

Scheme of Delegation – Academic Year 2020-2021

Date of Adoption

Introduction

The Inspiration Board of Trustees is accountable in law for all major decisions about its academies. This does not mean that the Board is required to make all the decisions. Many decisions will be delegated to the CEO and Executive Leaders, Board Committees and Academy Committees. The decision to delegate a function is made by the full Board of Trustees and is recorded. This document sets out the limits and extent of each party's authority to act.

The Scheme of Delegation will be reviewed annually and will be responsive to the changing circumstances of the Trust. Trustees reserve the right to review and alter this scheme of delegation at any time.

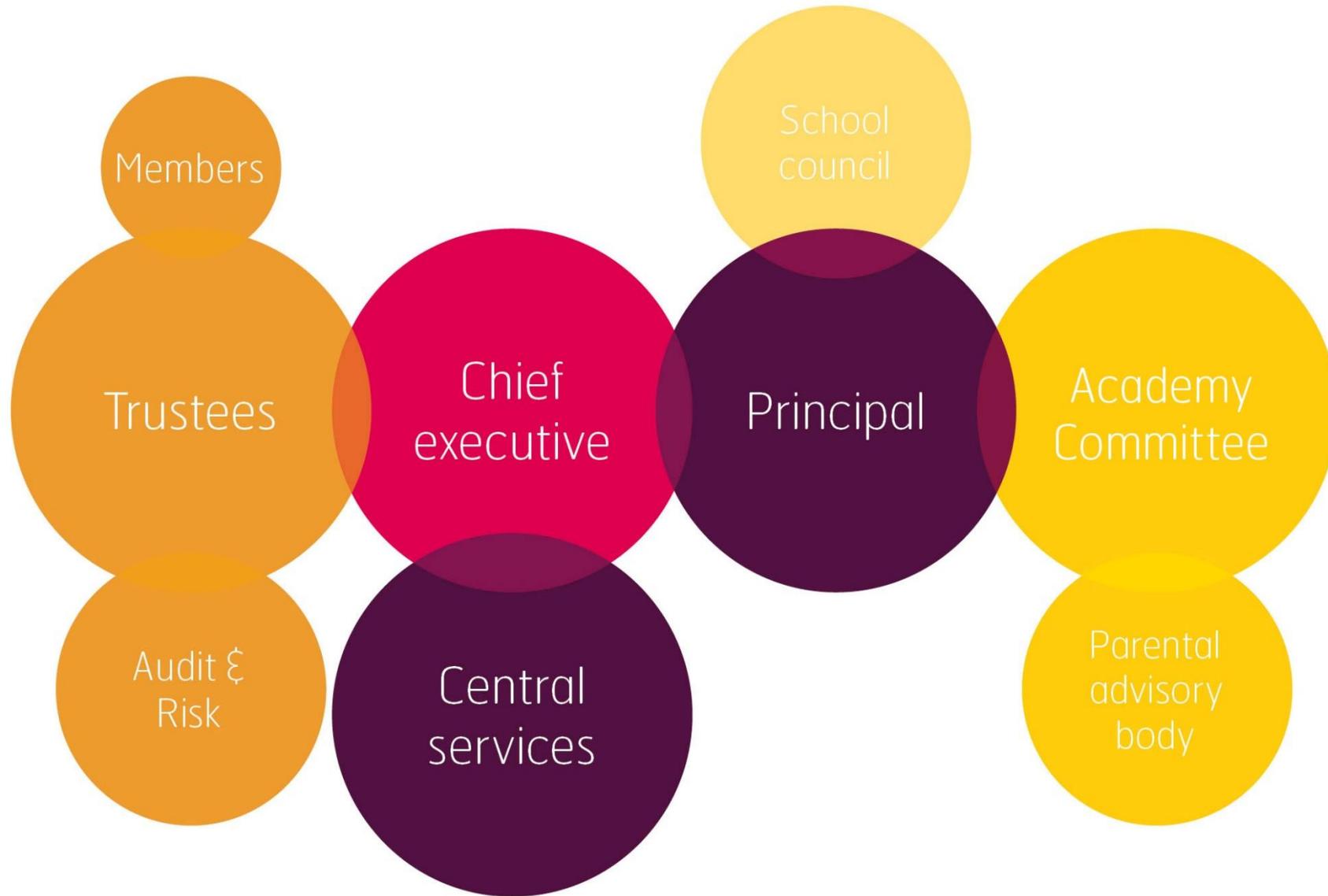
The purpose of Scheme of Delegation

A Scheme of Delegation (SoD) is the key document defining which functions have been delegated and to whom. It is a simple yet systematic way of ensuring Members, Trustees, Board Committees, Academy Committees, Executive Leaders and Principals are clear about who has responsibility for making which decisions in the Trust. This overarching SoD covering all decision making in the Trust must not be confused with the written Scheme of Delegation of Financial Powers referred to in the Academies Financial Handbook.

The Scheme of Delegation will:

1. Ensure the Executive Leaders are clear about which decisions are the remit of the Trust Board.
2. Ensure that the role of Members, Trustees, Board Committees, Academy Committees, Executive Leaders and Principals are fully understood throughout the MAT.
3. Promote a culture of honesty and accountability.
4. Identify responsibility for the appointment and performance management of the CEO and Academy Principals.
5. Identify responsibility for policy and practice in each Academy.
6. Identify responsibility for overseeing each Academy's budget.
7. Identify responsibility for assessment of risk in each Academy.
8. Identify responsibility for overseeing educational performance in each Academy.

Governance Structure



Roles and responsibilities

The role of the Members

The Members of the Trust are guardians of the governance of the Trust and have a different status to Trustees. The original members were the signatories to the Memorandum of Association and agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Articles of Association will describe how Members are recruited and replaced, and how many Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable objective is carried out and can remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an Annual Report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

There must be at least three Members, although the DfE prefer at least five, and while Members are permitted to be appointed as Trustees, in order to retain a degree of separation of accountability between the Members and the Trust Board, and in line with DfE recommendations, not all Members should be Trustees. Members are not permitted to be employees of the Trust.

The role of the 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 Trust's Memorandum and Articles of Association. The Board of Trustees is the accountable body for the performance of all academies within the Trust and as such:

1. Set and ensure clarity of vision, ethos and strategic direction.
2. Hold the CEO to account for the educational performance of the academies and their pupils and ensuring performance management of staff.
3. Oversee the financial performance of the Trust and make sure its money is well spent.
4. Approve the governance structure for the Trust, the scheme of delegations and the Risk Register.
5. Approve key statutory policies.

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

The role of Trust Board Committees

The Trustees may establish committees to carry out some of its governance functions, which may include making decisions, although any

decisions made will be deemed decisions of the Trust Board. There are certain decisions that the Trust Board is not permitted to delegate. The membership must consist of at least three Trustees and responsibilities of Board Committees are set out in the committees' Terms of Reference. It is usual for the Trust Board to appoint Board Committee Chairs and committee members according to their skills.

Audit and Risk (meeting four times a year)

Responsible for the following: the appointment of auditors, internal audit, controls and assurance checks, statutory accounts, Trust level risk register, GDPR policy and practice, whistleblowing and anti-fraud policies and processes.

Responsible for the following: Reviewing budgets, monitoring Trust financial performance, estates management, capital expenditure, monitoring performance against attainment.

The committee will be made up of three Trustees and in addition the CFO and COO may be in attendance.

The role of 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 and performance management of the academy Principals.

The CEO leads the Executive Team of the Trust (Executive Senior Leadership Team). The CEO will delegate functions to the Executive Team and is accountable to the Trust Board for the Trust's overall performance.

The CEO is the Accounting Officer and must have appropriate oversight of financial transactions to enable him/her to provide assurance to the Trust Board that the Trust complies with both its Funding Agreement and the Academies Financial Handbook. This does not absolve the Trust Board from their responsibility but to ensure proper conduct and financial operation of the Trust.

The role of the Chief Financial Officer (CFO)

The Trust must have a Chief Financial Officer (CFO), appointed by the Trust's Board, who is the Trust's Finance Director, Business Manager or equivalent, and to whom responsibility for the Trust's detailed financial procedures is delegated. The CFO should play both a technical and leadership role.

The role of the Academy Committees

As identified within this Scheme of Delegation, the Trustees will delegate to Academy Committees, academy level governance functions. Trustees are not required to sit on Academy Committees; decision-making is limited to the functions delegated in this document. The Academy Committee Chair should be appointed by the Chief Executive Officer under delegated authority from the Trust Board; the Academy

Committee with support from the governance team will ensure at least two parents are appointed to their number, the appointment process will be agreed by the Trust. Each Academy Committee has a number of members determined by the Trust which can appoint between three to ten Governors. Trustees and Executive Leaders may attend Academy Committees. They make recommendations and appoint link Governors.

As an advisory Body of the Board, any delegation to the Academy Committee can be amended at any time.

The role of the Principal

The Principal is responsible for the day to day management of their academy and is line managed by the Executive Leader nominated by the Chief Executive Officer. In addition, the Principal reports to the Academy Committee on matters for which the Academy Committee has oversight as outlined in this document. The Principal has specific responsibility for ensuring that the academy

1. Complies with the Trust's Scheme of Governance and Scheme of Delegations.
2. Operates within the policies and procedures set out by the Trustees.
3. Proactively ensures that the Academy Committee has access to all necessary data and information, as and when they require it in order to discharge their duties as Governors in providing overview and scrutiny of the academy's activities and in holding the academy leadership team to account.
4. Contributes to and ensures actions are completed for the risk register for their academy.

This document is intended to be read alongside the following documents that will give a more thorough picture of the delegation of responsibilities.

- The Trust's Articles of Association
- The Trust's Master Funding and Supplemental Funding Agreements
- The Trust Policy List
- The Governance Handbook for Academies 2019
- The Academies Financial Handbook 2020.

	MEMBERS	TRUSTEES	EXECUTIVE LEADERS	ACADEMY COMMITTEES	PRINCIPALS
GOVERNANCE	<p>Appoint and remove Members</p> <p>Appointment and removal of member appointed Trustees</p> <p>Define role description for Members</p> <p>Review and agree Articles of Association including any amendments</p> <p>Hold Annual General Meeting and receive annual audited accounts</p>	<p>Recommend the appointment and removal of Trustees</p> <p>Approve role description for Trustees and Chairs of Academy Committees</p> <p>Convene and set Terms of Reference for Trust Board Committees, including Audit, Standards and Finance</p> <p>Appoint a Trustee to an Academy Committee on a temporary basis if required</p> <p>Ensure compliance with Articles of Association, Academies Financial Handbook and Master Funding Agreement</p> <p>Approve and review annually the Trust Governance Structure</p> <p>Complete annual skills audit and recruit to fill gaps at Trust level</p> <p>Undertake annual self-evaluation</p> <p>Approve annual Schedule of Business for Trust Board</p> <p>Implement audit and reporting arrangements for matters of compliance</p> <p>Carry out a 360 Chairs performance review</p> <p>Ensure publication of required details on Trust's governance arrangements on website and GIAS</p>	<p>Provide support to Trustees and Academy Committees with governance advice and training</p> <p>Appoint and remove clerks to Board and Academy Committees</p> <p>Appoint and remove Chairs of Academy Committees</p> <p>Approve standard termly agenda items for Academy Committees meetings</p> <p>Implement audit and reporting arrangements for all matters of compliance (safeguarding, health and safety and employment)</p> <p>Ensure compliance with admissions policies</p> <p>Complete annual skills audit and recruit to fill gaps</p> <p>Publish required details on academy governance arrangements on website and GIAS</p> <p>Recruit, appoint, train and remove academy governors</p> <p>Set Annual Schedule of Business for Academy Committees</p>	<p>Offer comments on Terms of Reference for Academy Committees set by Trustees</p> <p>Offer comments regarding the appointment and removal of governors</p> <p>Implement Trust schedule of termly agenda items</p> <p>Monitor and report on matters of compliance (safeguarding, health and safety and employment)</p> <p>Undertake Annual Self Evaluation and review training</p>	<p>Ensure compliance with Trust and academy policies</p> <p>Report on matters of compliance (safeguarding, academy standards health and safety and employment)</p> <p>Proactively engaging with the Academy Committees</p>

	MEMBERS	TRUSTEES	EXECUTIVE LEADERS	ACADEMY COMMITTEES	PRINCIPALS
STRATEGY and STANDARDS	Hold the Trust Board to account for delivering on the vision and values for the Trust	<p>Approve the vision and values for the Trust</p> <p>Approve specific Trust-wide policies and review as appropriate</p> <p>Approve, review and monitor risk policy and strategic register for the whole Trust</p> <p>Approve and monitor the annual Trust-wide development plan including KPIs</p> <p>Hold CEO to account for delivery of the annual Trust-wide development Plan</p> <p>Hold to account and support Academy Committees in meeting the objectives of their academy development plans.</p> <p>Appoint and dismiss CEO</p> <p>Performance management of CEO</p> <p>Approve Trust Executive structure</p> <p>Approve admissions policies</p> <p>Determine published admissions number</p> <p>Approve the strategy for income generation</p>	<p>To develop and deliver the Trust-wide annual development plan with Trustees, Academy Committees and Principals</p> <p>To monitor and report on performance against KPIs and targets and to take action as necessary to meet targets</p> <p>Establish an annual academy development plan with the Principal that is in line with Trust strategy and vision, including targets for progress, attainment, curriculum development and qualification offer</p> <p>Hold to account and support Principals in meeting the objectives of academy development plan, progress and attainment targets and KPIs</p> <p>Design and implement effective interventions to address areas of weakness within individual academies</p> <p>Agree academies staffing structure</p> <p>Appoint, suspend and dismiss the Executive Team in consultation with Trustees (CEO)</p> <p>Appoint the Principal with selection panel</p> <p>Suspend and dismiss Principals in consultation with Trustees and Academy Committees</p> <p>Appraise and manage performance of</p>	<p>Review academy level procedures</p> <p>Ensure compliance with Trust policies and academy level procedures</p> <p>Challenge the Principal on progress and attainment of pupils against targets including relative performance of vulnerable groups and those eligible for Pupil Premium</p> <p>Review and Monitor risk and highlight issues</p> <p>Support the Principal in addressing weaknesses and in responding to recommendations following inspection</p> <p>Recommend changes to admissions policies to the Trust Board and in consultation with other Academy Committees</p>	<p>In consultation with the Executives establish an annual academy development plan including targets for progress, attainment, curriculum development and qualification offer</p> <p>Deliver on academy development plan and implement strategies for meeting targets</p> <p>Implement the Trust Core curriculum and establish a board and balanced curriculum working with the Executive Leaders.</p> <p>Determine academy staffing structure in line with Trust KPIs and subject to final ratification by Executive Team</p> <p>Oversee all staff appointments as required for the delivery of the curriculum and the academy development plan in consultation with the Academy Committees</p> <p>Ensure accurate Annual Self Evaluation to identify strengths and weaknesses</p> <p>Design and implement action plans to respond to Self-Evaluation and external inspection</p> <p>Develop and implement the academy extended/enrichment provision</p>

			<p>Principals in consultation with Academy Committees</p> <p>Appraise and manage performance of Executive Leaders and make recommendations to Trustees</p> <p>Establish and approve academy development plans</p>		
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	MEMBERS	TRUSTEES	EXECUTIVE LEADERS	ACADEMY COMMITTEES	PRINCIPALS
FINANCE	<p>Receive audited Annual Report, Financial Statements, Audit Management Letter and recommendations</p> <p>Confirm the appointment or removal of the External Auditors</p>	<p>Approve overall finance and budgeting strategy for the Trust</p> <p>Approve and review Trust-wide finance Scheme of Delegation (including budgeting procedures and reserves policy)</p> <p>Approve annual budgets and three-year plans</p> <p>Set Pay Policy for the Trust including levels of Executive pay and consistency of approach</p> <p>Review and set salary levels for the CEO</p> <p>Appoint Internal Auditors through the Audit & Risk Committee, determine schedule of work and ensure recommendations are implemented</p> <p>Receive and respond to External Auditor's report through the Audit & Risk Committee</p> <p>Review and approve pay recommendations for Executive and Principals to the Trust Board.</p> <p>Receive and review the management accounts, set KPI's and monitor progress at least six times a year</p> <p>Approve maximum level of</p>	<p>Make pay recommendations for Executive and Principals to the Trust Board.</p> <p>Ensure the provision of monthly management accounts for the Trust Board with commentary</p> <p>Create annual central service budget, in consultation with Academy Committees and propose top slice contributions to Trust Board</p> <p>Agree annual budgets and three- year plans with Principals</p> <p>Work with Principals to develop annual budget and three-year plan in line with Trust Financial Handbook</p> <p>Lead on implementing the strategy for income generation</p> <p>Recommend to the Trust Board the maximum level of delegated spending to be given to Academy Committees and Principals</p> <p>Approve Principals' recommendations for staff pay progression following Trust (Executives) guidelines and policies.</p>	<p>Receive academy monthly management accounts</p> <p>Hold Principals to account for meeting budget and financial KPIs</p>	<p>In collaboration with the CFO propose annual budget and three-year plan in line with Trust budget setting procedure</p> <p>Make recommendations for staff pay progression to the Trust Board through Executives based on Pay Policy set by the Trust</p>

		spending as recommended by Executive Leaders Ensure that all statutory and regulatory financial are approved on time			
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	MEMBERS	TRUSTEES	EXECUTIVE LEADERS	ACADEMY COMMITTEES	PRINCIPALS
PEOPLE, COMMUNITY AND COMMUNICATIONS	N/A	<p>Approve policy for appraisal and performance management for all staff in the Trust</p> <p>Engage with stakeholders</p> <p>Review outcomes and ensure effective response to any surveys of staff, parents/carers</p> <p>Approve policies for recruitment and receive reports on workforce diversity including ethnicity, gender pay gap and disability</p> <p>Approve redundancies and any reorganisation plans</p>	<p>Support Principals with implementation of Staff Development Plans and Appraisal Policy</p> <p>Ensure effective communication between all individual academies (including Academy Committees and Principals)</p> <p>Approve Staff Development Policy for the Trust</p> <p>Promote the Trust and engage with stakeholders and the wider community</p> <p>Commission appropriate surveys of staff, pupils and parents/carers and report to Trust Board</p> <p>Ensure that any statutory diversity information is published</p> <p>Collate information for Trustees on any non-statutory diversity information</p> <p>Determine, plan and consult on reorganisation plans</p> <p>Spot talent in the organisation in consultation with the Principals and plan for succession</p> <p>Oversee the maintenance of the Single Central Record for the Trust</p> <p>Develop and maintain effective</p>	<p>Review outcomes of staff surveys, parents and carers surveys and ensure effective response</p> <p>Ensure effective communication between Academy Committees and Principals with CEO and Trustees at all times</p> <p>Ensure the individual character and ethos of the academy is upheld and communicated to all stakeholders</p> <p>Respond to consultation on reorganisation and redundancies</p> <p>Recommend and appoint link governors</p>	<p>Implement staff development, appraisal and recruitment policies</p> <p>Implement annual staff surveys, parents and carers surveys and ensure effective response to outcomes</p> <p>Maintain the individual character and ethos of the academy and ensure this is conveyed at all times internally and externally</p> <p>Advise and work with Executives on producing the plans</p>

			<p>relationships with the Department for Education (DFE), National and Regional Schools Commissioners (RSCs), academy Principals and CEOs, Trust Executive Principals and Chairs of Academy Committees</p> <p>Ensure effective two-way communication between Academy Committees and Principals with Executive and Trustees at all times</p> <p>Review the annual surveys of staff, parents/carers and identify and respond to common matters arising</p>		
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