TEAM MULTI-ACADEMY TRUST

Scheme of Delegation
Effective date: 2019

1. Introduction

1.1 The scheme of delegation (SoD) is the key document defining which functions within TEAM Multi-Academy Trust (TEAM) have been delegated and to whom. It provides a systematic way of ensuring members, trustees, committee groups (including local governing bodies and their members), chief executive officer (CEO) and heads of school are clear about who has responsibility for making which decisions in the Trust. The scheme of delegation sets out the delegated powers between the different bodies involved in the governance and operation of the Multi-Academy Trust and member academies.

1.2 The delegated powers are broken down into different levels in line with the Trust's principles of governance, leadership and operation. The delegated autonomy for individual academies is aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education, Education Funding Agency, Charities Commission, HMRC and Companies House. The scheme of delegation also takes into consideration any requirements of the Diocese of Exeter.

1.3 The scheme of delegation is designed to:
- Ensure the executive leadership is clear about which decisions the Trust Board remain in control of
- Ensure that the role of the executive leadership is fully understood throughout the Trust
- Promote a culture of honesty and accountability
- Identify responsibility for the appointment and performance management of the CEO, heads of school, senior leaders and academy staff
- Identify responsibility for policy and practice in each academy
- Identify responsibility for oversight of each academy's budget
- Identify responsibility for assessment of risk in the Trust and each academy
- Identify responsibility for oversight of educational performance in each academy

2. Object of the Trust

The object of the Trust is to advance for the public benefit education in the United Kingdom, by establishing, maintaining, managing and developing academies which shall offer a broad and balanced curriculum, and which shall include:

2.1 Church of England academies designated as such, which shall be conducted in the accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for daily acts of worship; and having regard to any advice from the Diocesan Board of Education and:

2.2 Other academies whether with or without a designated religious character; but in relation to each of the academies to recognise and support their individual ethos whether or not

designated Church of England.

3. Key Principles of Operation

At TEAM, children are at the heart of everything we do. We will do our utmost to foster a love of learning and make learning fun and memorable through our approach to a creative and vibrant curriculum.

We recognise that each child is unique and celebrate the success of all.

We will promote tolerance and mutual respect as part of a global community.

We will encourage our children to learn to think for themselves, challenge and question and have confidence to shape their world. We want them to thrive and lead happy lives. Our children will have a voice.

At Team we set out the following principles that underpin the way we nurture our children as learners and citizens of the world.

Educating for wisdom, knowledge and skills: Enabling discipline, confidence and delight in seeking wisdom and knowledge, and developing talents in all areas of life.
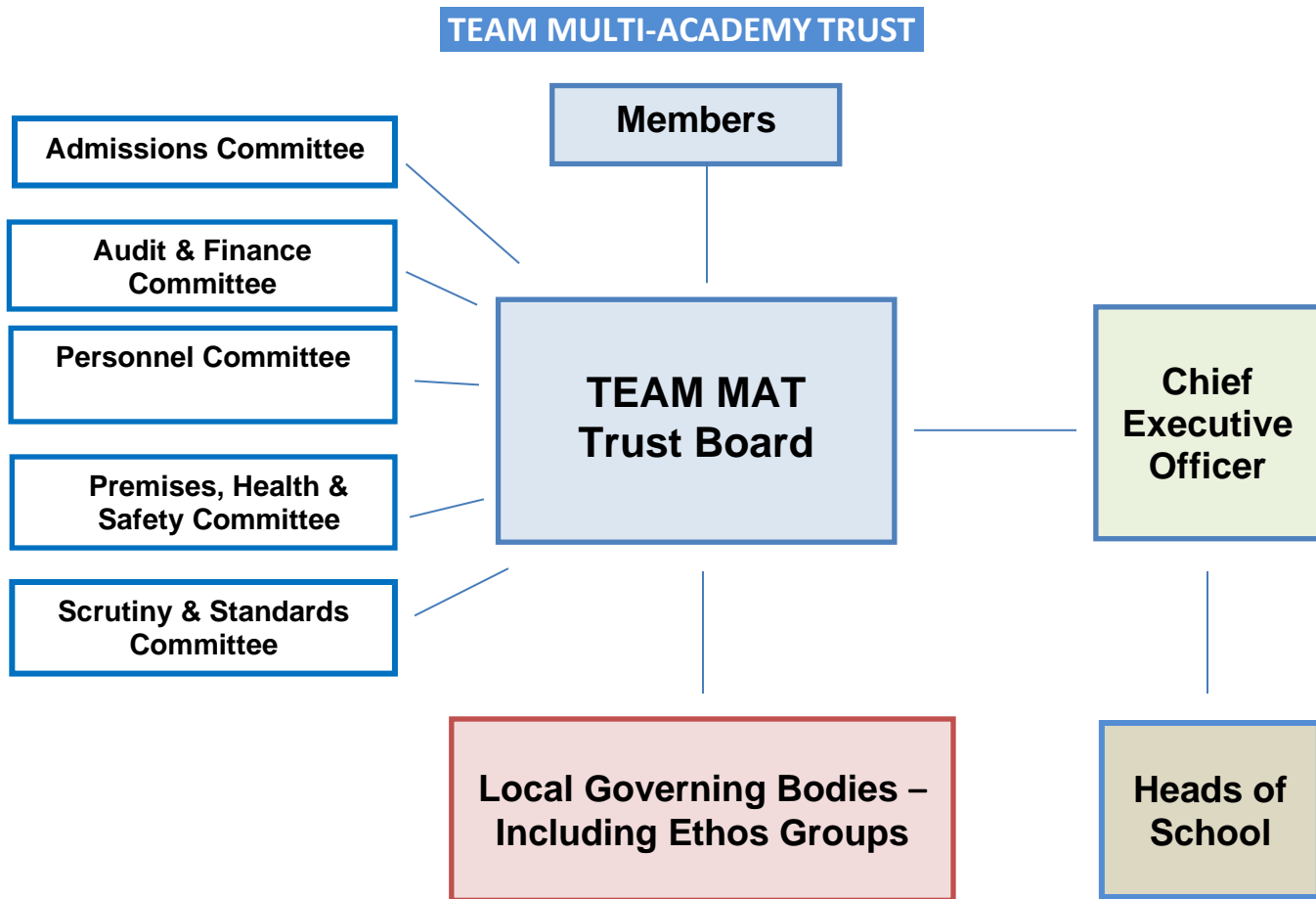
Educating for hope and aspiration: Enabling healing, repair and renewal, coping wisely with things and people going wrong, opening horizons and guiding people into ways of fulfilling them.

Educating for community and living well together: A core focus on relationships, participation in communities and the qualities of character that enable people to flourish together.

Educating for dignity and respect: The basic principle of respect and the value and preciousness of each person, treating each person as a unique individual of inherent worth.

TEAM values and respects each school's distinctive ethos and identity. It will protect and develop the Christian character and distinctiveness of the Church of England academies within the trust.

4. Organisational Structure

TEAM MULTI-ACADEMY TRUST

- Admissions Committee
- Audit & Finance Committee
- Personnel Committee
- Premises, Health & Safety Committee
- Scrutiny & Standards Committee

Members

TEAM MAT Trust Board

Chief Executive Officer

Local Governing Bodies – Including Ethos Groups

Heads of School

5. Governance Structure and Accountability

5.1 The board of trustees delegates responsibility for delivery of the vision and strategy to the CEO. The Trust board holds 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 scheme shows that what is delegated by the board includes delegation to the executive as well as to the individuals and committee groups of the board of trustees. While the board cannot delegate its accountability, it delegates some of the detailed scrutiny, oversight and decision making.

5.2 Some responsibilities concerning the performance of each academy are delegated to a local governing body (LGB). These responsibilities include monitoring whether the school is working within the

agreed policies, whether standards are being met, and if the money is being well spent. The LGB uses its detailed knowledge and engagement with stakeholders to ensure that their school is being well served by the executive leadership and as a board committee, has direct access to the board if there are concerns.

5.3 The CEO reports 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 LGBs.

6. Roles and responsibilities

TEAM is structured in accordance with its Memorandum and Articles of Association.

7. The role of the Members

The Trust comprises of a minimum of three Members at any one time. The Members are accountable to the DfE and have ultimate responsibility for the Trust achieving its charitable objectives. They sign off the Articles of Association and have the power to appoint and remove the trustees. The trust board submits an annual report on the performance of the trust to the Members. The Members include a representative of the Parochial Church Council (PCC) in which Pilton Bluecoat C of E Academy is situated, who has been nominated by the PCC and who has been approved and appointed by EDEN. Members who are independent of the trustees provide challenge and scrutiny to the Board.

8. The role of the Directors/Trustees

8.1 The trustees or directors 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.

8.2 The Trust Board of Directors is responsible for the effective operation of the Trust and each academy. It provides ongoing challenge and support to the executive leadership and to Local Governing Bodies (LGBs).

8.3 The Trust Board is permitted to exercise all the powers of the academy trust. The Trust Board delegates to the CEO responsibility for the day to day operations of the trust. The Trust Board can determine whether to delegate any governance functions and has the right to review and adapt its governance structure at any time which includes removing delegation.

8.4 The Trust Board will meet a minimum three times a year: the first meeting in the autumn to elect the Chair and agree the scheme of delegation. The number of directors on the board shall be not less than nine but shall not be subject to any maximum.

8.5 The board may decide to delegate responsibility for specified matters, where it has power to do so, to individual members or Committee Groups of the board. Decisions taken by individual members or Committee Groups of the board under delegated powers should be recorded in written minutes available to the board as a whole.

Key responsibilities:
- Ensure the quality of the educational provision at each academy.

- Establish and oversee the strategic direction of the MAT and challenge and monitor its performance.
- Employ staff.
- Ensure compliance with all the relevant legislation, including (but not limited to) that relating to the health and safety of its employees, pupils and visitors.
- Challenge and monitor the financial governance and strategy of the Trust through the delegation of powers to its Finance and Audit Committee Group.
- Ensure regular effective communication with Local Governing Bodies via the Chair and CEO.
- Consider proposals for growth of the Trust and its strategic direction.

9. The Role of the Chief Executive Officer (CEO)

9.1 The CEO is appointed by the Directors and has the delegated responsibility for the operation of the Trust including the performance of the trust's academies. The CEO performance manages the academy Heads of School and senior leadership team.

9.2 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.

9.3 The CEO leads the senior leadership team of the academy trust and is accountable to the Trust Board for the performance of it. In the articles of TEAM MAT, the CEO is appointed as a trustee.

9.4 The CEO fulfils the following delegated objectives.
- Delivering the board's vision
- Recommending and communicating strategy for the trust
- Ensuring regularity and propriety,
- Prudent and economical administration,
- Avoidance of waste and extravagance,
- Efficient and effective use of available resources,
- Day to day organisation, staffing and management of the Academy Trust.
- Ensuring the trust board is appropriately informed through agreed mechanisms.
- Ensuring that the guiding principles, culture and objectives of the trust are faithfully upheld, revisited and reinforced.

The Role of Committee Groups

The trustees may establish committee groups and committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the trust board. However, these Committee Groups are not legally responsible or accountable for statutory functions – the trust board retains overall accountability and responsibility. The responsibilities of board Committee Groups are set out in their terms of reference. The trust board may appoint Committee Group members and Committee Group chairs.

Delegation to other Committee Groups and Committees

The Trust Board recognises that it may need to delegate duties to a Committee Group other than those currently shown in the organisational structure chart in due course and shall need to amend this document accordingly.

Audit & Finance Committee Group

The purpose of the committee group is to exercise the powers and duties of the Trust Board in respect of the financial administration of the Trust, except for those items specifically reserved for the Trust Board and those delegated to the CEO, the Trust Finance Officer and other staff.

The committee group coordinates the Board's financial responsibilities by recommending policy and strategy to the Board, interpreting it for staff and monitoring its implementation. The committee group assists the Board in exercising its fiduciary duties, provides the Board with overview of the Trust's financial audit and ensures proper checks and balances are in place. The secretary will circulate minutes of meetings of the Audit and Finance committee group to all members of the Trust Board.

Personnel Committee Group

The purpose of the committee group is to review proposed salary awards and pay scales used by the Trust; to conduct detailed analysis of proposed senior staff (i.e. Head of School, Senior Leaders) pay awards; to scrutinise performance management records; to ensure that the appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that pay decisions can be objectively justified; to review pay and appraisal polces; to review and recommend CEO pay award (SoD 6.11,6.12,8.7)

Premises and Health and Safety Committee Group

The purpose of the committee group is to review health and safety at all sites across the Trust; to lead the development of strategic plans and provide leadership on premises issues. To review the Trust's health and safety policies to ensure the Trust meets all requirements of relevant legislation.

Admissions Committee Group

The purpose of the committee group is to discharge the functions conferred on it by the relevant Education Acts and Regulations in relation to the number of pupils to be admitted to the schools within the Trust.

Scrutiny and Standard Committee Group

The purpose of the committee group is to review school-based, local and national performance information and data relating to the Trust schools. To maintain an accurate view of pupil attainment and progress, providing a high level of challenge where required reporting finding to the board of trustees. To review and evaluate the success of the School Improvement Plan.

The role of Local Governing Bodies

Each school within the Trust has its own local governing body (LGB) which is a Committee Group of the Trust Board of Directors. LGBs have the governance functions delegated to them by the Trust Board for their particular school and are accountable to the Board.

The LGB shall have the following members:

(a) No less than 5 members

(b) the Head of School on an ex-officio basis

(c) The chair of each LGB will be agreed by the board of trustees.

(d) at least two Parent Governors elected by the parents or carers of registered pupils at the academy,

(e) Pilton Bluecoat LGB to have a majority of foundation governors, appointed by the Trust Board under Article 101.

(f) High Bickington and Witheridge LGB to have at least two members of the local church community.

All persons appointed or elected to the LGB shall give a written undertaking to the Directors to uphold the Objects of the Trust (Code of Conduct).

The Role of the Academy Head of School

The academy head of school is responsible for the day to day management of the academy and is managed by the CEO, but reports to the LGB on matters which have been delegated to the LGB. The head of school will ensure their academies meet development plan targets and contribute effectively to achieving Trust priorities set by the Board.

Trust Policies

A key task for the Trust is to develop and monitor a range of policies that the trust board and member academies are expected to adopt. These policies and their delegation are detailed in a schedule of policies.

The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant body or individual. While the Scheme is designed to be comprehensive it will not cover every task. It should be noted that not every task requires all levels of delegated power to be defined:

Scheme of Delegation - Key

Key
Level 1: Members
Level 2: Board of trustees TEAM Multi-Academy Trust
Level 3: Chief Executive Officer (CEO)
Level 4: Audit & Finance Committee Group
Level 5: Personnel Committee Group
Level 6: Premises, Health & Safety Committee Group
Level 7: Admissions Committee Group
Level 8: Local Governing Body (LGB)
Level 9: Academy Head of School (HoS)
Blue box   Function **cannot** be legally carried out at this level.
✓   Action to be undertaken at this level
A   Provide advice and support to those accountable for decision making
<>   Direction of advice and support

Area	Decision	Members	Trust Board	CEO	Audit & Finance	Personnel	Premises, H&S	LGB	Head of School
1.	**Governance framework – people**								
1.1	Members: appoint/remove	✔							
1.2	Foundation directors/trustees: appoint/remove	✔							
1.3	Trustees: appoint/remove		✔						
1.4	Chair of Trust Board: appoint/remove		✔						
1.5	Vice Chair of Trust Board: appoint/remove		✔						
1.6	Appoint Board Advisors		✔						
1.7	Appoint (and remove) non-elected LGB members		✔						
1.8	Appoint (and remove) Committee Group members		✔						
1.9	Appoint (and remove) Chair(s) of Trust Committee Groups.		✔						
1.10	LGB chairs & vice chairs: appoint		✔						
1.11	LGB chairs: remove		✔						
1.12	Clerk to board: appoint and remove		✔						
1.13	Clerk to LGB: appoint and remove		✔						
2.	**Governance Systems and structures**								
2.1	Articles of association: agree and review	✔	<A						
2.2	Governance structure (Committee Groups) for the trust: establish and review annually		✔						
2.3	Approve Trust Board Terms of Reference		✔						
2.4	Approve Trust Scheme of Delegation		✔		<A	<A	<A		
2.5	Approve Terms of reference for trust Committee Groups		✔		<A	<A	<A		
2.6	Approve Terms of reference for LGBs, reviewed annually		✔					<A	
2.7	Skills audit: complete to arrange training and recruitment to fill gaps		✔	<A>	✔	✔	✔	✔	

Area	Decision	Members	Trust Board	CEO	Audit & Finance	Personnel	Premises, H&S	LGB	Head of School
					Delegation				
2.8	Annual self- review of trust board and Committee Group performance		✔						
2.9	Annual self- review of LGB performance							✔	
2.10	Chair's performance: carry out 360 review periodically		✔					✔	
2.11	Succession at Trust Board and LGB level: plan		✔	<A>				✔	
2.12	Approve new convertor or sponsored academies joining the MAT		✔						
2.13	Establish LGB working groups/subcommittees							✔	
2.14	Organise calendar of Trust Board and LGB meetings		✔						
2.15	Approve Trustee& governors expenses policy		✔						
2.16	Annual cycle of business for trust board: agree		✔	<A					
2.17	Annual cycle of business for Committee Groups: agree			A>	✔	✔	✔		
2.18	Annual cycle of business for LGB: agree			A>				✔	
2.19	Power to withdraw delegated powers from the LGB and if necessary disband it with reasons specified in ToR		✔						
3.	**Reporting**								
3.1	Trust governance details on trust website: ensure		✔						
3.2	Academy governance details on academy websites: ensure		✔						
3.3	Register of all interests, business, pecuniary for members/trustees/governors/Committee Group members/senior employees: establish and publish annually		✔		✔	✔	✔	✔	✔
3.4	Annual report on performance of the trust: submit to members and publish		✔	<A					
3.5	Annual report and accounts, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✔	<A	<A				
3.6	Termly report of Committee Groups, submit to trust				✔	✔	✔		
3.7	Annual report of work of LGB: submit to trust							✔	

Area	Decision	Members	Trust Board	CEO	Audit & Finance	Personnel	Premises, H&S	LGB	Head of School
						Delegation			
4.	**Strategic**								
4.1	Approve the Trust Strategic Plan		✔						
4.2	Approve Academy Performance Targets and Academy Performance Review		✔						
4.3	Determine trust wide policies which reflect the trust's ethos and values (see policy review schedule): approve		✔	<A					
4.4	Determine school level policies (see policy review schedule): approved by LGB, **written and recommended** by Head & SLT							✔	<A
4.5	Monitor the impact of collective worship on the school community (church schools)							✔	
4.6	Ensure that the teaching of religious education is effective							✔	<A>
4.7	Engagement with stakeholders	✔	✔	✔				✔	✔
4.8	Trust's vision and strategy (**strategic plan**), agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: approve		✔	<A					
4.9	Academy's vision and strategy: approve		A>					✔	<A
4.10	MAT/School Improvement Partner: appoint		✔	<A					
5.	**Trust & Academy Educational Performance, Curriculum & Teaching**								
5.1	Monitor quality of teaching and learning across the Trust and **agree** strategies for improvement if required		✔	<A					
5.2	Monitor within academy: academic performance, the quality of provision and the quality of care							✔	<A
5.3	Consider and evaluate school performance against Key performance indicators set by the Trust and have oversight of curriculum, standards and outcomes		✔					✔	<A

Area	Decision	Members	Trust Board	CEO	Audit & Finance	Personnel	Premises, H&S	LGB	Head of School
5.4	Set, agree and monitor pupil level targets across the Trust		✔	<A					
5.5	Set, agree and monitor pupil level targets in the academy							✔	<A
5.6	Academy 1 Year school development plan (SDP) & SEF: approve and monitor							✔	<A
5.7	Approve and monitor Curriculum Plan							✔	<A
5.8	Draft and approve the Teaching and Learning Policy							✔	<A
5.9	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✔		<A	<A	<A		
5.10	SIAMS – academy level monitoring of local framework & Christian distinctiveness in church schools							✔	
5.11	SIAMS - monitoring of Christian distinctiveness in church schools		✔	<A				<A	<A
6.	**Financial Governance & Management**								
6.1	Financial officer: appoint		✔	<A					
6.2	Trust's and academy's scheme of financial delegation & authorisation limits: establish and review				✔				
6.3	Consider and evaluate performance against key performance indicators set by the Trust in relation to finances				✔				
6.4	Approve Trust & Academy Financial Regulations (F&A to prepare and recommend)		✔		<A				
6.5	Appoint Trust auditors		✔		<A				
6.6	Trust 1 year and 3 year Budget Plan (F&A to recommend and monitor)		✔		<A				
6.7	Trust Annual Accounts		✔		<A				
6.8	Trustees Report		✔	<A	<A				
6.9	Academy 1 year Budget Plan (F&A recommend)		✔		<A				
6.10	Academy YTD reports/budgets to review and monitor				A>			✔	<A

Area	Decision	Members	Trust Board	CEO	Audit & Finance	Personnel	Premises, H&S	LGB	Head of School
6.11	CEO pay award: approved by Committee Group, ratified by board		✔						
6.12	Academy head of school pay award – approved by Committee Group			A>	<A>	✔			
6.13	Staff pay progression: agreed/proposed by Head of School, approved by committee group			A>	<A>	✔			<A
6.14	Benchmarking and trust wide value for money: ensure robustness				✔				
6.15	Insurance arrangements to support activities as an employer - agree						✔		
6.16	Central spend / top slice: agree		✔		<A				
6.17	Management of risk: establish Risk Register, review and monitor			A>	✔			<A	
6.18	Approve a risk management plan		✔						
6.19	Report on Risks to Board, provide Risk Register in agreed format. Monitor risks and develop appropriate risk management strategies				✔		✔	✔	
6.20	To review Asset Management Plan						✔		
6.21	Develop trust wide procurement strategies and efficiency savings programme				✔				
7.	**Financial Authorisation**								
7.1	Expenditure or contracts up to (£300 HofS, £2000 CEO, £5,000 Committee).		✔	✔	✔		✔		✔
7.2	Open tenders (£10,000 CEO)		✔	✔	<A		<A		
7.3	Petty cash authorisation up to (£300 HofS, £2,000 COE)			✔					✔
7.4	Disposals or write off of stock, assets or debts up to (£2000)		✔	✔					
7.5	Authorise virement (£2,000 CEO, £5,000 Committee)		✔	✔	✔		✔		

Area	Decision	Members	Trust Board	CEO	Audit & Finance	Personnel	Premises, H&S	LGB	Head of School
8	**Staff & Performance Management**								
8.1	Trust's staffing structure: agree		✔	<A		<A			
8.2	Academy staffing structure: agree		✔	<A		<A			<A
8.3	Chief executive officer: Appoint		✔						
8.4	Performance management of the Chief Executive Officer: undertake (CEO Appraisal Panel)		✔						
8.5	Suspend, end suspension or dismiss the CEO		✔						
8.6	Performance management of Heads of School & SLT: undertake			✔					
8.7	Performance management of Heads of School & SLT: monitor (**Committee Group**)			A>		✔			
8.8	Performance management of teaching staff: undertake								✔
8.9	Performance management of teaching staff: monitor							✔	<A
8.10	Head of School appointments within school		✔	<A					
8.11	Teaching staff appointments			✔					<A
8.12	Suspension of Head of School			✔					
8.13	Return of Headteacher after suspension		✔	<A					
8.14	Suspension and return of teaching and support staff			✔					<A
8.15	Re-structuring and redundancy of staff, to consider and respond to proposals		✔	<A>	<A	<A			

Area	Decision	Members	Trust Board	CEO	Audit & Finance	Personnel	Premises, H&S	LGB	Head of School
9.	**Academy Policies & Procedures**								
9.1	MAT term and holidays		✔	<A					
9.2	Change of Academy Age Range		✔	<A>				<A	
9.3	Expansion of Academy PAN		✔	<A>				<A	
9.4	Extension of Academy provision (EYFS)		✔	<A>				<A	
9.5	Safeguarding Policy		✔						
9.6	Attendance Policy & Plan							✔	<A
9.7	Pupil Behaviour Policy (including exclusions)							✔	<A
9.8	Monitor implementation of behaviour policies							✔	
9.9	Short-term Exclusions								✔
9.10	Permanent Exclusions			✔					<A
9.11	Appeals against Permanent Exclusion		✔						
9.12	Direct reinstatement of excluded students		✔						
9.13	Complaints Policy		✔						
9.14	Complaints Panels		✔						
9.15	Admissions Policy		✔						
9.16	Allocation of places against Admissions Policy		✔						
9.17	Admissions Appeals (Devon)		✔						

Area	Decision	Members	Trust Board	CEO	Audit & Finance	Personnel	Premises, H&S	LGB	Head of School
10.	**Inclusion & Equality**								
10.1	SEN Policy approve		✔						
10.2	Designate a governor to be responsible for monitoring SEN, Looked After children and Pupil Premium		✔					✔	
10.3	Monitor and evaluate the impact of Pupil Premium and Sports Grant funding and report to trust board							✔	
10.4	Consider and evaluate the effective use of the Pupil Premium funding by the Academies		✔						
10.5	Establish & publish annual "Equality information & objectives statement" and review objectives every 4 years. Academy objectives /action plan reviewed by LGB		✔					✔	<A
10.6	Establish an Accessibility Plan, for review every 3 years							✔	<A
10.7	Ensure safeguarding procedures are secure in schools		✔	✔				✔	
11.	**Premises & Health & Safety**								
11.1	Asset Management Policy & Plan						✔		
11.2	Academy asset management plan – review						A>	✔	
11.3	Review & approve MAT Health & Safety Policy						✔		
11.4	Monitor implementation of H&S Policy, academy level		✔				<A		
11.5	Approval of applications for capital funding				✔				
11.6	Notify the Trust of any changes to fixed assets used by the Academy						✔		
11.7	Disposals & acquisitions of land		✔				<A		
11.8	Insurance of land & buildings		✔				<A		