



LIFE Multi-Academy Trust

Scheme of Delegation

Ashby School

September 2021 – Version 2.0

Scheme of Delegation

This scheme of delegation sets out the the LIFE MAT's approach to delegations between the different layers of governance within the Trust. The phrases used have the following meanings:

Where Board of Directors delegate, they must have clear and robust reporting procedures and lines of accountability in place, to ensure that delegated authority is exercised properly. High risk and novel decisions should not be delegated. Board of Directors should agree appropriate guidelines to help assess what is likely to be high risk or novel.

Where the Board of Directors are making a decision, staff can play an important role in providing information and advice. Board of Directors should, however, be aware of potential conflicts of interest that might affect staff.

Responsibility and **accountability** cannot be delegated, but **authority to act, determine** and **deliver** can be delegated.

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Deliver: 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 and Directors of LiFE this will be at Board level. In the case of the Headteacher this will be at Academy level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of:

- (i) the CEO they will be making recommendations to the Board of Directors and/or LGB (as appropriate),
- (ii) the LGB they will be making recommendations in relation to their Academy to the Board of Directors, CEO /or Headteacher (as appropriate) and,
- (iii) the Headteacher they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- (i) the CEO, they will be making reports to the Board of Directors and/or LGB (as appropriate),
- (ii) the LGB they will be making reports in relation to their Academy to the Board of Directors and/or CEO (as appropriate) and,
- (iii) the Headteacher, they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of:

- (i) the Board, they will be reviewing the CEO and/or LGB (as appropriate),
- (ii) the CEO, they will be reviewing the Headteacher and,
- (iii) the LGB, they will be reviewing the Headteacher and the leadership team.

Comply: the individual/group will follow agreed policies and procedures.

For issues of regulatory compliance including items such as employment law there can be no distinction from the LIFE MAT and the individual academies.

To assist interpretation of the matters delegated the table below provides additional comment as appropriate.

Based on a Scheme of Delegation adapted from version provided by Browne and Jacobson

Acronyms Key:

BoD – Board of Directors	CEO – Chief Executive Officer
DBS – Disclosure and Barring Service	KPI – Key Performance Indicator
LGB – Local Governing Board	TFAIC – Trust Finance, Audit & Infrastructure committee
MAT – Multi Academy Trust	
KCSIE – Keeping Children Safe in Education	

Ashby School		Members	Board of Directors	CEO	LGB	Headteacher
	STRATEGY AND LEADERSHIP					
1	Set the vision and strategic objectives of the Trust & Academies. Agreeing key performance indicators against which progress towards achieving the vision can be measured.		Determine – for the Trust & Academies	Develop – in the case of the Academies in consultation with LGB & Headteacher	Recommend	Consult – in the case of their Academy
2	Deliver strategic objectives of the LIFE MAT		Review	Deliver	Review	Deliver
3	Articles of Association: agree and review	Deliver	Recommend	Recommend	Recommend	Recommend
4	Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs		Review – progress of the Trust & Academies	Report Review - reports from the LGBs of School	Review – progress of the Academy Report – progress to the CEO and BoD	Report – progress of the Academy to the LGB
5	Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook		Review	Determine	Comply	Deliver & Comply
6	Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)		Review	Deliver at Trust level Report – to Board	Review	Deliver at School level Report – to LGB & CEO
7	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		Determine – policies to ensure compliance Review	Deliver Report – to Board	Review	Deliver at School level Report – to LGB & CEO
8	Compliance – completing the register of all interests, business, pecuniary interests and put in place a procedure to deal with any conflicts of interest and connected party transactions		Determine – policies to ensure compliance Review	Deliver – ensuring register of interest on Trust website	Review and deliver	Deliver – ensuring register of interest on academy website
9	External/Internal auditors: Appoint under normal contractual terms	Review	Determine	Recommend		Consult

	Remove within contract	Determine	Recommend to Members	Consult		
10	Members: Appoint/remove – ensuring processes in place for appointment of members maintaining a segregation between members and Board of Directors	Determine and deliver	Comply			
11	Appointments of Board of Directors and Governors – ensuring processes in place for appointment of Board of Directors (including ensuring that the Board of Directors and Governors have the skills to run the Trust and the Academies)	Members to Ratify the appointment of Governors Members to accept the recommendations of the Board of Directors for appointment of Directors until the AGM where they formally appoint Directors unless there is reason not to do so	Determine – policies and criteria for the selection of Board of Directors and Governors Propose Directors appointments Review – the Board’s own performance Review – performance of the LGBs	Report - to the Board of Directors on the performance of the LGBs Review - annually the size, structure, composition, and skill Recommend – if appropriate changes to the size and composition of the LGBs	Deliver appointment of Chair of Governors Determine and deliver appointment of parent, foundation, community and staff governors to LGB	
11a	Resignations of Board of Directors (A resignation should be formalised through a notice in writing, which will then need to be signed by the person / persons entitled to remove them)	Members to Ratify				
12	Appoint/remove Chair of LGB		Determine	Consult and Review	Recommend	Consult
13	Appointment/removal of local governors (excluding the chair of the LGB)		Determine procedures and deliver members of LGBs	Consult	Deliver	Consult
14	Appointment of the Accounting Officer and Audit and Risk Committee (will be part of Finance and Operations Committee remit)		Deliver - appoint Accounting Officer and (if necessary) the Audit Committee	CEO to deliver – the Accounting Officer role		
15						

	Clerk: appointment/removal – Board of Directors and LGBs		Consult – set standards and process		Deliver	
16	Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions, complaints, health & safety, premises management, GDPR/FOI and safeguarding in line with agreed policy delegation). Staffing policies including capability, discipline, conduct and grievance.		Determine	Deliver – presenting polices to the Board of Directors for approval Report – material non-compliance to the Board	Review – all policies approved by the Board of Directors and Academy specific policies and procedures e.g. SEND	Deliver – presenting Academy specific policies and procedures for approval by the LGB Report – non-compliance to the LGB and the CEO
17	Management of disciplinary hearings and panels for staff and students following the school behavior and disciplinary policy		Review		Deliver	Deliver within policy
18	Management of Appeals Hearings from action (17) above		Deliver			
19	Governance structures (committees) for the trust: establish and review annually		Determine and review annually	Develop	Recommend & Deliver	
20	Prepare terms of reference for LGB's and Committees and review annually		Determine and review annually	Develop	Recommend & Deliver	
21	Skills audit: complete and use to recruit to fill gaps and develop a training programme for Board of Directors and governors		Deliver	Develop a self-review process	Deliver	
22	Self- Review of Board of Directors' performance		Deliver	Develop		
23	Role Profiles for Members/Trustees/Chair/Local Governors/specific roles		Determine	Develop and Review	Review and Comply	
24	Appoint local governor for Safeguarding, SEND, Disadvantaged (including Pupil Premium and Catch-up), Post 16, Induction and Training, Curriculum, Careers and Health and Safety				Deliver	
25	Self-review of LGBs performance		Review	Develop	Deliver	
26	Consideration of requests for other schools/academies to Join the MAT. Consideration to merge with another MAT		Determine	Deliver		

27	Pay structure and progression of CEO	Consult	Determine	Consult		
		Members	Board of Directors	CEO	LGB	Headteacher
EDUCATION AND CURRICULUM						
28	Academy Improvement Plan - for each Academy in line with strategic aims of the Trust		Determine - the Academy Improvement Plan in consultation with the appropriate LGB	Consult with Headteacher	Recommend – Academy Improvement Plan to the Board	Determine Review – the Academy Development Plan
29	Key Performance Indicators – setting and reviewing performance of the Trust & the Academies		Determine – Trust wide and Academy KPIs Review – performance against KPIs	Consult – with the LGBs and Headteachers and propose KPIs to the Board Receive reports - from the LGBs and report performance of the LGBs against KPIs Deliver – performance of the trust against KPIs Report – performance of the Trust to LGB	Recommend – targets for performance of the Academy to the CEO Review – performance of the Academy and report to the CEO Deliver- holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs Report – performance of the Academy to LGB
30	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of Quality of Education outcomes		Review - the work of the CEO	Review and assist delivery - supporting the Academies and intervening where appropriate Review and Report- strengths and concerns in the quality of teaching of the school	Review - at the Academy	Deliver leadership and management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB

				to the LGB		
31	Curriculum – setting the curriculum for the Academies and reviewing its effectiveness. (including, PSHE, British Values, Fundamentalism and RE)		Determine - curriculum and standards Review - effectiveness of the curriculum across Trust Review	Recommend, review and report to board	Consult Review	Deliver
32	Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		Review		Determine & Review – how Pupil Premium is spent at the Academy	Deliver Report – on effectiveness of use of the Pupil Premium in the academy
33	SEND – ensuring that the legal requirements for children with SEND are met and that they are given support for learning		Review		Determine & Review	Deliver Report – on effectiveness of use of SEND monies in the academy
34	Set admissions policy		Deliver	Develop	Comply	Comply
35	Admission decisions		Deliver	Review	Review	Consult/Recommend
36	Collective worship arrangements for school without religious character				Review	Deliver
37	Considering and evaluating performance of the Academies by: <ul style="list-style-type: none"> holding each academy’s leadership to account for academic performance, quality of care and quality of provision monitoring the overall effectiveness and efficiency of leadership and management at the academies receiving reports on the quality of teaching and learning and making recommendations to the Board 		Review Review Review	Deliver and report to Board Deliver and report to Board Deliver and report to Board	Review Review Review	Deliver and report to LGB and CEO Deliver and report to LGB and CEO Deliver and report to LGB and CEO

38	Self-evaluation of LGB – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria		Deliver at Trust Level	Review	Deliver at academy level	Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria
39	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)		Review	Review delivery	Receiving reports from the Headteacher Report any material issues to the Board and the CEO	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies Report – to the LGB on any material issues
40	Stakeholder engagement: <ul style="list-style-type: none"> • promoting partnership working between parents/carers and the academies to promote high standards of attendance, behaviour, and learning by students. • 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 • Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience 		Review	Determine	Receive Headteacher report	Deliver
			Review	Determine	Receive Headteacher report	Deliver
			Review	Determine	Receive Headteacher report	Deliver
41	Academy Hours – setting the opening and closing times for the Academies		Determine – in consultation with LGBs	Deliver	Consult – with the BoD	Recommend
42	Term Dates		Review	Determine	Consult – with the Board	Comply and recommend future pattern
43	School lunch – ensure provided to appropriate nutritional standards				Review	Deliver

44	Provision of free school meals to those meeting criteria				Review	Deliver
45	Use, allocation of MAT resources including professional capital		Review	Determine	Review	Deliver

		Members	Board of Directors	CEO	LGB	Headteacher
	FINANCIAL & REPORTING					
46	Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) to the secure the Trust's financial health in the short term and the long term		Determine – in consultation with the LGBs and communicate through TFAIC	Recommend a funding model to the Board for approval Review and consult with the Headteacher	Consult – with the Board and communicate through TFAIC Review - compliance with the overall financial plan for the Academy	Comply
47	Trust Annual Budget – formulating and setting the Trust wide budget		Determine	Deliver - on preparation of Trust budget and present to the Board for approval Review – submission of Trust budget to the ESFA	Consult and communicate through TFAIC	Consult
48	Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)		Determine	Recommend and Deliver - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval Review – submission of Academy budgets to the ESFA	Consult - with CEO in respect of the Academy's requirements Comply	Deliver and review with SLT and LGB Comply

49	Expenditure and ensuring delivery of Annual Budgets for academic year 2020/21. Amended for next academic year		Review and communicate through TFAIC Determine	Report – to the board any material issues with delivery against the Annual Budget by the Academies Receive reports – on matters of concern in connection with compliance with the Annual Budgets	Review for value for money, budgetary requests including capital and communicate through TFAIC. Monitor and review expenditure on a regular basis Report – to the CEO and any issues with expenditure or compliance with the Annual Budgets by the Academy	Deliver and Report – to the LGB any need for any matters of concern in respect of the Academy’s annual budget
50	Reporting: financial reporting and KPIs (including monitoring of expenditure)		Determine and communicate through TFAIC	Deliver at Trust level	Review	Deliver at school level
51	Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies		Determine and communicate through TFAIC	Deliver – on recommending financial limits to the Board Review – effectiveness of limits	Review Delivery – Academy Comply – adherence to limits	Deliver and Comply - adherence to limits
52	Financial Policies –establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements Establish an Audit and Risk committee.		Determine	Review – compliance with policies Report – any issues or non-compliance to the Board	Review delivery - compliance with policies Report – any issues or non-compliance to the CEO	Compliance with finance policies
53	Bank Accounts – authorizing the establishment of bank accounts and approve bank mandates in the name of the Trust		Deliver and Approve	Review	Consult	Comply

54	Approving annual audited accounts		Determine and Approve	Deliver – arrange for auditing and filing of annual report and accounts	Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts	Comply for individual Academy
55	External auditors report: receive and respond		Determine and Review and approve actions	Recommend actions and deliver on areas of non-compliance	Review and communicate through TFAIC	Recommend actions and deliver on areas of non-compliance
56	Corporate Risk Register		Determine and Review delivery	Deliver – management of Corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
57	Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls		Determine	Deliver	Comply	
58	Trust governance details on trust and academies' website: ensure		Determine and Review	Comply	(Determine and review LGB arrangements on Academy websites)	Comply
59	Appointing the CEO		Deliver		Consult	Consult
60	Appointing the Headteacher at each Academy		Deliver -in consultation with the CEO/LGBs	Recommend – sit on appointment panel along with the LGB	Recommend – to sit on the appointment panel with the CEO	
61	Appointing the Deputy and Assistant Headteachers at each Academy			Review and consult with Headteacher	Approve -in consultation with the Headteacher and CEO	Deliver
62	Appointing/dismissing cross-Trust Staff (in line with recruitment policy)		Review	Appoint and report to the Board		

63	Appointing Academy SLT (excluding Headteacher)		Review	Deliver	Appoint (in consultation with the Headteacher & CEO)	Deliver & report to LGB
64	Appointing Academy Staff			Review	Appoint (in consultation with the Headteacher)	Deliver
65	Establishing Trust wide HR policies which reflect the Trust's ethos and values (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations		Determine Review	Recommend	Review - in line with Trust policy	Comply
66	Performance management of the Chief Executive Officer		Deliver		Consult	Consult
67	Performance management of Headteacher		Review	Deliver		
68	Performance management of academy staff and recommending pay progression			Review		Deliver & report to CEO and LGB
69	Pay progression: monitor and agree		Review	Review	Deliver	Recommend
70	Setting trust wide procurement policies and efficiency savings programme (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. Benchmarking and trust wide value for money: ensure robustness.		Determine and communicate through TFAIC	Deliver	Comply	Comply
71	Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook, and the Trust's procurement policy. Benchmarking and academy/school value for money: ensure robustness.		Determine	Review	Deliver – in accordance with Trust policy	Recommend
72	Determining and allocating central services provided to the Academies by the Trust		Determine (in consultation with the LGBs)	Deliver– on recommending the allocation of services to the Board	Consult	Consult

73	Overseeing the effectiveness of services provided centrally by the Trust		Review	Deliver and report to Board	Report – to the Board	
74	Asset and Premises Maintenance Strategy – determining use of Academies’ premises and ensuring premises are adequately maintained		Determine – Trust wide policy	Recommend	Determine – academy plan in accordance with Trust policy Review delivery of academy plan	Deliver – in accordance with Academy policy
75	Acquiring and disposing of Trust land – Endowment Foundation under separate agreement		Determine	Deliver	Consult	
76	Changing use of Assets		Determine	Deliver	Recommend to the Board of any changes to fixed assets used by the Academy	
77	Arranging insurance for the Trust		Review	Deliver through Trust Business Manager		Deliver at Academy level
78	Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community		Review	Deliver – Trust wide activities		Deliver at Academy level
79	Information Management – including adopting and following policies for information security and compliance with FOI and DPA legislation and maintaining accurate individual records		Review	Deliver – Trust wide		Deliver at Academy level
80	Academy Prospectus Trust Prospectus and website		Review	Review	Consult	Recommend and Deliver
81	Complaints procedure: develop and operate		Determine	Recommend	Deliver	Deliver

		Members	Board of Directors	CEO	LGB	Headteacher
	SAFEGUARDING					
82	Appoint a senior member of staff to the role of Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of a single central record				Deliver	Determine
83	Appoint a Governor with specific responsibility for safeguarding. The Local Governing Board shall ensure the safeguarding and wellbeing of pupils and staff through the effective implementation of appropriate policies and procedures, both on and off the Academy site.		Review		Deliver Deliver at academy level	Recommend Deliver at academy level
84	Appoint a senior board level leadership to take responsibility for the Trust's safeguarding arrangements. (KCSIE 2016)		Deliver			