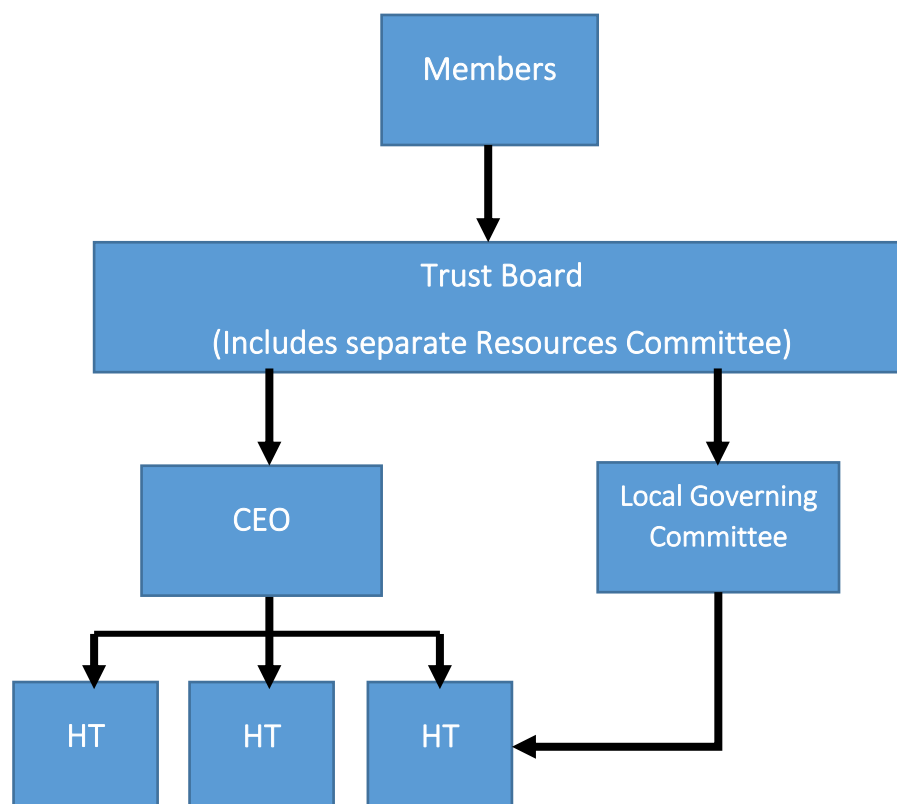


INCLUSIVE | MULTI ACADEMY TRUST

SCHEME OF DELEGATION

DOCUMENT DETAIL	
Policy Reference Number	29
Approving Body	Trust Board
Author	Sharon Carlyon
Scheduled Review	Annually
Date of Policy	September 2020
Next review	September 2021

Governance Structure and lines of accountability



- The Inclusive Multi Academy Trust (IMAT) is a charitable family of schools
- The Inclusive Multi Academy Trust is a group of primary schools working in collaboration as one charitable entity with shared beliefs and promises, one Board and one Scheme of Delegation (SoD)
- The Trust was established by its members who are the guardian of the governance of the Trust.
- The Board and Local Governing Committees (LGC) will work collaboratively and in partnership at all times.
- The Board of Trustees are responsible for the three core governance functions.
- The Board of Trustees will appoint the Chief Executive Officer (CEO), to whom it delegates responsibility for delivery of its aims and strategy, and will hold the CEO to account for the conduct and performance of the Trust, including the performance of the schools within the Trust, and for its financial management.
- The Board of Trustees delegate some responsibility concerning the performance of each school to a Local Governing Committee (LGC), however reserve the right to withdraw this.
- The CEO line manages the executive team and school headteachers, setting their targets and completing a performance appraisal process.
- The Board constitutes a Resources Committee; this committee will look in detail at Resources such as audit, finance, HR, staff remuneration, IT and Estates. As board committees, at least three Trustees must sit on each.

The role of the Members

The members are the original 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 are also able to remove Trustees if they fail to fulfil their responsibility. Accordingly, the Trust Board will submit 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. Members are not permitted to be employees of the Academy Trust.

The role of the Trustees

The MAT 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. Throughout this document, the term Trustee will be used to avoid confusion.

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 that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of the Trust's beliefs and promises, its ethos and strategic direction
2. Hold the executive to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the Trust and make sure its money is well spent

The Board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

The role of Board Committees

The Trustees will establish committees to carry out some of its governance functions which may include making decisions, although any 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 schools and so the CEO will performance manage Headteachers. As there is the delegation of some governance functions to Local Governing Committees (LGC), this is usually completed with the LGC chair alongside.

The CEO is the accounting officer so has overall responsibility for the operation of the 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 team of the Trust. This team consists of the CEO, COO and the Rapid Improvement Partner. The CEO will delegate executive management functions to the executive team and is accountable to the Trust Board for the performance of the executive team.

In exceptional circumstances or times of crisis, operational responsibility for the school/schools reverts to the CEO, with any implemented changes reported to the Trust board.

The role of the Local Governing Committees

The Trustees will establish committees to carry out some of its school level governance functions, although as Trustees are not required to sit on school committees, decision making is limited. The Trustees will appoint the chair and ensure that two parents are members of the school committee.

Delegated functions include:

- Building an understanding of how the school is led and managed
- Monitoring whether the school is:
 - Working within agreed policies

- Is meeting the agreed targets
- Driving forward the needs of the local community
- Engaging with stakeholders
- Being a point of consultation and representation
- Reporting to the Board

As a committee of the Board, delegation can be removed at any time.

The role of the Headteacher

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

Delegation grid for the Trust

Key

A Action/Approval to be taken/made by

S Support/Advice will be required

R Recommendations may be made

Where Trust action (**A**) is highlighted it is implicit that the CEO is involved in this process

Where Local Governing Committee action (**A**) is highlighted it is implicit that the Headteacher is involved in this process

'Support/Advice from' can mean consultation with individual members such as the Chair or Vice Chair as well as the committee as a whole.

Report: Make comments on

Publish: make information available to others

Decision	Delegation					
	Members	Trust Board	Resources Committee	CEO	Local Governing Committee	Headteacher
Strategic direction						
Set the Trust Strategic Plan which will include a statement of the Trusts ethos, beliefs, promises, curriculum principles, behaviour principles and enrichment opportunities		A				
Agree Trust key priorities and key performance indicators (KPIs) against which progress towards achieving our beliefs and promises be measured		A				
Approve and monitor the school strategic plan in line with the Trusts beliefs and promises ethos, values and principles					A	
Approve and monitor the schools' key priorities and key performance indicators (KPIs) against which progress towards achieving the beliefs and promises can be measured					A	
Audit and benchmark school strategic plans, key priorities and key performance indicators		A				
Determine Trust wide policies which reflect the Trust's ethos and values including School admission arrangements		A				S
Determine school level policies and procedural documents which reflect the school's and Trust's ethos and values					A	
Establish risk register, review and monitor termly		A	R			
Identify, review, monitor, address and highlight school level risks to the Trust Board		S			A	
Establish and review a Trust business continuity plan			A			
Establish and review a school business continuity plan					A	
Monitor school business continuity plans across the Trust			A			
Approve annual budget plan		A	R		S	
Approve three-year medium-term forecast		A	R		S	
Approve Trust staffing structure		A	R			
Approve School staffing structure		A	R		S	
Approve an estates management plan for the Trust		A	R		S	
Approve an IT plan for the Trust		A	R		S	

Decision	Delegation					
	Members	Trust Board	Resources Committee	CEO	Local Governing Committee	Headteacher
Ensure a consistency of outward facing communications in order to maintain brand integrity				A	S	
Agree the Academic Year (term dates) and the hours of the school day				A		S
Agree INSET and occasional days				A		S
Education standards						
Agree and review the curriculum in line with Trust curriculum principles				S	A	
Across the Trust monitor and evaluate overall effectiveness: the quality of standards in education		A			S	
Ensure that the principles of Keeping Children safe in Education (KCSiE) are followed across the Trust		A				
In individual schools monitor and evaluate: <ul style="list-style-type: none"> • overall effectiveness: • quality of education • behaviour and attitudes • personal development • leadership and management • the quality of early years education in school • spiritual, moral, social and cultural development 				S	A	
Agree, monitor and evaluate the School Plan within delegated budgets				S	A	
Agree, monitor and evaluate the School Evaluation Form (SEF)				S	A	
Establish the format and content of the CEO's report		A				
Establish the format and content of the Headteacher's report				A		S
Foster stakeholder relationships through community engagement		A			A	
Implementing a fixed term exclusion of a pupil						A
Implementing a permanent exclusion of a pupil					A	

Decision	Delegation					
	Members	Trust Board	Resources Committee	CEO	Local Governing Committee	Headteacher
People and staff matters						
Ensure that the Trust and all schools demonstrate equality, diversity and inclusion and operate within relevant employment legislation and comply with safeguarding requirements		A				
Ensure that schools demonstrate equality, diversity and inclusion and operate within relevant employment legislation and comply with safeguarding requirements					A	
Appoint/Remove Members	A					
Role descriptions for Members	A					
Appoint Trustees	A	R				
Remove Trustees	A	R				
Ratify the Appointment/Removal of Chair and Vice Chair of Trust Board and committees	A	R			R	
Role descriptions for all members of the Trust Board		A				
Identify skills within the Trust Board, addressing gaps through recruitment and/or training		A				
Set pay scales, based on benchmarking for executive team and headteachers		A	R			
Agree and review non-leadership Central Trust team pay scale and awards			A	S		
Agree and review Headteacher pay awards			A	R	S	
Review and moderate teaching and support staff pay awards				A		R
Recruit, appoint suspend and remove a member of the executive team including the CEO		A				
Undertake Performance Appraisal of Chief Executive Officer including pay progression		A		S		
Undertake Performance Appraisal of a member of the executive team		S		A		
Recruit and appoint central Trust staff		S		A		
Undertake Performance Appraisal of central Trust staff including pay progression				A		

Decision	Delegation					
	Members	Trust Board	Resources Committee	CEO	Local Governing Committee	Headteacher
Monitor the performance of Local Governing Committees in fulfilling their responsibilities and accountabilities		A				
Appoint Local Governors				S	A	
Remove Local Governors		A			R	
Appoint Chair of Local Governing Committee		A			R	
Remove Chair of Local Governing Committee		A			R	
Role descriptions for all members of Local Governing Committees		A			S	
Appoint Parents to Local Governing Committees				S	A	
Identify skills within the Local Governing Committees, addressing gaps through recruitment and/or training				S	A	
Approve the Annual pay award for all staff		A	R			
Establish, review and monitor appropriateness of the staff structures within each School		A	R		S	
Approve any restructuring or redundancy of staff		A	R		S	
Recruit, appoint suspend and remove the Headteacher		A			S	
Undertake Performance Appraisal of Headteachers including pay progression				A	S	
Establish, review and monitor appropriateness of the leadership structure within each School				A	S	
Recruit, appoint suspend and remove members of Senior Leadership Teams				A	S	S
Undertake Performance Appraisal of Senior Leaders					S	A
Approve the Annual pay award for Senior Leaders				A		R
Recruit and appoint School based staff					S	A
Undertake Performance Appraisal of staff including pay progression						A
Appoint and remove Clerk to Trust Board and Local Governing Committees		A				
Facilitate changes or enhancements to staff roles which could lead to work being undertaken beyond the Trust e.g. consultancy, secondments				A		

Decision	Delegation					
	Members	Trust Board	Resources Committee	CEO	Local Governing Committee	Headteacher
Appoint, review and remove HR consultancy providers for the Trust			A	R		
Systems and structures						
Review and agree Articles of Association	A					
Establish and review governance structure for the Trust annually		A				
Approve schools joining the Trust		A				
Establish, review and monitor appropriateness of the governance structures, procedures and operations within each School		A	R		S	
Review Scheme of Delegation annually		A	R			
Review Terms of Reference (ToR) for all Trust Board and Local Governing Committees (LGC)		A	S		S	
Agree annual schedule of business for Trust Board		A	S			
Annual self-review of Trust Board		A				
Carry out 360 review Chair of Trust Board's performance annually		A				
Succession planning of Trust Board		A				
Agree annual schedule of business for Local Governing Committee		A			S	
Implement the annual schedule of business for Local Governing Committee				S	A	
Report arrangements for matters of compliance e.g. safeguarding, H&S, employment, and admissions criteria				S	A	
Audit arrangements for matters of non finance compliance e.g. safeguarding, H&S, employment		A				
Audit arrangements for matters of finance compliance		A	R			
Annual self-review of Local Governing Committees				S	A	
Succession planning for Local Governing Committee				S	A	
Agree Trust Board agendas and minutes		A	A			
Agree Local Governing Committee agendas and minutes				S	A	

Decision	Delegation					
	Members	Trust Board	Resources Committee	CEO	Local Governing Committee	Headteacher
Consider minutes and reports from all Trust Board and Local Governing Committee meetings		A	A		A	
Ensuring financial probity						
Appoint Chief Operating Officer (COO) and Finance Manager for delivery of Trusts detailed accounting processes		A	R			
Establish and review Trust's Scheme of Financial Delegation (SoFD)		A	R			
Monitor, review and amend as necessary the Trust's actual financial performance against budget throughout the year and at year end		A	R			
Appoint responsible officer and external auditors		A	R			
Receive and respond to responsible officer and external auditors' report		A	R			
Benchmark financial data annually across the Trust to ensure value for money		A	R			
Approve and monitor Trust wide procurement strategies and efficiency savings programme		A	R			
Establish and review appropriate robust insurance cover for the Trust and its schools		A	R			
Statutory reporting						
Hold and Annual General Meeting	A	S				
Publication of all required details on governance arrangements of the Trust Board		A				
Publish annual report and financial accounts		A				
Publication of all required details on governance arrangements of the Local Governing Committee					A	
Publish statutory reports on website in line with DfE requirements e.g. Pupil Premium (PPG), Sports Premium (SPG), Safeguarding					A	
Audit statutory reports on website in line with DfE requirements e.g. Pupil Premium (PPG), Sports Premium (SPG), Safeguarding				A		
Ensure school website is compliant with DfE requirements					A	

Decision	Delegation					
	Members	Trust Board	Resources Committee	CEO	Local Governing Committee	Headteacher
Ensure Trust website is compliant with DfE and statutory requirements				A		
Approve financial returns to the ESFA prior to submission		A	R			