RKST Scheme of Delegation - September 2021

Responsible	The person who actually carries out the process or task assignment; responsible for getting the job done.
Accountable	The person/group who is ultimately accountable for the process or task being completed appropriately; responsible person(s) are accountable to this person/group.
Consulted	People who may not be directly involved with carrying out the task, but who are consulted; may be a stakeholder or subject matter expert.
Informed	Those who receive output from the process or task, or who have a need to stay informed.

NB Until such time as a formal CEO appointment is made, these functions will be the responsibility of the Executive Headteacher of RKST.

Notes

Trustees in this example are the same as Directors i.e. those who sit on the Trust Board. In the case of an Executive Headteacher there could be a further level of delegation required (this does not apply to the temporary arrangements whereby the Executive HT of CGS is acting as CEO).

1. Ultimate accountability for academy performance lies with the Trust of which they are part. The Trust is legally answerable to the Secretary of State and therefore the Trust Board will need to feel confident that the Scheme of Delegation is sufficiently robust such that the Trust Board can take appropriate remedial action when required.

2. Any Scheme of Delegation should be written clearly, in plain English, such that all required parties have clarity about their responsibilities.

3. This Scheme of Delegation should be reviewed prior to adoption by the Trust.

4. Actions associated with areas of responsibility/accountability may be delegated but responsibility/accountability remains at Board level and as a result it is wise for actions/decisions in these areas to be formally ratified by the Board before the actions in question are put into effect. Failure to do this is a risk both to committee members and to the MAT and its Board, which could find itself bound by and accountable for decisions on key matters that it has not approved.

5. Where accountability or responsibility sits with the CEO, it may be delegated to central Trust staff, reporting back via the CEO.

6. Where financial responsibility sits with the headteachers, it may be delegated to the academy business manager, reporting back via the headteacher (as local accounting officer).

7. When writing the scheme of delegation for areas around *finance* , this will be driven by the requirements of the Academies Financial Handbook issued by the Educational and Skills Funding Agency (ESFA).

8. This example does not show an *earned autonomy model of delegation* but one where local governing bodies (LGBs) have a high level of delegated authority. If a Trust decides that an earned autonomy model is to be used, this scheme could be used as a starting point with a reduction to some of the delegated authority for those LGBs in lower performing academies. The Scheme of Delegation should make it clear the key performance indicator(s) that dictate the level of delegation.

9. Clearly delegated authority should be defined for each area of responsibility across the Trust.

10. Any Scheme of Delegation should be reviewed annually at Board level to ensure that it remains fit for purpose, and be minuted as approved. Once approved, the Scheme of Delegation must be published on the Trust and schools' website. Adoption by individual LGBs should also be minuted at a FGB meeting (quorate).

11. The Scheme of Delegation should be referred to by both the Trust Board and LGBs for all decisions to ensure that correct procedures are being followed. Clerks to both the LGB and the Trust Board should familiarise themselves with the Schemes to be able to offer guidance about procedures as they arise.

12. Consideration should be given to a periodic review of the Scheme of Delegation by an appropriate outsider to the organisation, to cast an eye over the document (as a critical friend) - this may be someone from the legal profession (although the Scheme of Delegation is not a legal document) or another governance representative from a neighbouring Trust.

RKST Scheme of Delegation

Strategy and Leadership	Code	Members	Trustees	CEO	LGB	Headteacher	Comments
Changes to Trust Articles, Funding Agreement or name	SL 1	A	R	R			
Set vision and strategic objectives of the Trust & Academies	SL 2		A	R	A - at academy level	R - at academy level	Trust vision to be in line with objects of the Company (RKST) as defined by the 'Objects' within the Articles of Association.
Oversee implementation of strategic objectives of the Trust & Academies	SL 3		A	R	A - at academy level	R - at academy level	
Oversight & scrutiny (due diligence) of converter/sponsor schools joining Trust	SL 4		A, R	R			
Scrutiny – review & challenge progress of the Trust/academy against its strategic objectives and KPIs, and in accordance with Trust vision	SL 5		A, R	R	R - at academy level	R - at academy level	Trustees to approve Trust development plan annually. CEO to approve individual Academy development plans annually. Academy development plan.
Compliance: Funding Agreement – comply with all obligations including the latest version of the Academies Financial Handbook (AFH)	SL 6		A	R			Academies financial handbook
Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law, GDPR and health and safety)	SL 7		A	R	A - at academy level	R - at academy level	Refer to legal advisers as necessary.
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 (in line with requirements of AFH)	SL 8		A	R	R - at academy level	C - at academy level	Audit committee of Trust Board. MAT finance policy and procedures
Compliance: governance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions + any other required governance compliance information	SL 9		A	R - in respect of maintaining register of business interests for Trustees and Members (in Accounting Officer capacity)	I	R - in respect of maintaining register of business interests at academy level (in local Accounting Officer capacity)	Website compliance
Compliance – FOI requests and complaints	SL 10		A	R	A - at academy level	R - at academy level	Trust FOI procedures Complaints policy
Governance - ensuring clear structures & systems in place to manage public funds in line with the Nolan Principles and to protect reputation of Trust and academies within the Trust	SL 11	A - at Trust level	A - Trust and academy level	R	R - at academy level	R - at academy level	Nolan principles Scheme of Governance; Terms of Reference for LGBs
Scheme of Delegation - changes	SL 12		A, R	C	C	C	
Appointment of Trustees – ensuring processes in place for appointment of Trustees (including ensuring that the Trustees have the skills to run the Trust)	SL 13	A	R	I	I	I	Appointment process (ensuring compliance with Articles of Association) inc. Member appointments of Trustees. Five Trustee appointments are made by resolution of the Members of the company & all Trustee appointments/resignations to be shown on Trust website. Scheme of Governance
Appointment of Local Governors – ensuring processes in place for appointment of local governors (including ensuring that the Governors have the skills to run the Academies)	SL 14		A, R		C	C	Scheme of Governance

KEY: Responsible | Accountable | Consulted | Informed

September 2021

RKST Scheme of Delegation

Task	Ref	Col 1	Col 2	Col 3	Col 4	Col 5	Notes
Appointment of the Accounting Officer and Audit Committee	SL 15		A, R				Scheme of Governance
Appointment of Trust external auditors	SL 16	A	R				
Appointment of Trust internal auditors	SL 17		A	R			
Appointment/removal of Clerk to LGBs	SL 18		A	R	C		Scheme of Governance; Terms of Reference for LGBs
Appointment/removal of Company Secretary & Clerk to Board	SL 19		A, R				Scheme of Governance
Appointment/removal of Chair & vice-chair of Trust Board	SL 20	I	A, R	I	I	I	Scheme of Governance
Appointment/removal of Chairs & vice-chairs of LGBs	SL 21		A, R	R	C		Scheme of Governance; Terms of Reference for LGBs
Appointment/removal of Chairs & vice-chairs of Trust & academy committees	SL 22		A, R - at Trust level	A - at academy level	R - at academy level		Scheme of Governance; Terms of Reference for LGBs
Review of governance	SL 23	A - at Trust level	R - at Trust level	A - at academy level	R - at academy level	C	
Appointment of specific task Trustees (e.g. safeguarding)	SL 24		A, R	I	I	I	
Appointment of specific task governors (i.e. development, SEND, H&S, safeguarding, pupil premium AND other subject link govs as required)	SL 25			A	R		Terms of Reference for LGBs
Suspension/removal of governors	SL 26		A, R	R	C	C	Scheme of Governance; Terms of Reference for LGBs
Policies – review, approval and monitoring of Trust-wide policies (including admissions, procurement, DBS, charging and remissions policies, health & safety and safeguarding)	SL 27		A	R	R - in respect of monitoring at academy level	R - in respect of monitoring at academy level	
Policies – review, approval and monitoring of Academy specific policies (e.g behaviour)	SL 28			A	R	R	
Prepare terms of reference for Board and committees of the Board	SL 29		A, R				
Prepare terms of reference for LGB's and Committees	SL 30		A, R		C	C	Scheme of Governance; Terms of Reference for LGBs
Training programme for Trustees and governors	SL 31		A, I	R	C	C	
Legal claims - with potential impact on Academy or Trust reputation	SL 32		A	R	I	I	In respect of non-staffing claims - legal claims around staffing are dealt with in line with risk register.
Benchmarking and best value	SL 33		A	R	R - at academy level	C	Benchmarking report compiled centrally - review of all academies within Trust.
Manage and mitigate strategic risk, implement business continuity plans	SL 34		A	R	A - at academy level	R - at academy level	
Other major strategic decisions	SL 35		A	R	I	I	

KEY: **Responsible** (Red) **Accountable** (Green) **Consulted** (Blue) **Informed** (Yellow)

September 2021

RKST Scheme of Delegation

Education and Curriculum	Code	Members	Trustees	CEO	LGB	Headteacher	Comments
Academy Development Plan - for each Academy in line with strategic aims of the Trust *(annual requirement)*	EC 1		I	A, R - sponsored academies	R - converter academies	R	
Key Performance Indicators – setting and reviewing performance of the Trust & the Academies *(in relation to academic standards, finances, and other matters)*	EC 2		A	R	R - at academy level	C	Agreed KPI's - reporting template
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	EC 3		A	R	A - at academy level	R - at academy level	
Curriculum – setting the curriculum for the Academies and reviewing its effectiveness	EC 4		I	A	R	R	
Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium Grant in terms of educational outcomes and narrowing the achievement gap	EC 5			A, R	R - at academy level	R - at academy level	
Single Central Record	EC 6			A	R	R	
Agree PAN annually	EC 7		A	R	C	C	
Determine admissions policy for each academy in the Trust	EC 8		A	R	C	C	
Admission application decisions and appeals	EC 9		A	R	I	R - at academy level	
Provision of Sex & Relationships Education	EC 10		A	I	C - at academy level	R - at academy level	
Provision of RE	EC 11		A	I	C - at academy level	R - at academy level	
Collective worship arrangements for school	EC 12		A	I	C - at academy level	R - at academy level	
Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	EC 13		A	I	A	R	Trust-wide pupil disciplinary policies
Academy Hours – setting the opening and closing times for the Academies & ensuring minimum number of sessions/academic year	EC 14		A	R	C	C	
Term Dates and length of school day	EC 15		A	R	C	C	
School lunch – ensure provided to appropriate nutritional standards	EC 16		C	A	I	R - at academy level	
Provision of free school meals to those meeting criteria	EC 17		A	R	I	R - at academy level	
Collaborations and partnership agreements	EC 18		A	R	C	R - at academy level	

KEY: **Responsible** **Accountable** **Consulted** **Informed**

September 2021

RKST Scheme of Delegation

HR	Code	Members	Trustees	CEO	LGB	Headteacher	Comments
Appointing the CEO	HR 1	I	A, R		I	I	Trust Board.
Appointing Trust senior team	HR 2	I	A, R	R	I	I	
Appointing the Executive Headteachers/Headteachers at each Academy	HR 3		A - Board ratification required	R	C		
Appointing of cross-Trust central staff (in line with recruitment policy)	HR 4		A	R	I	I	Trust Board.
Appointing Academy Staff - SLT	HR 5		I	A, R - sponsored academies	C	R - converter academies	Trust wide appointment form/letter
Other staff appointments (e.g. teaching staff below SLT, support staff, operational support staff)	HR 6		A	R - in respect of operational support staff	C - in respect of middle leaders I - in respect of other staff appointments	R	
Establishing & monitoring implementation of Trust wide HR Policies (including recruitment, pay, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	HR 7		A	R	A - in respect of monitoring at academy level	R - in respect of implementing at academy level	
Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	HR 8		A, R (in respect of MAT SLT & academy Headteachers)	R (in respect of academy Headteachers and other central MAT staff)	I	R - at academy level	Trust Board. Trust wide policy.
Setting Terms and Conditions of Employment and Staff Handbook	HR 9		A	R	C	I	Trust Board.
Annual review of salaries & pay increases (in line with Trust's pay policy and all statutory regulations)	HR 10		A	R	I	I	Trust Board.
Dismissing CEO, Executive Headteachers, Headteachers, senior/ cross-Trust staff (in accordance with the Trust disciplinary and capability policies)	HR 11		A, R (in respect of MAT SLT)	R	C		Trust Board. Trust-wide HR policies.
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)	HR 12		I	A	I	R	Trust Board. Trust-wide HR policies.
Reviewing discipline and grievance policy (to include disciplinary, grievance & appeals panels)	HR 13		A	R	I	I	Trust-wide HR policies Trust-wide disciplinary panel terms of reference
Review academy staff complement/structures	HR 14		A - for changes outside agreed budget	A - for changes within agreed budget R - for changes outside agreed budget	C	R	Board ratification required.
Organisational restructuring	HR 15		A	R	C	C	Board ratification required, CEO notification before process begins, central HR involved.
Safeguarding	HR 16		A	R	R - at academy level	R - at academy level	Central policy template - each headteacher is responsible for completing at academy level LA safeguarding annual reporting template

KEY: **Responsible** *Accountable* Consulted *Informed*

September 2021

RKST Scheme of Delegation

Operations	Code	Members	Trustees	CEO	LGB	Headteacher	Comments
Determining and allocating central services provided to the Academies by the Trust	OP 1		A	R	C	C	
Overseeing the effectiveness of services provided centrally by the Trust	OP 2		A	R	C	C	Trust Board.
Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained	OP 3		A	R	R - at academy level	C	Finance.
Arranging insurance for the Trust	OP 4		A	R			Finance committee.
Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	OP 5		A	A, R	C	C	
Academy Prospectus and website	OP 6		I	A	R	C	
Trust Prospectus and website	OP 7		A	R			

KEY: Responsible Accountable Consulted Informed

RKST Scheme of Delegation

Financial	Code	Members	Trustees	CEO	LGB	Headteacher	Comments
Funding Model - agreeing a funding model across the Trust and develop 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 *(top slice)*	F 1		A	R	C	I	
Trust Annual Budget – formulating and setting the Trust wide budget	F 2		A	R			
Academy Annual Budgets – preparation of academy budget for Board approval	F 3		A	R	C	R	
Monitoring income and expenditure and ensuring delivery of Annual Budgets (including managing Academy cash flow)	F 4		A	R	A - at academy level	R - at academy level	
Reporting: financial KPIs	F 5		A	R	I - for individual academy	R - at academy level	Finance committee.
Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies	F 6		A	R	I	R -at academy level	Board to authorise SoD.
Financial Policies – establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	F 7		A	R	I	I	Finance committee. Trust-wide policies.
Annual accounts *(statutory financial reporting)*	F 8	A	R	R			Members to authorise annual accounts.
Acquiring and disposing of Trust land	F 9		A	R	C	I	Finance committee.
Changing use of Assets	F 10		A	R	C		Finance committee.
Maintenance of fixed assets register	F 11		A	R			Finance committee.
Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls	F 12		A	R			Finance committee. Trust-wide policies.
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	F 13		A	R	I	I	Finance committee. Trust-wide policies.
Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	F 14		A	R	C	C	Finance committee. Trust-wide policies.
Grant applications	F 15		A (above £200,000)	A (up to £200,000)	C	R	Finance committee.
Approval of borrowing	F 16		A	R			Finance committee.
VAT	F 17		A	R			Finance committee.

The Scheme of Delegation will be reviewed at least annually at Board level to ensure that it remains fit for purpose, and be minuted as approved. Once approved, the Scheme of Delegation will be published on the Trust website.

KEY: Responsible Accountable Consulted Informed

September 2021