

SOUTH LINCOLNSHIRE ACADEMIES TRUST (SLAT)

SCHEME OF DELEGATION

Aspire - Challenge – Achieve



South Lincolnshire

Academies Trust

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The Purpose of the Scheme of Delegation

This scheme of delegation (SoD) is the key document defining which functions have been delegated and to whom. It ensures members, trustees (those on the Trust Board of Directors), committees (including Local Advisory Boards) and executive leadership are clear about who has responsibility for making which decisions within the Trust. This overarching SoD covering all decision making in the Trust should not be confused with the written scheme of delegation of financial powers referred to in the Academies Trust Handbook.

Deciding what to retain at Trustee level and what to delegate is not set out in the Trust's Articles of Association, the Trust's governing document. This is therefore why it is critical that this SoD has explicitly established who makes which decisions, and ensures this is clear to both all those within South Lincolnshire Academies Trust, as well as to the governing bodies of schools potentially looking to join.

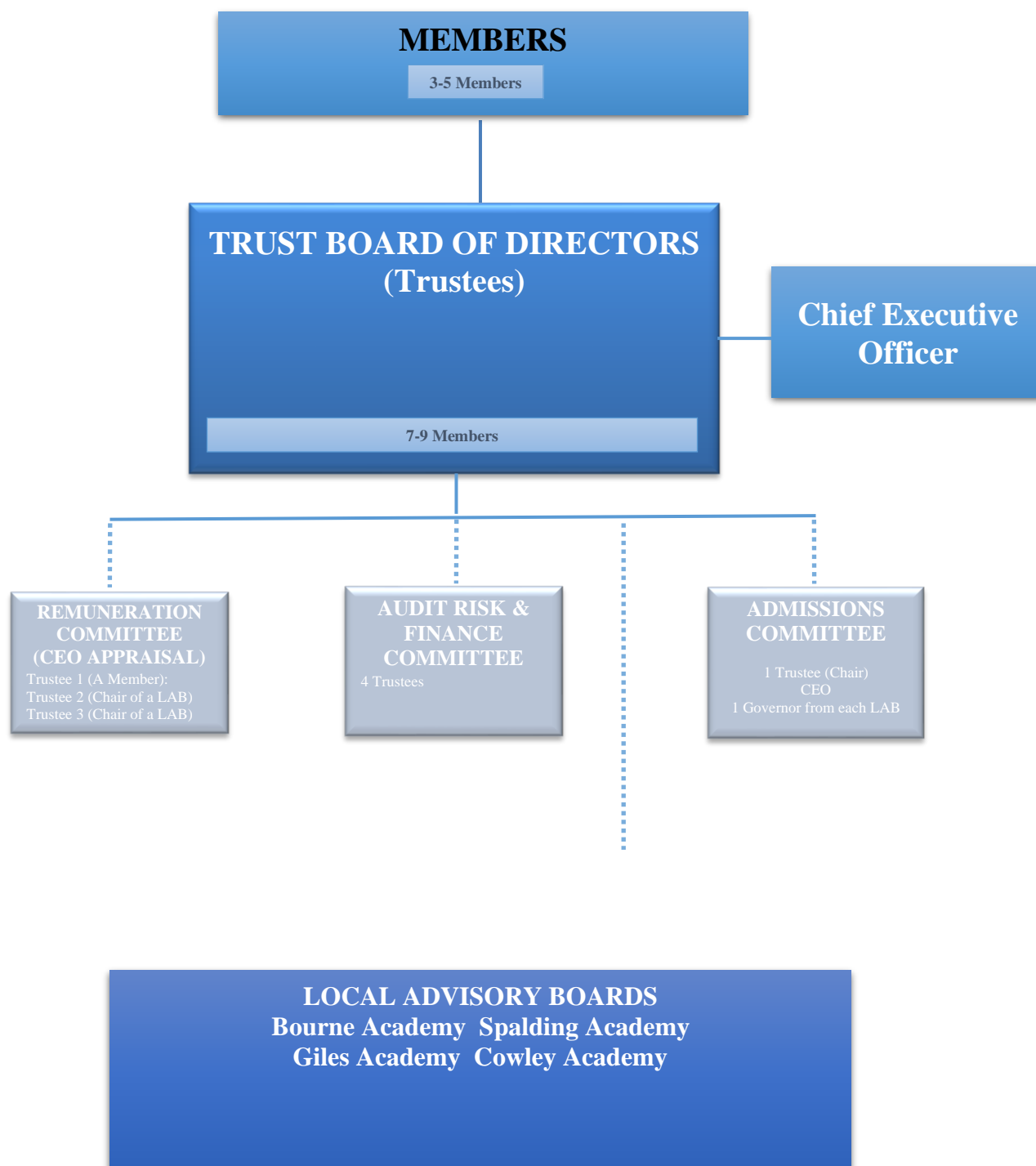
Please note, that the Trust Board of Directors will always have the power to appoint and remove committees at any point, whether it be a committee of the Trust Board of Directors, or Local Advisory Board. The SoD will be reviewed annually recognising the need to be responsive to changing circumstances and to adapt accordingly. The SoD will be confirmed at the Trust Board of Directors' Administration meeting and all involved in Governance will be made aware of any changes.

This scheme is designed to be effective by:

- Ensuring the executive leadership is clear about which decisions the trust board remain in control of
- Ensuring that the role of the executive leadership is fully understood throughout South Lincolnshire Academies Trust
- To continue to promote a culture of honesty and accountability
- Identify responsibility for the appointment and performance management of the Chief Executive Officer (CEO)
- Identifying responsibility for policy and practice in each academy
- Identifying responsibility for oversight of each academy's budget
- Identifying responsibility for assessment of risk in each academy
- Identifying responsibility for oversight of educational performance in each academy

Governance Structure and Lines of Accountability

The board of trustees of the multi academy trust delegate responsibility for delivery of the vision and strategy to the lead professional of the MAT, the Chief Executive Officer (CEO). The MAT board will hold the CEO to account for the performance of the trust, including the performance of the academies within the trust. The CEO in turn holds other senior executives to account by line managing them. The CEO is accountable to the board for the performance of the trust as a whole, the CEO will report to the board on the performance of the trust including on the performance of the trust's schools, although this may be supplemented by monitoring reports from the LABs. The CEO is performance managed by the trust board. The CEO performance manages the Deputy Chief Executive Officers (DCEO's) and the Heads of Schools, but will seek input from the Trust Board and LAB chair.



Roles and Responsibilities

Members

The Members of the Trust have a different status to Trustees (those that sit on the Trust Board of Directors). Originally, they were the signatories to the Memorandum of Association and will have agreed the trust's first articles of association. They are also responsible for approving any amendments made to the Trust's Articles of Association. The Articles of Association describe how members are recruited and replaced, and how many of the Trustees the members can appoint to the Trust Board of Directors.

It is noted that while members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the Members and the Trust Board of Directors, and in line with DfE expectations, not all Members are Trustees and are not permitted to be employees of the academy trust.

Trust Board of Directors (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 articles of association. The Trust Board of Directors are 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

The Trust Board of Directors is permitted to exercise all the powers of the academy trust and will delegate to the CEO responsibility for the day to day operations of the trust. The Trustees can determine whether to delegate any governance functions.

The Trust has the right to review and adapt its governance structure at any time and if changes are made all involved in Governance will be notified.

Committees

The Trust Board of Directors will establish committees either with delegated authority to make decisions or for the purpose of providing advice and support. These committees are not legally responsible or accountable for statutory functions – the Trust Board of Directors retains overall accountability and responsibility. The responsibilities of board committees are set out in their terms of reference. The Trust Board of Directors will appoint committee members and committee chairs. The Trust has a dedicated Audit Risk and Finance committee.

The Audit Risk and Finance Committee is composed of four Trust Board Directors. The Committee have delegated authority to make decisions as specified within their Terms of Reference.

Local Advisory Boards (LABs)

The Trust Board of Directors will establish a LAB for each Academy within the Trust. The chair and vice chair will be appointed by the Trust Board of Directors will determine what will be delegated. At Academy level LABs will monitor and understand how the Academy is led and managed, be the key link between the Academy and it's community. They will have a direct link to the Trust Board should concerns need to be raised. Responsibilities include:

- Building an understanding of how the academy is led and managed
- Monitoring whether the school is:
 - Working within agreed policies
 - Is meeting the agreed targets
 - Managing its finances well in accordance with the whole school finance planof the Trustees and within allocated schools' budget
- Engaging with members
- Reporting to the Trust Board of Directors

The Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies.

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and ensures that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.

It is noted that the CEO is also appointed on the Trust Board of Directors as a member. One of the board's core functions is to hold the CEO to account. Therefore, as they are a member of the Trust Board of Directors they are in effect holding themselves to account. There is an inherent conflict of interest in carrying out this dual role of presenting plans, giving advice and providing information to the Trust Board of Directors while at the same time being a member of Trust Board of Directors that will approve the plans and question the advice and information being presented. As the CEO is a Trustee, the Trust will ensure it manages this conflict of interest effectively.

Scheme of Delegation Matrix

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.
<i>*Highlighted</i>	Statutory expectation or necessary to comply with articles of association or funding agreement.

	1. Board business				
1.1	Appoint/remove members	*A/R			
1.2	Appoint/remove trustees	*A/R	*A/R		
1.3	Elect chair of trustees		*A/R		
1.4	Appoint and remove board committee chairs		*A/R		
1.5	Establish and review trust governance structure		*A/R	C	
1.6	Agree named safeguarding trustee		*A/R		
1.7	Agree named SEND trustee lead		*A/R		
1.8	Agree named careers trustee lead		*A/R		
1.9	Appoint/remove LAB chairs		*A	R	
1.10	Appoint/remove LAB members		*A	R	
1.11	Appoint trust governance professional		*A	R	
1.12	Agree LAB clerking arrangements		*A/R	C	
1.13	Articles of association: review		*A/R		
1.14	Articles of association: ratify	*A/R			
1.15	Agree committee terms of reference		*A/R	C	
1.16	Complete annual review of scheme of delegation		*A	R	
1.17	Complete annual trust board self-review		A/R		
1.18	Complete review of local governance		A	R	C
1.19	Publish governance arrangements on trust and schools' websites		*A	R	

1.20	Ensure trust website is compliant and effective		*A	R	
1.21	Ensure school websites are compliant and effective		*A	R	
1.22	Submit annual members report on the performance of the trust	A/R	C	C	
1.23	Commission internal review of board effectiveness periodically	C	A/R	C	
1.24	Report LAB work to the Trust periodically		A	R	
1.25	Skills Audit: Complete and recruit to fill gaps	A	C	R	
	2. Vision and strategy				
2.1	Determine trust's vision, strategy and key priorities		A/R	R	C
2.2	Apply trust vision and strategy to individual schools		A	R	C
2.3	Determine trust-wide policies which reflect the trust's ethos and values		*A	R	
2.4	Establish risk register and conduct regular review		*A	R	
2.5	Ensure engagement with stakeholders		A	R	
	3. Finance and estates				
3.1	Appoint and remove external auditors	*A/R	C		
3.2	Appoint and performance manage chief financial officer		*A	R	
3.3	Produce trust's scheme of financial delegation		*A	R	
3.4	Receive external auditors report	*A/R			
3.5	Action recommendations made by external auditors		*A	R	
3.6	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		*A	R	
3.7	Submit ESFA required reports and returns		*A	R	

3.8	Agree budget plan to support delivery of trust strategic priorities		A	R	
3.9	Agree budget plan to support delivery of school strategic priorities		*A	R	
3.10	Monitor trust budget		*A	R	
3.11	Carry out benchmarking and trust-wide value for money evaluation		C	A/R	
3.12	Agree reporting and monitoring arrangements for trust and school budgets		*A	R	
3.13	Approve trust-wide estate vision, strategy and asset management plan		*A/R	R	
3.14	Monitor school estate to ensure it is safe and well maintained		*A	R	
3.15	Agree Trust Wide Procurement Strategies		A/R	R	
	4. Human resources				
4.1	Appoint and dismiss CEO/accounting Officer		*A/R		
4.2	Performance manage CEO		*A/R		
4.3	Agree CEO pay and reward		*A/R		
4.4	Conduct Executive Team performance management			A/R	
4.5	Conduct Head of School performance management			A/R	
4.6	Agree Head of School pay and reward			A/R	
4.7	Review and agree staff appraisal procedure and pay progression		A	R	
4.8	Determine executive team staffing structure		*A	R	
4.9	Determine school staffing structure			A/R	
4.10	Head of School appointments and dismissal			A/R	
4.11	Trust wide pay policy, terms and conditions of employment		*A	R	
4.12	Determine disciplinary and capability policies		*A	R	
4.13	Implement disciplinary and capability procedures – CEO	C	A/R		

4.14	Implement disciplinary and capability – Leadership		A	R	
4.15	Implement disciplinary and capability procedures – schools		A	R	
4.16	Approval of exit payments/early retirement/pension discretion (above a certain threshold)		*A	R/C	
	5. Education				
5.1	Approve trust curriculum/school curriculum and curriculum policy		A	R	
5.2	Ensure high standards of teaching and learning		A	R	C
5.3	Delivery of curriculum			A/R	
5.4	Set targets for trust outcomes		A	R	
5.5	Plan and deliver individual school improvement interventions and strategies			A/R	C
5.6	Agree trust behaviour policy		A	R	
5.7	Implement behaviour policy			A/R	C
5.8	Review permanent and fixed term exclusions		*A/R	R	C
5.9	Agree admissions policy		*A	R	
5.10	Admissions appeal process		*A	R	
5.11	Determine complaints policy		*A/R	R	
5.12	Implement complaints procedures		*A/R	R	
	6. Community				
6.1	Developing stakeholder partnerships across the trust		A	R	C
6.2	Developing stakeholder partnerships at school level			R	C

Financial Scheme of Delegation Table

Refer to the SLAT Procurement Policy

Role	Authority to Commit (authority to place an order with an outside company):
Trust Board of Directors	£15,000 and above
Chief Executive Officer (CEO)	£14,999
Chief Financial Officer (CFO)	£7,999
Chief Operating Officer (COO)	£7,999
Head of school	£1,999
Department Budget Holder	£1,999
Value for Money	Number of Quotes Required
Up to £5,000	One quote (written/electronic/screen shot)
£5,000-£49,000	Three written quotes
£50,000 and above	Formal tender process