

Scheme of Delegation

The primary purpose of this document is to inform those involved with the governance of the academy trust those powers and functions which are reserved to the Trust Board, and which are delegated elsewhere.

The Company has two layers of corporate governance as set out in the Articles of Association:

Members

The Members of the trust subscribed to the Memorandum and Articles of Association and are guardians of the governance of the Trust. They perform the functions shareholders would in a company, although this is not a profit making company. The articles of association describe how Members are recruited and determine how many of the Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and can 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.

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. To ensure ease of reference, they will always be referred to as Trustees.

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 and for the performance of all schools within the Trust.

The Board of Trustees is supported by three committees – Resources and Audit Committee, Performance and Standards Committee and Pay Review Committee – to carry out some of its governance functions which will include making decisions, although any decisions made will be deemed decisions of the Trust Board. Trustees make up the membership of these committees, with advice and input from a Chief Executive Officer, Safeguarding and SEN Consultative Panel and Head Teacher Consultative Group. Committees may co-opt governors from academy committees or from the community with strong and relevant skills, providing the majority of members are trustees.

Trustees, in addition, must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction.
2. Hold the CEO, head teachers and senior leaders 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.

Local Governing Boards

In accordance with the principle that effective governance is best delivered as close as possible to the point of impact of decisions, the Company has a third tier of governance in the form of Local Governing Boards. Local Governing Boards are essentially committees of the Board with powers delegated to them in accordance with this Scheme of Delegation, which include:

- Setting the vision, values and strategic aims of the academy, in line with the overall trust vision.
- Developing the budget plan for the academy.
- Monitoring and reviewing academy expenditure.
- Ensuring appropriate risk assessments are in place for the academy.
- Challenging attainment and progress across a healthy curriculum.
- Ensuring implementation of policies and procedures and evaluating impact of those policies to report to trustees.
- Engaging with stakeholders.
- Reporting to the Trust Board.

Executive Leadership Team

The performance and governance of the company is supported by an Executive Leadership Team. Although presently made up only of a Chief Executive Officer (CEO), it allows flexibility for trustees to establish a central team which will be responsible for the day to day operations of the trust. Meanwhile, the CEO has the delegated responsibility for the operation of the Trust and is the Chief Financial 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 will lead and delegate functions within his/her remit to the Executive Management Team, whilst remaining accountable to the Trust Board for the performance of the Executive Management Team. The Executive Management Team is also supported by the head teachers of each of the academies. They will meet with the CEO regularly and accept responsibility for operational tasks delegated from time to time to drive forward school improvement.

Academy Head Teacher

The Academy Headteacher is responsible for the day to day management of the Academy and reports to the Local Governing Board on matters which have been delegated to it.

In determining this Scheme, the Trustees have been mindful that the Board of Trustees is ultimately accountable for the way in which the academies managed by the MAT are run and as such must be satisfied that:

- Delegation takes place only where appropriate and that it receives appropriate reports on matters delegated by it/actions taken in its name to enable appropriate oversight
- There are some areas where it makes sense for matters to be dealt with centrally, rather than by individual academies. It is hoped that this will reduce the burden on the individual academies, which already have a heavy workload, and in appropriate cases achieve economies of scale.
- The Board cannot take all decisions itself, and in making decisions that the Board reserves for itself, it will often be reliant on information and advice from and be guided (as appropriate) by its committees, the academy LGBs and others operating at academy level.
- The Scheme should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook, which is a separate document.

The Scheme will be reviewed by trustees each year and may only be altered or revoked by the trustees. Trustees have the absolute discretion to review, amend, and/or terminate the Scheme at any time and as it sees fit. It does not contain details of every decision/responsibility or every aspect that will be delegated. The content will be supplemented by the Trust's strategic plans, policies and procedures and any direction given or rules and directions agreed or issued by the Members or the Board of Trustees. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Chair of the Trust. It should also be made clear that alternative schemes of delegation may be adopted for schools which are performing less than well or where there are other concerns around the leadership or governance of the school.

There will be standard practice across the trust, which includes:

- Safeguarding practice and policy
- School self-evaluation and school improvement
- SEND practice and policy
- The pupil premium report, strategy and policy

We will also be working towards creating standard practice in other areas, which includes:

- Common reporting
- Staff performance
- Assessment framework

All schools that are part of Steel River Academy trust will have a Parent Council that meets each term to ascertain the views of parents, carers and the community.

This scheme of delegation only applies to the founding members of Steel River Academy Trust. These are: Bankfields Primary School, Caedmon Primary School, Grangetown Primary School and Whale Hill Primary School.

Key: ✓ CEO HT RAC PSC SASP	Action undertaken at this level Chief Executive Officer (including finance) Headteachers Resources and Audit Committee Performance and Standards Committee Safeguarding and SEN Panel		<> Board LGB SBM Gov	Direction of advice & support Board of Trustees Local Governing Body School Business Managers Appointees to LGB
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Area	Function	Members	Board	LGB	Other
Strategic Direction	Setting the vision, values & strategic aims of the trust		✓		
	Setting the vision, values & strategic aims of the academy, inclusive of the overall trust			✓	<CEO/HT
	Trust Strategic Plan: establish & monitor		✓		<CEO
	Academy Development Plan: establish & monitor			✓	<HT
Financial & Operational Management	Budget plan for Trust/Academies: agree & approve (a deficit budget is not allowed)		✓		<CEO
	Budget plan for Trust/Academies: monitor		✓		<CEO
	Budget plan for Academy: develop			✓	< CEO <CFO <HT <SBM
	Budget plan for Academy: monitor			✓	<HT <SBM
	Agree corporate and trust-wide contracts for service			✓	<CEO/HT

	Agree local academy contracts/binding agreements		✓	<	Authorities & limits as per MAT Finance and & Budget Manual
	Financial procedures: approve in accordance with legal & DfE requirements, best practice & auditor recommendations		✓		
	Authorise expenditure and make payments <ul style="list-style-type: none"> Expenditure up to £10,000 will be delegated to the Headteacher. Expenditure of £10,000 and up to £20,000 will be delegated to the Local Governing Body. Expenditure of £20,000, or more, will be delegated to the Trust Board. 		As determined by financial procedures.		
	Approve charging policy for academy services		✓	<	
Area	Function	Members	Board	LGB	Other
Financial & Operational Management	DfE indicative funding of Academies: consider & assess implications		✓	<	<CEO <HT
	Academy budget headings & areas of expenditure: receive & recommend, inc, level & use of contingency funds or balances		✓		<CEO
	Income & expenditure (Trust): monitor and review		✓		<RAC
	Income & expenditure (Academy): monitor and review			✓	
	Financial procedures: monitor & review to ensure effective implementation & operation inc, bank account arrangements, recommend improvements			✓	
Annual Report	Financial Statements/ Annual Report approve		✓		<RAC
	Financial Statements/ Annual Report receive	✓			
	Appointment of external auditors	✓	<		<RAC
	External Audit: determine nature & scope		✓		<RAC
	Internal control systems: establish		✓		<RAC
	Internal control systems of Trust & Academies: review effectiveness			✓RAC	

	Auditor's reports: receive, consider & recommend action to findings & good practice		✓RAC		
	Internal Audit provision: ensure it meets relevant standards & is compliant with guidelines		✓RAC		
	Trust's internal and external financial statements & reports: review to ensure sound financial management & good practice		✓		<RAC
Premises	Security of premises & equipment: oversee & monitor academy activities			✓	✓HT
	Premises related funding bids: oversee		✓	<	<CEO
	Building Development Programme & Asset Management Plan approve		✓	<	
	Capital development projects: monitor academy activities, advise & make recommendations to Board		✓	<	<CEO <HT <SBM
Area	Function	Members	Board	LGB	Other
Insurance	Insurance arrangements: oversee		✓		<CEO <RAC
Health and Safety	Health & Safety: oversee & monitor health and safety across the trust, including policies & procedures across the trust		✓	✓ As determined by trustees	<Committee
	Health and Safety: audit		✓	<	
	Health & Safety: ensure risk assessment processes in place			✓	<Committee
Risk Management	Management of risk: establish & monitor Trust Risk Register & risk management systems		✓	<	<CEO <RAC
	Risk Management: approve policy framework, receive & consider reports		✓		<RAC
ICT	IT: oversee & monitor Trust/Academy strategy, developments & implementation		✓	<	
	Information Security: oversee & monitor policies & procedures		✓RAC		

	Information Security: for ensuring effective implementation & operation of information security control processes			✓	✓HT
Governance	Members: appoint/remove	✓			
	Trustees: appoint/remove	✓			
	Co-opted Trustees: appoint/remove		✓		
	Board/ Board Committee Chairs/Vice Chair: appoint/remove		✓		
	LGB Governors: appoint/remove (unless elected)		✓		
	LGB Chairs: appoint/remove			✓	
	Clerk to Board: appoint/remove		✓		
	Clerk to LGB: appoint/remove		✓		
	Articles of Association: agree & review	✓			<CEO
	Governance Structure (Committees) for the Trust: Establish & Review		✓		
	Scheme of Delegation: agree & review		✓		
	Terms of Reference for Trust Committees: agree & review		✓		
	Policies & Procedures: establish, approve & review (delegated in accordance with Policy Approval Schedule)		✓	✓ by exception where delegated	<HT/CEO
	Register of Business & Pecuniary Interests for Members/ Trustees/ Governors: establish & publish		✓		<Clerk to board
	Annual schedule of business for Trust Board: agree		✓		
	Annual schedule of business for LGB: agree		>	✓	
	Compliance with legislative requirements		✓		
	Academy self-evaluation process: establish & monitor			✓	✓HT
Skills Audit of Board/ LGB: complete & recruit to fill gaps		✓	✓	<Clerk to board	
Self-review of Board: performance		✓			
Self-review of LGB: performance		>	✓		
Area	Function	Members	Board	LGB	Other
	CEO: appoint/remove		✓		

Human Resources and Staffing					
	Performance Management of CEO: undertake		✓Committee		
	Review of role and responsibilities of CEO		✓		
	Academy Headteachers: appoint/remove		✓	<	The board will appoint/remove, acting on a recommendation from the LGB.
	Performance Management of Academy Headteachers: undertake			✓	<CEO <LGB
	Pay Awards – Academy Headteachers: agree		✓ Pay Review Committee	<	
	Performance Management of Academy staff.				✓ Line Manager
	Academy Senior Leadership: appoint/remove			✓	<CEO
	Central Trust Staffing Structure: agree & review		✓		<CEO
	Academy Staffing Structure: agree			✓	Approved within set budget.
	Agree general employment terms and conditions for staff, including pay structures and policy		✓		
	Pay Awards –Central Trust Staff: agree		✓		<CEO
	Staff Appraisal Policy: agree policy Review process & procedure in line with policy		✓		
Personnel Policies: develop, review, oversee implementation & monitor impact via KPIs		✓		<HR	
Appoint/remove Academy staff.				✓HT	
Pupil Development	Academic Performance: setting targets		>	✓	< CEO/HT
	Academic Performance: monitor & review student progress, attainment & achievement against targets		✓	<	
	Academy Improvement/ Raising Standards		✓	<	
Area	Function	Members	Board	LGB	Other
	Holding the Headteacher & staff to account for performance			✓	

	Holding all Academies to account		✓		
	Teaching & Learning: monitor quality			✓	✓CEO/HT
	Selected Groups (eg SEND/EAL/Pupil Premium/Most Able): monitor progress & provision		✓		<CEO/HT
	Inclusion, equality & diversity: promote & monitor		>	✓	
Admissions	Admissions policy		✓	<	<CEO/HT
	Admissions: admitting pupils above the school's pupil admission number				✓HT <CEO
Behaviour, discipline & exclusions	Behaviour Policy: review and monitor			✓	
	Personal Development, Behaviour, Attendance & Welfare of Students: review & monitor			✓	✓HT
	Pupil Exclusions: policy & procedure		✓	<	<CEO/HT
	Pupil Exclusions: review fixed term/permanent exclusions			✓	
Attendance	Attendance Policy: review and monitor		✓		
Complaints	Complaints: policy & procedure		✓	<	<CEO/HT
	Review complaints: Academy			✓	
	Review complaints: Academy Trust and Governors		✓		
Curriculum	Curriculum policy: review and monitor			✓	
	Setting the aims of the curriculum across the Trust.		✓		
	Curriculum: review & monitor scope, impact & implications			✓	In liaison with the HT
	Curriculum: ensure compliant with legal requirements & funding agreement		✓		
	British Values & strategies to avoid radicalisation: promote & monitor impact			✓	✓HT
Community	Community Relations & Marketing		✓	✓	✓CEO/HT
Safeguarding	Safeguarding procedures: agree and review		✓		<SASP
	Safeguarding procedures: monitor implementation			✓	
Term Time	Term Time dates: set		✓		
	School day: times			✓	<CEO