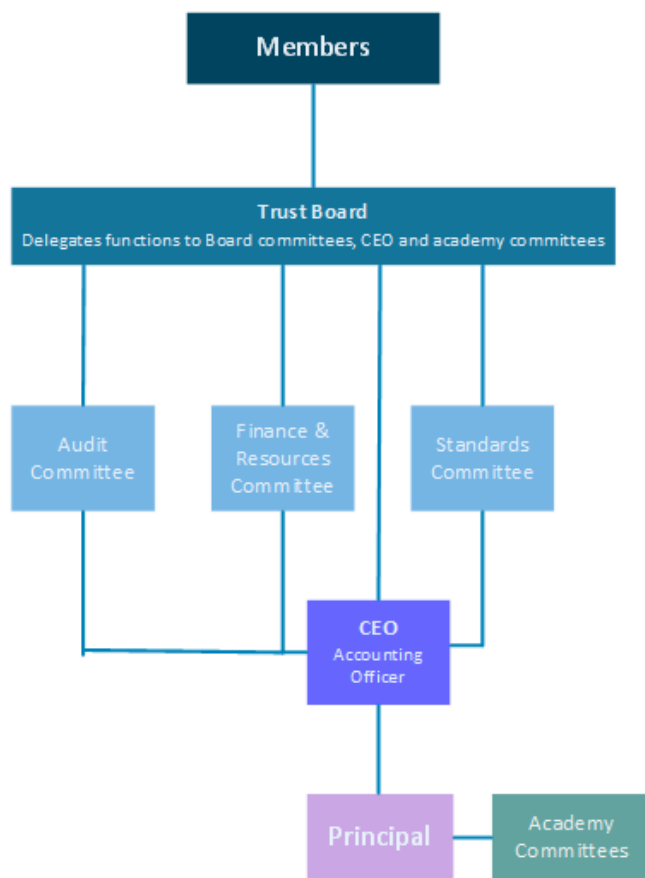
Delegated functions include:

- Building an understanding of how the school is led and managed
- Challenging and supporting the Principal in relation to pupil progress and attainment
- Monitoring whether the school is:
  - Working within agreed policies
  - Is meeting the agreed targets
  - Managing its finances well
- Engaging with stakeholders
- Being a point of consultation and representation
- Reporting to the board

## The role of the academy principal

The academy principal is responsible for the day to day management of the academy and is managed by the chief executive but reports to the academy committee on matters which have been delegated to it which may include an element of monitoring and scrutiny of the school's management processes.

## Delegation within ATT



<p><b>Members</b></p> <ul style="list-style-type: none"> <li>• appoint trustees to ensure ATT's charitable object is carried</li> <li>• approve any amendments made to the articles of association</li> </ul>
<p><b>CEO</b></p> <ul style="list-style-type: none"> <li>• performance of the trust's academies</li> <li>• manage the academy principals</li> <li>• overall responsibility for the operation of the academy trust's financial responsibilities</li> <li>• leads the executive management team of the trust</li> </ul>
<p><b>Board</b></p> <ul style="list-style-type: none"> <li>• general control and management of the administration of the trust</li> <li>• legally responsible and accountable for all statutory functions</li> <li>• responsible overall for performance of all schools within the trust</li> <li>• approve the scheme of delegation of financial powers</li> <li>• employer of every member of ATT staff</li> <li>• review and adapt ATT's governance structure</li> </ul>
<p><b>Audit Committee</b></p> <ul style="list-style-type: none"> <li>• promote the highest standards of propriety in the use of public funds and encourage proper accountability for the use of those funds; advising the Board on appointment and remuneration of external auditors and internal audit arrangements</li> <li>• reviewing the external financial statements including the external auditor's opinion, advising the Board on audit aspects and monitoring management action in response to issues raised by external audit;</li> <li>• promoting a climate of financial discipline and control which will help to reduce the opportunity for financial mismanagement;</li> <li>• review the report and recommendations made through the internal audit programme</li> <li>• overseeing the Trust policies on fraud, data protection, health and safety, freedom of information and whistleblowing;</li> <li>• receive reports on the outcome of investigations of suspected or alleged impropriety</li> <li>• review and authorise due diligence reports regarding proposed new academies</li> <li>• promote development of review the effectiveness of internal controls, governance and risk management systems</li> </ul>
<p><b>Finance and Resources</b></p> <ul style="list-style-type: none"> <li>• Assess implications of the indicative funding from DfE for each academy in advance of the financial year, drawing any matters of significance/concern to the Trust Board</li> <li>• Ensure budgets are consistent with each academy Development Plan and the Trust strategic plan priorities</li> <li>• Receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year</li> <li>• Liaise with and receive reports from appropriate committees and make recommendations to those committees about the financial aspects of matters being considered by them</li> <li>• Consider requests for supplementary expenditure and make appropriate recommendations to the Trust Board</li> <li>• Review financial policy including consideration of long term planning and resourcing in accordance with each of the academies' development plans.</li> <li>• Monitor and review expenditure on a regular basis and ensure compliance with the overall financial plans, financial regulations of the DfE and draw matters of concern to the attention of the Trust Board.</li> <li>• Monitor and review procedures for ensuring effective implementation and operation of financial procedures</li> <li>• Receive the financial statement to form part of the annual report of the Trust Board to stakeholders and for filing as per the Companies Act, Charity Commission and Funding Agreement (including the Academies Financial Handbook)</li> </ul>
<p><b>Standards Committee</b></p> <ul style="list-style-type: none"> <li>• Benchmark the performance of the academies against national expectations and targets</li> <li>• Setting the framework for target setting at school level</li> <li>• Approve the Annual Assessment Cycle</li> <li>• Approve Recovery Plans and deployment of support for Coasting or not yet good schools</li> <li>• Approve the Trust Achievement Strategy</li> <li>• Validate where there are gaps and ensuring appropriate strategies/ support are in place to close them rapidly</li> <li>• Ensure there is appropriate monitoring in place to assess the impact of academy/school improvement actions</li> <li>• Judge the capacity to secure strong improvements by the end of the year</li> <li>• Recommend, monitor and evaluate assigned statutory policies and documents, such as the Financial Management Policies</li> </ul>
<p><b>Principals</b></p> <ul style="list-style-type: none"> <li>• responsible for the day to day management of the academy</li> <li>• reports to the academy committee on matters which have been delegated to it</li> </ul>

## Key

Column 1: Members

Column 2: Board of trustees of the multi academy trust

Column 3: Trust board finance & resources committee

Column 4: Trust board audit committee

Column 5: Trust Board Standards Committee

Column 6: Chief executive officer

Column 7: Academy committee

Column 8: Academy principal

Blue box    Function **cannot** be legally carried out at this level.

✓ Action to be undertaken at this level

✓ Action to be undertaken at this level

**A** Provide advice and support to those accountable for decision making

<> Direction of advice and support

Area	Decision	Delegation							
		Members	Trust Board	TB Finance & Resources Committee	TB Audit Committee	TB Standards Committee	CEO	Academy Committee	Academy Principal
	Governance framework								
People	Members: Appoint/Remove	✓							
	Trustees: Appoint/Remove	✓	✓						
	Role descriptions for members	✓							
	Role descriptions for trustees/chair/specific roles/committee members: agree		✓				<A		
	Parent trustee/committee member: elected		✓					✓	
	Board committee chairs: appoint and remove		✓	✓	✓	✓	<A		
	Academy committee chairs: appoint and remove		✓				<A	<A	
	Company Secretary: appoint and remove		✓				<A		
	Clerk to board: appoint and remove		✓						
Clerk to academy committee: appoint and remove		✓					✓		
Systems and structures	Articles of association: review and agree	✓	<A				<A		
	Governance structure (committees) for the trust: establish and review annually		✓				<A		
	Terms of reference for board/academy committees and delegation of		✓				<A		

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		Members	Trust Board	TB Finance & Resources Committee	TB Audit Committee	TB Standards Committee	CEO	Academy Committee	Academy Principal
Systems and structures	authority for academy committees: agree annually								
	Skills audit: complete and recruit to fill gaps		✓				<A>	✓	A
	Register of business and pecuniary interests: establish and publish		✓					✓	
	Annual self review of trust board and committees: complete annually		✓						
	Annual self review of academy committees: complete annually							✓	
	Chair's performance: carry out 360 review periodically		✓					✓	
	Trustee / academy committee member contribution: review annually		✓					✓	
	Succession: plan		✓				<A>	✓	A
	Annual schedule of business for trust board: agree		✓	✓	✓	✓	<A		
	Annual schedule of business for academy committee: agree					✓	A>	✓	A
Reporting									
Reporting	Publication on trust and academy websites of all required details on governance arrangements: ensure		✓				<A	✓	A
	Annual report on performance of the trust: submit to members and publish		✓				<A		
	Annual report and accounts including accounting policies, signed statement		✓	<A			<A		



Area	Decision	Delegation							
		Members	Trust Board	TB Finance & Resources Committee	TB Audit Committee	TB Standards Committee	CEO	Academy Committee	Academy Principal
	on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit				<A				
	Annual report on work of academy committee: submit to trust and publish							✓	A
		Being Strategic							
Being Strategic	Setting the vision, values and strategic aims of the Trust		✓				<A		
	Setting the vision, values and strategic aims of the Academy							✓	A
	Trust strategic plan: establish and monitor		✓				<A		
	Academy development plan: establish and monitor						A>	✓	A
	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; reserves; expenses; health and safety; premises management; data protection and FOI; pupil policies including attendance and exclusions; staffing policies including pay, capability, discipline, conduct and grievance: approve		✓	✓	✓	✓	<A		

Area	Decision	Delegation							
		Members	Trust Board	TB Finance & Resources Committee	TB Audit Committee	TB Standards Committee	CEO	Academy Committee	Academy Principal
Being Strategic	Determine academy level policies which reflect the ethos and values to include e.g. child protection; safeguarding; curriculum; behaviour: approve		✓				<A>	✓	A
	Central spend: agree		✓	<A			<A		
	Management of risk: establish register, review and monitor		✓	<A	<A	<A	<A>	✓	A
	Review due diligence reports for new schools in line with growth strategy: approve growth				✓		<A		
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓				<A		
	Academy vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	<A	<A	<A	<A>	A	✓
	Chief executive officer: appoint and dismiss		✓						
	Academy principal : appoint and dismiss						✓	<A	

Area	Decision	Delegation							
		Members	Trust Board	TB Finance & Resources Committee	TB Audit Committee	TB Standards Committee	CEO	Academy Committee	Academy Principal
	Budget plan to support delivery of trust key priorities including capital programme: agree and monitor		✓	<A			<A		
	Budget plan to support delivery of academy key priorities: agree and monitor		✓	<A			<A	<A	A
	Income and expenditure: ensure compliance with legal and statutory regulations, financial regulations and Academies Financial Handbook		✓	<A	<A				
	Trust's staffing structure: agree		✓	<A			<A		
	Academy staffing structure: agree			A>		A>	✓	<A	A
		Holding to account							
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, information security, employment): agree		✓	✓	✓	✓	<A>	<A	A
	Reporting arrangements for progress on key priorities: agree		✓	<A	<A	<A	<A>	✓	A
	Performance management of the Chief Executive Officer: undertake		✓						

Area	Decision	Delegation							
		Members	Trust Board	TB Finance & Resources Committee	TB Audit Committee	TB Standards Committee	CEO	Academy Committee	Academy Principal
	Performance management of academy principal : undertake						✓	A	
	Trustee monitoring: agree arrangements		✓				<A		
	Academy committee member monitoring: agree arrangements							✓	A
	Academy committee overall performance monitoring: agree arrangements		✓	<A	<A	<A	<A		
Ensuring financial probity									
Ensuring financial probity	Appoint Chief finance officer for delivery of trusts detailed accounting processes		✓	<A			<A		
	Trust's financial regulations and procedures: establish and review		✓	✓			<A		
	External auditors' report: receive and respond		✓	<A	<A		<A	✓	A
	CEO pay award: agree		✓						

Area	Decision	Delegation							
		Members	Trust Board	TB Finance & Resources Committee	TB Audit Committee	TB Standards Committee	CEO	Academy Committee	Academy Principal
	Academy principal pay award: agree			✓			<A	A	
	Staff appraisal procedure and pay progression: review and agree		✓	<A			✓	✓	<A
	Benchmarking and trust wide value for money: ensure robustness			✓			<A		
	Benchmarking and academy value for money: ensure robustness							✓	A
	Develop trust wide procurement strategies and efficiency savings programme						✓		
	Review and approve trust wide procurement strategies and efficiency savings programme			✓					

