



# Scheme of Delegation

## Our Vision

*Achieving More Together*

## Our Mission

*Working together passionately to achieve the best outcomes  
for our SEND children and young people*

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## **1. Introduction**

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:

- Trust level sub-committees
- The Executive Team (CEO and DFO)
- Head teachers
- Local (School) Governing Bodies

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 Enable Trust.

## **2. The Purpose of our Scheme of Delegation**

- To ensure clarity about the roles of Members, Trustees, Trustee committees, Local Governing Bodies, Executive Team and Headteachers.
- That Enable Trust 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 reviewed annually and adapted in response to contextual information if required.

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 responsible to the changing circumstances and ensures that Enable Trust continues to fulfil its charitable objects.

## **3. Roles and Responsibilities**

### **3.1 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. They have an 'eyes on, hands off' role and several statutory rights including:

- To amend the Articles of Association of the Academy Trust

- To appoint Trustees to ensure that the Trust's charitable objects are carried out and remove Trustees if they fail to fulfil this responsibility.
- To appoint the Trust's external auditors and receive the Trust's audited annual accounts.

There must be at least three Members, although the DfE preference is for 5. Members must not be employees of the trust.

Members can appoint up to 7 Trustees under the Articles. The Members are required to provide a guarantee that if the Academy Trust were to be wound up and the assets did not meet its liabilities, they would contribute £10.

### 3.2 The role of the Board of Trustees

The Trustees are the charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum and Articles of Association. The Board of Trustees is the accountable body for the performance of all schools within the Trust and as such must:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the 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

Because Trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

### 3.3 The role of the Trust Board Committees

Enable Trust's Board is supported by two committees:

- Finance and Audit (F & A Comm) and
- Achievement, Standards and Outreach (A, S & O Comm)

The committees have delegated authority to make decisions, providing advice and support and informing the overall work of the Trust Board. These committees are not legally responsible or accountable for statutory functions – the Trust Board retains overall accountability and responsibility. The responsibilities of Board committees are set out in their terms of reference,

which are reviewed annually. The Trust Board may appoint committee members and committee chairs.

### 3.4 The role of the Executive Team

The Executive Team is the Chief Executive Officer (CEO) and Director of Finance and Operations (DFO) who are responsible for providing the Trust with the professional leadership, strategic management and direction for the Trust and its schools in line with the vision established by the Board. The Executive Team will report to the Trustees and shall comply with any reasonable direction by the Trustees when acting on the Academy Trust's behalf. The CEO is responsible for the internal organisation, management, and control of each of the schools; advising on and implementing the Academy Trust's strategic framework and the implementation of all policies approved by the Trustees.

The CEO has the authority to direct the Headteachers in relation to operational and educational standards matters. The CEO will formulate aims, objectives, policies, and targets for the Trustees to consider and will report to the Board on progress at each meeting.

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.

In line with DfE recommendations, and to avoid a conflict of interests, the CEO will not be a Trustee. As one of the Board's core functions is to hold the CEO to account, by being a Trustee, the CEO would in effect holding themselves to account.

The DFO is tasked with operational leadership of the Trust's financial arrangements, risk register, administration organisation, Human Resources oversight and the support of our schools in these areas.

### 3.5 The role of the Local Governing Bodies (LGB)

Each school has an LGB that is responsible for:

1. Assessing the quality of education that the school provides for the pupils who attend it, to include evaluating pupil attendance, behaviour, wellbeing and progress
2. Assessing the impact of the staff on outcomes for pupils and their experience as professional educators in the Trust

3. Assessing the quality of engagement with parents and carers of pupils in the school
4. Holding the school leaders to account for standards in the school
5. Holding the Headteacher to account for delivering the budget outcomes that were agreed with the Trust Board and ensuring that the operational objectives are monitored closely to ensure that staff and children are safe
6. Ensuring that the school contributes to the capacity of the Trust and is willing to both offer and receive from the other schools in the Trust.

### 3.6 The role of the Headteacher

The school Headteacher is responsible for the day-to-day management of the school and is line-managed by the CEO. The Headteacher reports to the LGB on matters which have been delegated to the LGB.

## 4. Scheme of Delegation

Key
Level 1: Members
Level 2: Board of Trustees
Level 3: Chief Executive Officer (CEO)
Level : Director of Finance & Operations (DFO)
Level 5: Local Governing Body (LGB)
Level 6: Head teacher (HTs)
F&AC = Finance & Audit Committee
AS&OC = Achievement, Support & Outreach Committee
SoFD = Scheme of Financial Delegation
A = Accountable to (Who is the responsible person reporting to?)
R = Responsible (Who is doing it)

	Decision/Task A = Who is Accountable R = Who is Responsible	Members	Board	CEO	DFO	LGB	HTs
<b>Governance</b>							
1	Articles of Association & Funding Agreement: agree, review (every three years), approve changes (with ESFA approval sought)	R					
2	Members: Appoint/remove	R					
3	Trustees: Appoint, remove, review effectiveness	A	R				
4	Governance structure: establish and review annually, approve changes to the Governance structure, Schemes of Delegation, Terms of Reference for committees and LGBs .		R				
5	Agree role descriptions for trustees/chair/specific roles/committee and LGB members		R				
6	Appoint Chair of the Trust Board	A	R				
7	Appoint Chairs of Committees		R				
8	Governors: Appoint/Remove		A			R	

	<b>Decision/Task</b> A = Who is Accountable R = Who is Responsible	Members	Board	CEO	DFO	LGB	HTs
9	Elect Local Governing Body Chair and Vice - Chair Clerk to LGB: Appoint and remove		A			R	
10	Undertake annual Trust Board skills Audit and recruit to fill gaps.		A R				
11	Annual self-review of trust board and committee performance		R				
12	Agree annual schedule of business for the trust board & committees		R				
13	Agree annual schedule of business for the LGB as per Terms of Reference		A			R	
14	Appoint internal and external auditors.	A	R				
15	Ensure Trust and School governance details on trust and academies' websites			A	R		
16	To maintain and publish a register of business and pecuniary interests.		A		R		
17	Annual report on performance of the trust: submit to members and publish.		A	R			
18	Annual report work of LGB: submit to trust and publish.		A			R	
19	Determine and approve trust wide policies which reflect the trust's vision and values including (but not limited to): charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance. CEO is responsible for implementing these with support of LGB and Headteacher.		A	R			
20	Implementing and evaluating the effectiveness of all school level policies which will reflect the Trusts vision and values. These include (but not limited to) safeguarding and child protection; curriculum; behaviour. The LGB may delegate as appropriate to the Headteacher for implementation					A	R
<b>Strategy</b>							
1	Determine Trust's vision and strategy inc. Growth, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured.		R				
2	Implementation of Growth Strategy – ensuring trust is ready for growth and plans are in place, attracting new schools to the trust and free school submissions.		A	R			



Decision/Task A = Who is Accountable R = Who is Responsible		Members	Board	CEO	DFO	LGB	HTs
3	Due diligence process.		R				
4	Produce and approve Trust IT Strategy		A		R		
5	Produce and approve Well-being Strategy		A	R			
5	Produce and approve Risk-Management Strategy.		A	R			
<b>Finance</b>							
1	Prepare the annual Trustees Report and Governance Statement for inclusion in the annual financial statements.		A R				
2	Review and approve the Trust's Annual Financial Statements (Accounts), respond to the Auditors' Management Letter.		R				
3	Submit the approved and signed financial statements, management letter and annual Internal Scrutiny Audit Report to the ESFA.			A	R		
4	Complete and sign a statement on regularity, propriety and compliance annually for submission to ESFA.			A			
5	Establish and review the Trust's Scheme of Financial Delegation		R				
6	F&AC propose the Trust budget for the next 3 years for Board approval		R				
7	Approve the overall Trust budget for the next 3 years for submission to ESFA.		R				
8	Review and approve annually the Trust's GAG Pooling Policy and methodology		R				
9	Management Accounts provided to the Chair of Trustees and shared with other Trustees six times a year.		A		R		
10	Review the Trust budget position termly throughout the year		R				
11	Prepare and review monthly school budget monitoring reports, reporting variances and areas of concern.				R		
12	Review and report on school's latest budget position, reporting variances, areas of concern and actions required.					A	R
13	Agree and set priorities for school budget planning in accordance with school development priorities					A	R
14	Approve use of historical reserves and in-year surplus balances during the year.		R				
15	Propose the Finance and other finance related policies			A	R		

	<b>Decision/Task</b> A = Who is Accountable R = Who is Responsible	Members	Board	CEO	DFO	LGB	HTs
16	Approve the Finance and related policies.		R				
17	Proposal of new capital projects at individual schools (LGB Initiated)		A			R	
18	Proposal of new capital projects at individual schools (Trust Initiated)		R				
19	Robust management of cash position and approve an Investment Policy and ensure investment risk is properly managed.		A		R		
<b>Payroll</b>							
1	Approve overtime and casual staff claims.				R		R
2	Approve staff expenses and mileage claims.		R	R	R		R
3	Approve monthly payroll and authorise payroll provider to make payroll payment.			A	R		
<b>Staff &amp; Performance Management</b>							
1	Appoint/suspend/dismiss Chief Executive Officer (CEO) and Accounting Officer.	A	R				
2	Undertake annual performance review of CEO.		R				
3	Act as Accounting Officer.		A	R			
4	Appoint/suspend/dismiss Director of Finance & Operations (DFO).		R				
5	Undertake annual performance review of DFO.		A	R			
6	Appoint/suspend/dismiss Headteachers.		A	R			
7	Undertake annual performance review of Headteachers.		A	R			
8	Approve Trust Executive Staffing structure		A	R			
9	School Staffing structure budgeted appointments and changes (see SoFD)					A	R
10	Proposal of unbudgeted School Staffing structure changes inc. TLRs (see SoFD).				A	R	R
11	Approval of unbudgeted School Staffing structure changes inc. TLRs (see SoFD).		A	R			
12	Approve staff restructures and redundancies		R				
13	Approve Pay, Capability/Appraisal and other Staff related policies.		R				
14	Undertake the annual review of teachers' performance and propose pay progressions.						R
15	Approve the annual review of teachers' performance and proposed pay progressions.					R	
16	Ensure support staff probation and annual performance reviews are undertaken.			A	R	A	R

	<b>Decision/Task</b> A = Who is Accountable R = Who is Responsible	Members	Board	CEO	DFO	LGB	HTs
17	Approve annual inflation pay awards.		R				
<b>Curriculum &amp; Performance</b>							
1	Advise and set direction for school improvement to Headteachers and LGBs.		A	R			
2	To receive, monitor and review School Development Plans and hold Headteacher to account for improving standards.		A			R	
3	Report on school improvement progress to the board.		A			R	
4	Monitor effectiveness of Pupil Premium and other specific grants funding in accordance with grant conditions in meeting pupil's outcomes. .		A			R	
5	Ensure comprehensive target setting for pupil achievement and progress with regular monitoring and reporting systems are in place including those to Board.		A			R	
6	Ensure that each school has an appropriately trained "designated teacher" responsible for promoting the education of looked- after and previously looked-after pupils,		A	R			
<b>Admissions</b>							
1	To monitor all consultations for admission for pupils with Education, Health and Care Plans within their planned (commissioned) place numbers.					A	R
2	To reply to consultations within fifteen days in respect of admissions for pupils with Education, Health and Care Plans ( <i>Delegated to Headteachers</i> )					A	R
<b>Pupil Attendance</b>							
1	Monitor school attendance					A	R
2	School Report on attendance in line with annual targets to Board via A S & O Comm.		A			R	
<b>Discipline &amp; Behaviour</b>							
1	To propose and establish Anti-Bullying Policy.					A	R
2	To monitor all forms of bullying and challenge the Headteacher response where appropriate.					A	R
3	To ensure the Schools follow the approved policy in regard to the procedures and practice of physical					A	R

	intervention and monitor and challenge the appropriate use of this strategy within the provision						
	<b>Decision/Task</b> A = Who is Accountable R = Who is Responsible	Members	Board	CEO	DFO	LGB	HTs
4	Monitor use of physical intervention as part of RIDDOR process		A	R		A	R
5	To propose and establish the Positive Behaviour Policy.					A	R
6	To propose and establish the Exclusions Policy		A	R			
<b>Health &amp; Safety</b>							
1	Propose, approve and monitor implementation of the Trust Health and Safety Policy.		A	R	R	R	R
2	Implement and monitor the Trust Health and Safety Policy part A and part B, school specific policy.					A	R
3	Review RIDDORS and serious accidents/incidents in the Schools and any strategic implications.		A		R	R	
4	To monitor and report on RIDDORS and serious accidents/incidents in the Schools		A			R	
5	Ensure the safety of staff and pupils through appropriate risk assessments for situations and activities in and outside of school (e.g. trips) and actions taken to minimise any identified risks.		A			A	R
6	Appoint lead person in charge of First Aid at school level.					A	R
<b>Risk</b>							
1	Management of risk: establish Trust risk register, reviewing and updating annually as a minimum.		A		R		
2	Management of risk: establish School risk register, reviewing and updating regularly as a minimum.					A	R
3	Management of risk: informing the Board of review of risk register and any new risks		A			R	
4	Ensure Business Continuity and contingency planning is in place.		A	R			
4	Directing the trust's programme of internal scrutiny, F&AC reporting to the board on the adequacy of the trust's financial and other controls and management of risks.		A	R			
5	Ensure IT Acceptable Use Policy in place and adhered to.		A		R		
6	Ensure Cyber Security Training undertaken by all.			A	R		

Decision/Task A = Who is Accountable R = Who is Responsible		Members	Board	CEO	DFO	LGB	HTs
<b>Premises &amp; Insurance</b>							
1	Monitoring and reporting on building conditions and repairs		A		R		
2	Prepare the Trust's Estate Strategy and Asset Management Plan (AMP)			A	R		
3	Approve the Trust's Estate Strategy and Asset Management Plan (AMP)		R				
4	Approve appropriate insurance cover for the schools in the Trust.		A				
<b>Stakeholders Liaison</b>							
1	Manage relationships with pupil parents and carers – undertaking feedback reviews etc					A	R
2	Have in place and review parent and carer Home / School agreements					A	R
3	Approve a complaints policy and procedures – implement at all levels		A		R		
4	Implement complaints policy and procedures at school level					A	R
5	Have in place a complaints panel as per policy and procedures.		R			R	
6	Ensure compliance with equalities legislation.		A	R	R	A	R
6	Manage and foster links with local community and stakeholders		R	R	R	R	R
<b>Safeguarding</b>							
1	Ensure suitable Safeguarding Policy is implemented in full compliance with laws		A	R	R		
2	Ensure school operational Safeguarding Policy is incorporated and monitor effectiveness of associated procedures					A	R
3	Monitor the implementation of the Safeguarding Policy and associated procedures in Schools and report to Board AS&O Comm		A			R	
4	To ensure the completion of the Single Central Record in line with Ofsted criteria		A		R		
5	Ensure annual safeguarding audits take place and are appropriately reported to the Board A, S & O Comm					A	R
6	To approve school off-site visits for pupils of more than 24 hours .					A	R

Decision/Task A = Who is Accountable R = Who is Responsible		Members	Board	CEO	DFO	LGB	HTs
7	To ensure CEO and Chair of LGB are aware and kept up to date of any safeguarding issues involving allegations and LADO					A	R
8	To ensure CEO reports to Board A, S & O Comm any safeguarding issues involving allegations and LADO			A R			
9	Ensure Safer Recruitment practices are undertaken e.g. DBS checks for new staff and senior staff involved in recruitment are trained regularly.		A			R	
10							
School Organisation							
1	Propose inset days for the year			A			R
2	Approve times of school day and dates of school holidays.		A	R			
End							