

## Astrea Academy Trust (the “Trust”) - Scheme of Delegation

(Last reviewed on 10<sup>th</sup> July 2020)

This Scheme of Delegation:

- sets out the Trust’s approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- should be read in conjunction with the Terms of Reference for Trustee Committees (including Board Committees and local committees);
- may only be altered or revoked by the Trustees.

The Trust’s Scheme of Financial Delegation, which the Trust is required to have under the Academies Financial Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into four sections as follows: Strategy & Leadership; Education & Curriculum; Financial; HR & Operations. To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation of their meaning are:

- **Accountable:** the individual/group that has primary responsibility for ensuring the particular task is completed/signed off and determining how the Trust and/or Academies (as appropriate) should undertake the task including defining appropriate milestones and targets to be reported against.
- **Responsible:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Principal this will be at Academy level.
- **Consult:** the individual/group that should be consulted for their views as part of the process of completing a particular task
- **Support:** the individual/group that offers input or challenge to a process, procedure or provision.
- **Inform:** the individual/group that needs to be informed.

Reference to the CEO in this document means ‘the CEO and executive board’ unless specified as ‘CEO only’. ‘CEO only’ responsibilities are usually those of the Accounting Officer, on which the CEO may seek support from colleagues.

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STRATEGY AND LEADERSHIP				
	Trustees	CEO	LECC/TMB	Principal
Set strategic objectives of the Trust & Academies	Accountable	Responsible	Support (at Academy level)	Consult
Develop the character, mission & values of Trust & Academies	Accountable	Responsible	Support	Responsible - for the Academy
Deliver strategic objectives of the Trust & Academies	Accountable	Responsible	Support	Responsible - for the Academy
Scrutiny: Performance - review & challenge progress of the Trust against its strategic objectives and KPIs	Accountable	Responsible	Support	Responsible - for the Academy
Scrutiny: Values - operation of the Trust & Academies against the agreed character, mission & values	Accountable	Responsible	Support	Responsible - for the Academy
Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Accountable	Responsible (CEO only)	Support	Responsible - for the Academy
Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Accountable	Responsible (CEO only)	Support	Responsible - for the Academy
Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Accountable	Responsible (CEO only)	Support	Responsible - for the Academy
Compliance -put in place a procedure to deal with any conflicts of interest and connected party transactions	Accountable	Responsible (CEO only)	Support	

**STRATEGY AND LEADERSHIP**

	Trustees	CEO	LECC/TMB	Principal
Trust Risk Register	Accountable	Responsible		
Appointments of Trustees and Committee members - ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Committee Members have the skills to run the Trust and the Academies)	<p><b>Members:</b> Accountable and Responsible (for Member-appointed Trustees)</p> <p><b>Trustees:</b> Responsible (for co-opted Trustees) Support - Review own performance</p>	<p>Responsible</p> <p>Report - to the Board on the performance of the LECCs</p> <p>Review - annually the size, structure and composition and skill of LECCs</p> <p>Recommend - appropriate changes to the size and composition of the LECCs</p>	Responsible - annual skills audit and review of performance	
Register of Interests (held in governance folder and website)	Responsible at Trust level	Responsible (senior employees)	Responsible at Academy level	
Appointment of Clerk - Board and LGBs	Responsible - appoint the clerk to the Board	Support	Responsible - appoint the clerk to the LECC	Support

STRATEGY AND LEADERSHIP				
	Trustees	CEO	LECC/TMB	Principal
Policies - review and adoption of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Accountable	Responsible	Support - Trust policies are adopted and their implementation monitored Consult - on any changes to the admissions policy	Responsible - implementing all policies Consult - on any changes to the admissions policy
Prepare terms of reference for LECCs and Committees	Accountable	Responsible		
Training programme for trustees and Committee Members		Responsible	Support	
EDUCATION AND CURRICULUM				
	Trustees	CEO	LECC/TMB	Principal
Academy Development Plan - for each Academy in line with strategic aims of the Trust	Accountable	Responsible	Support	Responsible - for the Academy
Key Performance Indicators - setting and reviewing performance of the Trust & the Academies	Accountable	Responsible	Support	Responsible - for the Academy

## EDUCATION AND CURRICULUM

	Trustees	CEO	LECC/TMB	Principal
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Accountable	Responsible	Support	Responsible - for the Academy
Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Accountable	Responsible	Inform	Responsible - for the Academy  Hub Principal - Support
SEN - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.	Accountable	Responsible	Support - how SEN needs are met at the Academy	Responsible - for the Academy
Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Accountable	Responsible	Support - how Pupil Premium is spent at the Academy	Responsible - for the Academy
Set admissions policy and make admission decisions	Accountable	Responsible	Consult - on any changes to the policy	Responsible - for the Academy

<p><b>Review</b> - considering and evaluating performance of the Academies by:</p> <ul style="list-style-type: none"> <li>▪ reviewing progress against agreed KPIs</li> <li>▪ holding each academy's leadership to account for academic performance, quality of care and quality of provision</li> <li>▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academies</li> <li>▪ receiving reports on the quality of teaching and learning and making recommendations to the Board.</li> </ul>	<p><b>Accountable</b></p>	<p><b>Responsible</b></p>	<p><b>Support</b></p>	<p><b>Report to CEO and LECC</b></p>
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## EDUCATION AND CURRICULUM

	Trustees	CEO	LECC/TMB	Principal
Self-evaluation - carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Accountable	Consult	Support	Responsible
Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies' strategic plans.	Accountable	Responsible	Support	Consult
Report - termly to Board on performance	Accountable	Responsible		
Student issues (including attendance, punctuality and non-exclusion disciplinary matters for each Academy)			Support	Responsible - for the Academy
Exclusions	Accountable <b>Statutory Review Committee:</b> Responsible - for consideration of reinstatement	Support - inclusion  Inform - of review outcome	Support - join review panels, if asked	Responsible - for decision to exclude
Academy Hours, term dates and length of school day - setting the opening and closing times for the Academies	Accountable	Responsible	Inform	
School lunch - ensure provided to appropriate nutritional standards			Support	Responsible - for the Academy
Provision of free school meals to those meeting criteria			Support	Responsible - for the Academy

Safeguarding - including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Accountable	Responsible	Support	Responsible - for the Academy
Stakeholder Engagement -	Accountable	Responsible	Support	Responsible - for the Academy

## EDUCATION AND CURRICULUM

	Trustees	CEO	LECC/TMB	Principal
<ul style="list-style-type: none"> <li>▪ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students.</li> <li>▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Academies to assess its performance against its stated aims and objectives.</li> <li>▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</li> </ul>				
<b>Ofsted Inspections Trust Support -</b> <ul style="list-style-type: none"> <li>▪ Board will liaise with Ofsted where MAT is inspected or it will assist with an Academy inspection.</li> <li>▪ CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</li> </ul>	Responsible	Responsible	Support	Support
<b>Ofsted Inspections: Academies</b> <ul style="list-style-type: none"> <li>• CEO will support LECCs and Principals for individual Academy inspections</li> </ul>	Accountable	Support	Support	Responsible

FINANCIAL				
	Trustees	CEO	LECC/TMB	Principal
Appointment of the Audit & Risk Committee	Responsible and Accountable			
Appointment of the Accounting Officer	Responsible and Accountable			
Appointment of External Auditors	<b>Members:</b> Responsible and Accountable			
Appointment of the Internal Auditors	Responsible and Accountable			
Approve Annual Accounts	Accountable	Responsible		
Scheme of Financial Delegation & Financial Policies - establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Accountable	Responsible		
Bank Accounts - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Accountable	Responsible		
Funding Model - agreeing a funding model across the Trust and Responsible an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Accountable	Responsible		
Trust Annual Budget - formulating and setting for the Trust	Accountable	Responsible		
Academy Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Accountable	Responsible		Consult

Expenditure and ensuring delivery of Annual Budgets	Accountable	Responsible	Support - monitoring performance against budget	Responsible - for the Academy
Reporting: financial reporting and KPIs	Accountable	Responsible	Support	Responsible - for the Academy
Investments - agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation	Accountable	Responsible		
<b>HR AND OPERATIONS</b>				
	<b>Trustees</b>	<b>CEO</b>	<b>LECC/TMB</b>	<b>Principal</b>
Appointing and Dismissing the CEO	Responsible and Accountable		Inform	
Appointing the Principals at each Academy	Inform and Support: representative to sit on the appointment panel, if asked	Responsible	Inform and Support: representative to sit on the appointment panel, if asked	
Appointing of Cross-Trust Staff (in line with recruitment policy)	Inform	Responsible	Inform	
Appointing Academy SLT (excluding Principal/Head)		Consult	Inform and Support- representative to sit on the appointment panel, if asked	Responsible <b>Hub Principal - Support</b>
Appointing Academy Staff (excluding SLT & Principal/Head)		Inform and Support: representative to sit on the appointment panel, if asked	Inform and Support- representative to sit on the appointment panel, if asked	Responsible

Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Accountable	Responsible - for establishing	Support	Responsible - for implementing
Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Accountable	Responsible	Support	Responsible - for implementing
Setting Terms and Conditions of Employment and Staff Handbook	Accountable	Responsible	Support	Responsible - for implementing
Dismissing Principals, Cross Trust staff (in accordance with the Trust disciplinary and capability policies)		Responsible	Inform and Support - if requested	
Dismissing all other academy staff (in accordance with the Trust disciplinary and capability policies)		Inform	Support - if requested	Responsible
Reviewing discipline and grievance policy	Accountable	Responsible		
Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Accountable	Responsible	Inform	Inform

Enter into contracts - up to limit of delegation set out in Scheme of Financial Delegation		Responsible	Inform	Responsible - for the Academy
Determining and allocating central services provided to the Academies by the Trust		Responsible		Consult
Overseeing the effectiveness of services provided centrally by the Trust	Accountable	Responsible	Consult	Consult
Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained	Accountable	Responsible	Inform	Responsible - in accordance with Academy policy
Acquiring and disposing of Trust land	Accountable	Responsible		
Changing use of Assets	Accountable	Responsible		
Arranging insurance for the Trust	Accountable	Responsible		
Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Accountable	Responsible	Support	Consult/support
Information management - including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student)	Accountable	Responsible	Inform	Inform/Support
Academy Prospectus and website		Accountable	Support	Responsible - for the Academy
Trust Prospectus and website		Accountable & Responsible	Inform	

## **Statement on Delegations to the Chair of Trustees**

The Chair of Trustees does not exercise authority independently of the Board, which delegates to the Chair or any other Committee, Trustee or Officer a range of responsibilities, subject to the Articles of Association and the Master Funding Agreement. In particular, no individual Trustee (as a Director) may enter into contractual undertakings on behalf of the Trust without prior authorisation.

Subject to the requirements below, the Board authorises the Chair to:

- Engage in routine correspondence with external stakeholders and to attend meetings as a representative of the Trust;
- Engage routinely with the CEO in a manner agreed between the Chair and the CEO;
- Call an urgent and extraordinary meeting of the Board within seven calendar days;
- Act in cases of urgency (see below) in such a way as he or she would be permitted to act under S8 of the School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 if the Trust were a maintained school.

### **Urgency**

The Chair may exercise any function of the Board of Trustees which is capable of being delegated to an individual, where any delay in exercising this function would likely be seriously detrimental to the interests of the Trust and any school or setting within it; a pupil or his or her family; or an employee. 'Delay' means the time it would take to convene a meeting of the Board.

### **Requirements**

The Chair of Trustees should, in exercise of the authorities above:

1. Seek the prior written advice of the Accounting Officer and the Clerk to Trustees;
2. In respect of matters likely to be significant or controversial to the Trust, seek the views of the Board;
3. Inform the Board as soon as possible of any urgent actions and at every meeting of the Board of any other representations made as Chair.

### **Engagement with the CEO**

Whereas the Board - and not the Chair - is corporately the line manager and employer of the CEO, the Board entrusts to the Chair a responsibility to maintain regular contact with the CEO. The Chair is entitled to be consulted on matters of significance falling within the CEO's authority and, insofar as doing so gives representation to the Board, to encourage and to warn - but not to instruct - the CEO.

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