



LIFE Multi-Academy Trust

Scheme of Delegation

Ivanhoe College

Draft
to be approved by the board in due course

Schools within the Trust



Scheme of Delegation

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

Where Board of Trustees 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 Trustees should agree appropriate guidelines to help assess what is likely to be high risk or novel.

Where the Board of Trustees are making a decision, staff can play an important role in providing information and advice. Board of Trustees 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 Trustees 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 Trustees and/or LGB (as appropriate),
- (ii) the LGB they will be making recommendations in relation to their Academy to the Board of Trustees, CEO /or Headteacher (as appropriate) and,
- (iii) the Headteacher 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 will be making reports to the Board of Trustees and/or LGB (as appropriate),
- (ii) the LGB, they will be making reports in relation to their Academy to the Board of Trustees 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 their 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 academy

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:

BoT – Board of Trustees

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

Ivanhoe College	Members	Board of Trustees	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 BoT	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 business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions		Delivery & 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 Trustees	Determine and deliver	Comply			
11	Appointments of Governors – ensuring processes in place for appointment of Local Governors (including ensuring that Governors have the skills to the discharge their duties)	Members to Ratify the appointment of Governors	Determine – policies and criteria for the selection of Board of Governors Review – performance of the LGBs	Report - to the Board of Trustees 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 LGB	Deliver - appointment of Chair of Governors Determine appointment of parent and community governors to LGB	

12	Appoint/remove Chair of LGB		Review	Consult and review	Deliver	Consult
13	Appointment/removal of local governors (excluding the chair of the LGB)		Determine procedures and if necessary deliver members of LGBs	Recommend	Deliver	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 Trustees and LGBs		Consult – set standards and process		Deliver	

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 Trustees for approval Report – material non-compliance to the Board	Review – all policies approved by the Board of Trustees 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 behaviour and disciplinary policy		Review		Deliver	Deliver within policy
18	Management of Appeals Hearings from action (17) above		Deliver			
19	Governance structures (committees) for the school: establish and review annually		Determine and review annually	Develop	Recommend & Deliver	
20	Prepare terms of reference for LGBs 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 Trustees and governors		Deliver	Develop a self-review process	Deliver	
22	Self- Review of Board of Trustees’ performance		Deliver	Develop		
23	Self-review of LGBs performance		Review	Develop	Deliver	
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 the CEO	Consult	Determine	Consult		
		Members	Board of Trustees	CEO	LGB	Headteacher
	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 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 - supporting the Academies and causing intervention where appropriate Review and report strengths and concerns in the quality of teaching of the school to the LGB	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
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	Recommend, review and report to board	Consult Review	Develop – in conjunction with National Forest Hub Heads’ group 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	Consult – in conjunction with National Forest Hub schools	Comply

32	Admission decisions			Review	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 Headteacher Report any issues to the Board and the CEO	Deliver – ensuring student issues dealt with in accordance with Trust and Academy Policies Report – to the LGB any material issues
35	Academy hours – setting the opening and closing times for the Academies		Determine in consultation with LGBs	Deliver	Consult – with the BoT	Recommend
36	Term Dates		Review	Determine	Consult – with the Board	Comply and recommend future pattern
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 and allocation of MAT resources including professional capital		Review	Determine	Review	Consult Deliver
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		Members	Board of Trustees	CEO	LGB	Headteacher
	FINANCIAL & REPORTING					
40	Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies so as to 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
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 ESFA	Consult and communicate through TFAIC	Consult

42	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	<p>Recommend and Deliver - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval</p> <p>Review – submission of Academy budgets to the EFA</p>	<p>Consult - with CEO in respect of the Academy's requirements</p> <p>Comply</p>	<p>Deliver</p> <p>Comply</p>
43	Expenditure and ensuring delivery of Annual Budgets		Review and communicate through TFAIC	<p>Report – to the board any material issues with delivery against the Annual Budget by the Academies</p> <p>Receive reports – on matters of concern in connection with compliance with the Annual Budgets</p>	<p>Review and communicate through TFAIC</p> <p>Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy</p>	<p>Deliver and Report – to the LGB any need for any matters of concern in respect of the Academy's annual budget</p>
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 Comply - adherence to limits	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 Report – any issues or non-compliance to the CEO	Compliance with finance policies
47	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 academies
48	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

49	Corporate Risk Register		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 individual academy websites	Comply
52	Appointing the CEO		Deliver			
53	Appointing the Headteachers at each Academy		Approve -in consultation with the CEO and Co-Trustee of BGLT/ LGBs	Recommend – sit on appointment panel along with [two] representatives of the relevant LGB or Trustees of Trust if LGB unable to provide representatives	Recommend – [two representatives] to sit on the appointment panel with the CEO	
54	Appointing the Deputy and Assistant Headteachers at each Academy			Review and consult with Headteacher	Approve -in consultation with the Headteacher and CEO	Deliver

55	Appointing of cross-Trust Staff (in line with recruitment policy)		Review	Appoint and report to the Board		
56	Appointing Academy Staff			Review	Appoint (in consultation with the Headteacher)	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 (CEO)		Deliver		Consult	Consult
59	Performance management of Headteacher		Review	Deliver	Consult	
60	Performance management of academy staff and recommending pay progression NB: To include academy staff appointed by the HBSSPAN Manager			Review		Deliver
61	Pay progression: monitor and agree		Review	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, Academies Financial Handbook and the Trust's procurement policy		Determine	Review	Deliver – in accordance with Trust policy	Recommend
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	Consult – and Report to LGB
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	Deliver at Academy level
71	Academy Prospectus Trust Prospectus and website		Review	Review	Consult	Recommend and Deliver – in conjunction with National Forest Hub school heads
72	Complaints procedure: develop and operate		Determine	Recommend	Deliver	Deliver

		Members	Board of Trustees	CEO	LGB	Headteacher
	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		Establish link with Trust board safeguarding lead	
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