



LIFE Multi-Academy Trust

Scheme of Delegation Countesthorpe Academy

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 Executive Headteacher / Head of School 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, Executive Headteacher / Head of School (as appropriate) and,
- (iii) the Executive Headteacher / Head of School 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 Executive Headteacher / Head of School, 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 Executive Headteacher and,
- (iii) the LGB, they will be reviewing the Head of School 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 Body	HBSSPAN – Hinckley & Bosworth School Sport & Physical Activity Network
MAT – Multi Academy Trust	TFAIC – Trust Finance, Audit & Infrastructure committee
KCSIE – Keeping Children Safe in Education	

Countesthorpe Academy

		Members	Board of Directors	CEO	LGB	Executive Headteacher / Head of School
	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 & Executive Headteacher / Head of School	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	Deliver	Comply	Comply
6	Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)		Review	Deliver Report – to Board	Review	Deliver 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 Report – to LGB & CEO
8	Compliance – completing the register of business 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	Deliver – ensuring register of interest on academy website

9	External/Internal auditors: Appoint under normal contractual terms or 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 Appoint the Chair of Governors 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	Consult on appointment of Chair of Governors Determine appointment of parent and community 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		Deliver - appoint the Chair to LGBs	Consult and Review	Consult – about the appointment of the LGB chair	Consult
13	Appointment/removal of local governors (excluding the chair of the LGB)		Consult and ratify	Recommend to the Board	Determine procedures and deliver members of the LGBs	Consult

14	Appointment of the Accounting Officer and Audit 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: appoint and dismiss – Board of Directors and LGBs		Deliver - appoint the clerk to the Board & LGBs		Consult – about the appointment of the LGB clerk	
16	Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding in line with agreed policy delegation)		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	Deliver – presenting Academy specific policies 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	
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	Deliver	
20	Prepare terms of reference for LGB's and Committees and review annually		Determine and review annually	Develop	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	Self-review of LGBs performance			Develop	Consult and develop	
24	Consideration of requests for other schools/academies to Join the MAT. Consideration to merge with another MAT		Determine	Deliver		

25	Pay structure and progression of CEO	Consult	Determine	Consult		
		Members	Board of Directors	CEO	LGB	Executive Headteacher / Head of School
	EDUCATION AND CURRICULUM					
26	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 Executive Headteacher	Recommend – Academy Improvement Plan to the Board	Determine Review – the Academy Development Plan
27	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
28	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		Review - the work of the CEO	Review and assist delivery - supporting the Academies and intervening where appropriate	Review - at the Academy	Deliver leadership and management of staff to ensure teaching and learning objectives are met

				Review and Report- strengths and concerns in the quality of teaching of the school to the LGB		Report- strengths and concerns in the quality of teaching to LGB
29	Curriculum – setting the curriculum for the Academies and reviewing its effectiveness. (including, PSHE, Brit 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
30	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
31	Set admissions policy		Deliver	Develop	Comply	Comply
32	Admission decisions			Deliver	Review	Consult/Recommend
33	Collective worship arrangements for school without religious character				Review	Deliver
34	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)		Review	Review delivery	Receiving reports from the Head of School 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
35	Academy Hours – setting the opening and closing times for the Academies		Determine – in consultation with LGBs	Deliver	Consult – with the BoD	Recommend

36	Term Dates		Review	Determine	Consult – with the Board	Comply
37	School lunch – ensure provided to appropriate nutritional standards				Review	Deliver
38	Provision of free school meals to those meeting criteria				Review	Deliver
39	Use, allocation of MAT resources including professional capital		Review	Determine	Review	Deliver

	Members	Board of Directors	CEO	LGB	Executive Headteacher / Head of School
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	FINANCIAL & REPORTING					
40	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		Determine – in consultation with the LGBs and communicate through TFAIC	Recommend a funding model to the Board for approval Review	Consult – with the Board and communicate through TFAIC Review - compliance with the overall financial plan for the Academy	Comply
41	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 EFA	Consult and communicate through TFAIC	Consult
42	Academy Annual Budgets – formulating and determining the proportion of the overall budget		Determine	Recommend and Deliver - on	Consult - with CEO in respect of the	Deliver

	to be delegated to each Academy (including uses of contingency funds/ balances)			preparation of Academy budgets in consultation with the LGBs and present to the Board for approval Review – submission of Academy budgets to the EFA	Academy's requirements Comply	Comply
43	Expenditure and ensuring delivery of Annual Budgets		Review and communicate through TFAIC	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 and communicate through TFAIC	Deliver and Report – to the Trust Board any need for any matters of concern in respect of the Academy's annual budget
44	Reporting: financial reporting and KPIs (including monitoring of expenditure)		Determine and communicate through TFAIC	Deliver at Trust level	Review	Deliver at school level
45	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 level for value for money	Deliver and Comply - adherence to limits
46	Financial Policies –establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements Establish an Audit committee.		Determine	Review – compliance with policies Report – any issues or non-compliance to the Board	Review delivery - compliance with policies	Compliance with finance policies Report – any issues or non-compliance to the CEO and Co-Director of BGLT

47	Approving annual audited accounts		Determine and Approve	Deliver – arrange for auditing and filing of annual report and accounts	Comply	Deliver for individual Academies and comply by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts
48	External auditors report: receive and respond		Determine and Review and approve actions	Recommend actions and deliver on areas of non-compliance		Recommend actions and deliver on areas of non-compliance
49	Corporate Risk Register		Determine and Review delivery Determine and review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
50	Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls		Determine	Deliver		
51	Trust governance details on trust and academies' website: ensure		Determine and Review	Comply	(Determine and review LGB arrangements on Academy websites)	Comply
52	Appointing the CEO		Deliver			
53	Appointing the Headteachers at each Academy		Approve -in consultation with the CEO and Co-Director of BGLT/ LGBs	Recommend – sit on appointment panel along with [two] representatives of the relevant LGB or Directors of Trust as appropriate	Recommend – [two representatives] to sit on the appointment panel with the CEO and Co-Director of BGLT	
54	Appointing the Deputy and Assistant			Review and consult	Approve -in	Deliver

	Headteachers at each Academy			with Executive Headteacher / Head of School	consultation with the Principal and CEO and Co-Director of BGLT/ LGBs	
55	Appointing of cross-Trust Staff (in line with recruitment policy)		Review	Appoint and report to the Board		
56	Appointing Academy staffing structure (teaching and support) in line with budget and Appoint Academy Staff			Review	Agree structures and Appoint (in consultation with the Executive Headteacher / Head of School)	Deliver
57	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
58	Performance management of the Chief Executive Officer		Deliver		Consult	Consult
59	Performance management of Executive Headteacher / Head of School		Review	Deliver		
60	Performance management of academy staff and recommending pay progression			Review	Review	Deliver
61	Pay progression: monitor and agree		Review	Deliver		Recommend
62	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		Determine and communicate through TFAIC	Deliver	Comply	Comply
63	Setting academy specific procurement policies - in accordance with the Funding Agreement,		Determine	Review	Deliver – in accordance with	Recommend

	Academies Financial Handbook and the Trust's procurement policy				Trust policy	
64	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
65	Overseeing the effectiveness of services provided centrally by the Trust		Review	Deliver and report to Board	Report – to the Board	
66	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
67	Acquiring and disposing of Trust land		Determine	Deliver		
68	Changing use of Assets		Determine	Deliver	Recommend to the Board of any changes to fixed assets used by the Academy	
69	Arranging insurance for the Trust		Review	Deliver through Trust Business Manager		
70	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	Comply	Comply
71	Academy Prospectus Trust Prospectus and website		Review	Review Deliver	Consult	Recommend and Deliver
72	Complaints procedure: develop and operate		Determine	Recommend	Deliver	Deliver

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	SAFEGUARDING					
73	Appoint a senior member of staff to the role of Designated Safeguarding Lead,				Deliver	Determine
74	Appoint a Governor with specific responsibility for safeguarding. The Local Governing Body 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	Recommend
75	Appoint a senior board lead leadership to take responsibility for the Trust's safeguarding arrangements. (KCSIE 2016)		Deliver			