

## **Oak Trees Multi Academy Trust - Scheme of Delegation – Reviewed SOD April 2019**

Adopted on 1<sup>st</sup> June 2017 & last reviewed April 2019

This scheme of delegation (**Scheme**) is Annex 3 as defined in the Terms of Reference.

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- may only be altered or revoked by the Trustees.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under re Academies Financial Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- HR & Operations.

To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on the final page of this Scheme.

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STRATEGY AND LEADERSHIP					
	Members	Trustees	ESLT	LGB	Principal
1. Set strategic objectives of the Trust & Academies		Determine - for the Trust & Academies	Develop - in the case of the Academies in consultation with LGB & Principal	Recommend to the CEO and Trustees - in the case of their Academy	Consult - in the case of their Academy Deliver
2. Deliver strategic objectives of the Trust & Academies		Review	Deliver	Review	Deliver
3. Scrutiny: Performance - review & challenge progress of the Trust against its strategic objectives and KPIs		Review - progress of the Trust & Academies	Report Review - reports from the LGBs/Principals	Review - progress of the Academy Report - progress to the CEO/MT Team & Board	Report - progress of the Academy to the LGB
4. Scrutiny: Ethos - operation of the Trust & Academies against the agreed character, mission & ethos		Review	Report	Review	Report
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/MT

7.	<b>Compliance: Financial Oversight</b> - 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/MT
8.	<b>Compliance</b> - 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 Deliver		Deliver	
9.	<b>Trust Risk Register</b>		Review delivery	Deliver - management of corporate risk register	Review - Academy risk register	Deliver - management of Academy risk register
10.	<b>Appointments of Trustees and Governors</b> - ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies)	Deliver appointment of Trustees	Determine (in consultation with the LGBs) - policies and criteria for the selection of Trustees and Governors  Review - the Board's own performance & skills mix  Review - performance of the LGBs & skills mix	Report - to the Board on the performance of the LGBs  Review - annually the size, structure and composition and skill  Recommend - if appropriate changes to the size and composition of the LGBs  Subject to Trust Board agreement	Review - procedures for the election of staff and parent governors of the LGB  Review - own performance & skills mix	
11.	<b>Register of Interests</b>	Deliver	Deliver		Deliver	
12.	<b>Appointment of Clerk - Board and LGBs</b>		Deliver - appoint		Deliver - if	

		the clerk to the Board and to LGB's to ensure consistency		agreed by Chair of Trustees	
13. Policies - review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)		Determine	Deliver - presenting policies to the Board for approval  Report - material non-compliance to the Board	Review - all policies approved by the Board and Academy specific policies  Comply	Deliver - presenting Academy specific policies for approval by the LGB  Report - non-compliance to the LGB and the CEO/MT  Comply
14. Prepare terms of reference for LGB's and Committees		Deliver Review - annually	Develop	Consult	
15. Training programme for trustees and governors		Deliver	Develop	Deliver	Consult

EDUCATION AND CURRICULUM				
	Trustees	ESLT	LGB	Principal/Head
16. Academy Development Plan - for each Academy in line with strategic aims of the Trust	Determine - the Academy Development Plan in consultation with the appropriate LGB	Deliver - drafting and agreeing the Academy Development Plan	Recommend - Academy Development Plan to the Board	Work with the CEO/MT in producing the Academy Development Plan  Review - the Academy Development Plan
17. 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 propose KPIs to the Board  Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend - targets for performance of the Academy to the CEO/MT  Review - performance of the Academy and report to the CEO/MT  Deliver - holding leadership to account for delivery against KPIs	Recommend - targets for performance of the Academy to the LGB  Deliver - performance of the Academy against KPIs  Report - performance of the Academy to LGB

EDUCATION AND CURRICULUM				
	Trustees	ESLT	LGB	Principal
18. <b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the ESLT/MT  Appoint external review every 3 years	Deliver - supporting the Academies and intervening where appropriate	Review - at the Academy (including systems for quality assurance)	To deliver high quality teaching and learning across the schools  Report- strengths and concerns in the quality of teaching to LGB
19. <b>Curriculum</b> - setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum framework and standards  Review - effectiveness of the curriculum framework and standards across Trust	Deliver  Recommend	Consult  Review	Deliver
20. <b>Curriculum</b> - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.	Deliver	Recommend and Review	Review	Deliver
21. <b>Pupil Premium</b> - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review  Appoint external review if required	Report - to Board effectiveness of use of the Pupil Premium across Trust	Determine & Review - how Pupil Premium is spent at the Academy	Deliver  Report - on effectiveness of use of the Pupil Premium

22.	Collective worship arrangements for school without religious character	Deliver	Recommend	Review	Deliver
23.	Set admissions policy	Deliver	Develop	Review	Deliver
24.	Admission decisions			Deliver	Consult
25.	<p>Review - considering and evaluating performance of the Academies by:</p> <ul style="list-style-type: none"> <li>• reviewing progress against agreed budgets and KPIs</li> <li>• holding each academy's leadership to account for academic performance, quality of care and quality of provision</li> <li>• monitoring the overall effectiveness and efficiency of leadership and management at the Academies</li> </ul>	Review	Deliver	Review	Deliver and Report
26.	Self-evaluation - carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Deliver	Deliver	Deliver	Deliver
27.	Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies' strategic plans.	Review	Consult	Review	Deliver
28.	Report - termly to Board on performance	Review	Deliver	Review	Deliver
29.	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receiving reports from the Principal	Deliver - ensuring student issues are

			Report any material issues to the Board and the CEO	dealt with in accordance with Trust and Academy Policies  Report - to the LGB on any material issues
30. Academy Hours - setting the opening and closing times for the Academies	Determine - in consult with LGBs		Consult - with the Board	Comply
31. Term Dates and length of school day	Determine - in consult with LGBs		Consult - with the Board	Comply
32. All year round operating agreements	Determine - in consult with LGBs		Consult - with the Board	Comply
33. School lunch - ensure provided to appropriate nutritional standards			Review	Deliver
34. Provision of free school meals to those meeting criteria			Review	Deliver
35. Safeguarding - including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Review and appoint external reviewers every 2 years	Review	Deliver	Deliver
36. Stakeholder Engagement -  ▪ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students.	Deliver	Deliver	Deliver	Deliver



<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</li> </ul>				
<p>37. Ofsted Inspections Trust Support -</p> <ul style="list-style-type: none"> <li>• Board will liaise with Ofsted where MAT is inspected where it will assist with an Academy inspection.</li> <li>▪ ESLT will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</li> <li>▪ CEO will support LGBs and Principals/Headteachers for individual Academy inspections</li> </ul>	Deliver	Deliver	Support	Support
<p>38. Ofsted Inspections: Academies</p>	Review	Support	Deliver	Deliver

FINANCIAL				
	Trustees	ESLT	LGB	Principal/Head
39. Appointment of the Audit & Finance Committees	Deliver			
40. Appointment of the Accounting Officer	Deliver	Deliver - the Accounting Officer role		
41. Recommend appointment of External Auditors to the Members	Deliver			
42. Appointment of the Internal Auditors	Deliver			
43. Approve Annual Accounts	Approve for submission to the members	Deliver - arrange for auditing and filing of annual report and accounts	Comply - by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts	Comply - by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts
44. Scheme of Financial Delegation & Financial Policies -establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Approve  Comply	Deliver and report	Review and comply  Report - any issues of non-compliance to the ESLT	Comply and report

FINANCIAL				
	Trustees	ESLT	LGB	Principal/Head
45. Bank Accounts - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend		
46. 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	Recommend a funding model to the Board and LGB for approval Review	Consult - with the Board and CEO Review - compliance with the overall financial plan for the Academy	Comply
47. Trust Annual Budget - formulating and setting the Trust wide budget	Approve as defined in the Scheme of Financial Delegation	Review and deliver	Review and approve	Deliver
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)	Approve - as defined in the Scheme of Financial Delegation	Review and submit Academy budgets to the ESFA	Consult - with CEO & CFO in respect of the Academy's requirements Comply Approve within permitted limits (as defined in the Scheme of Financial Delegation) any variances	Deliver - in consultation with CFO  Comply

FINANCIAL				
	Trustees	ESLT	LGB	Principal/Head
49. Investments - agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation	Determine and review delivery	Deliver	Review	Deliver

HR AND OPERATIONS				
	Trustees	ESLT	LGB	Principal/Head
50. Appointing the CEO and CFO	Appoint			
51. Appointing the Principals at each Academy	Approve -in consultation with the CEO/ LGBs	Recommend - sit on appointment panel along with, 2 Trustees & 2 representatives of the relevant LGB [5 in total]	Recommend - [two representatives] to sit on the appointment panel with the CEO & 2 Trustees]	
52. Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board in consultation with the LGBs and Principals for any cross MAT services not currently provided as part of the top slice agreement	Consult when not currently provided as part of the top slice agreement	Consult when not currently provided as part of the top slice agreement
53. Appointing Academy SLT (excluding Principal)		Consult	Recommend	Appoint
54. Appointing Academy Staff (excluding SLT & Principal)		Consult	Recommend	Appoint
55. Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Review and Approve	Determine and Comply	Review	Comply
56. Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Appraise with external advisor in respect of CEO Receive reports - in	Appraise - in respect of Principals and cross Trust staff (and	Appraise with CEO and external advisors if applicable	Appraise - in respect of all other staff Report - annually

	respect of appraisal arrangements and outcomes Review - any appeals in respect of the Principals and cross academy staff	any appeals from Academy staff) Review - and Report - (annually) to the Board on appraisal arrangements and outcomes	Review - any appeals respect of all other staff	to the ESLT on appraisal arrangements and outcomes
57. Setting Terms and Conditions of Employment and Staff Handbook	Determine - and consider any proposals by LGBs to make amendments	Recommend	Consult - report to Board on any suggested changes to the Academy's terms and conditions	Comply
58. Dismissing CEO, CFO, Principals, cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Determine - in respect of: <ul style="list-style-type: none"> <li>▪ the CEO and CFO</li> <li>▪ Headteachers</li> <li>▪ Cross-Trust staff</li> </ul>	Consult - in respect of Principals and cross academy staff Report - any dismissals to the Board	Review - in respect of the Principal of the Academy in consultation with the CEO and Executive Head	
59. Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report - to the Board	Review (in consultation with the CEO) Report - to the CEO	Deliver
60. Setting trust wide procurement policies (for all suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the	Determine	Deliver	Comply	Comply

Trust's procurement policy				

HR AND OPERATIONS				
	Trustees	ESLT	LGB	Principal
61. Enter into contracts - up to limit of delegation set out in Scheme of Financial Delegation	Deliver	Deliver	Review	Deliver
62. Determining and allocating central services provided to the Academies by the Trust	Determine (in consultation with the LGBs and CEO)	Deliver- on recommending the allocation of services to the Board	Consult	Comply
63. Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report - to the Board at termly Chair meetings	
64. Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained	Determine - Trust wide policy including appointing external asset reviews every 3 years	Recommend	Determine - academy plan in accordance with Trust policy Review delivery of academy plan	Deliver - in accordance with Academy policy
65. Acquiring and disposing of Trust land	Deliver (in consultation with the LGB)	Recommend and review	Recommend	Recommend
66. Changing use of Assets	Deliver	Recommend and review	Recommend to the Board of any changes to fixed assets used by the Academy	Recommend
67. Arranging insurance for the Trust	Review	Deliver	Review	Comply
68. Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to	Review	Deliver - Trust wide activities	Comply and Recommend	Comply and Recommend



the wider community				
69. Information management policies and information management systems - including implementation and adoption of following policies for information security and compliance with Fof and DPA legislation, GDPR and maintaining accurate records (staff, student)	Determine Approve and appoint DPO and Advisors	Report, recommend and deliver	Comply	Comply
70. Academy Prospectus		Review and approve	Deliver	Recommend
71. Trust Prospectus and website	Review and approve	Deliver		
72. Workload and wellbeing - determining a Trust wide health and wellbeing framework including workload review	Determine and review	Determine	Review	Consult and comply
73. Career development - provide reasonable and practical opportunities for cross Trust support for talented staff	Determine and review	Determine	Review	Consult and comply

**Note: Note: Due to duplication the following points were deleted:**

Reviewing discipline and grievance policy

Setting Academy specific procurement policies: in accordance with the Funding Agreement Academies Financial Handbook and the Trust's procurement policy

In this Scheme the phrases used above have the following meanings:

**CEO:** where a task is allocated to the CEO it will be actioned by the CEO through the Management Team.

**CFO:** where a task is allocated to the CEO it will be actioned by the CEO through the Management Teams.

**Chair:** means the chair of the board of Trustees.

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

**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 this will be at Trust level. In the case of the Principal/Head 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.

**ESLT:** means the Trust's executive senior leadership team.

**Management Team or MT:** means the schools senior management team.

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

- the CEO they will be making recommendations to the Board and/or LGB (as appropriate)
- the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Principal/Head (as appropriate)
- the Principal/Head 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:

- the CEO they will be making reports to the Board and/or LGB (as appropriate)
- the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate)
- the Principal/Head 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:

- the Board they will be reviewing the CEO and/or LGB (as appropriate)
- the CEO they will be reviewing the Principal/Head
- the LGB they will be reviewing the Principal/Head and his/her leadership team.

**Support:** the individual/group that should support completing a particular task