**Scheme of Delegation**

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| **Key** |
|  Action to be undertaken at this level  A Provide advice and support to those accountable for decision making <> Direction of advice and support |
| Level 1: Members  Level 2: Board of Trustees  Level 3: Accounting Officer  Level 4: Academy Council  Level 5: Academy Principal |

**Approved:** March 2017

**Reviewed and Revised by the Board on 12 December 2018**

**Guidance notes:**

The Board of Directors ultimately is accountable and responsible for the governance of each academy. However the Trust recognises the benefits of the local skills, knowledge, and commitment required to support and challenge those who work within each academy to ensure the best outcomes for its children and young people. Unity MAT will therefore establish Local Academy Councils made up of local stakeholders in a manner and at a time the Directors consider appropriate.

This scheme of delegation sets out the decision making levels and responsibilities for the Members, Trustees, AO, Local Academy Councils, and Academy Principals. The Local Academy Councils will have an important role in supporting governance generally within the Trust and in particular monitoring standards by holding the Academy Principal to account for all aspects of the students’ experience within the academy thus ensuring the Trust’s Christian values and ethos are upheld**.** The Board want to ensure that there is strong communication between the Board and the Local Academy Councils and the Academy Council Chair may be invited as and when appropriate to attend Board meetings. The scrutiny and consultative role of an Academy Council is vital to the success of the Trust.

This document should be read in conjunction with the Memorandum and Articles of Association, the Master Funding Agreement, the Supplemental Funding Agreement, the DfE Governance Handbook, the process for appointments to Local Academy Councils within the Unity MAT, the Financial Procedures and Policy Manual, and other documents and guidance produced by Unity MAT from time to time.

**This scheme of delegation provides for certain functions to be carried out by one or more of the following:**

# The Members

The Members are akin to shareholders in a commercial company and have ultimate control over the direction of the Academy Trust through the appointment of Directors and control of the governance structure of the Unity Board.

# The Trust Board

The Trust Board is a Board of Directors that has responsibility for the effective running of the Trust and the individual academies within it. The Board may decide to form committees to carry out certain of its functions. The term ‘Trust Board’ will therefore include any such committees/boards that may be formed from time to time.

# The Accounting Officer

A significant number of responsibilities under the scheme of delegation lie with the AO. The AO is personally responsible to parliament as well as being accountable to the Board.

# Academy Council

The Academy Council is essentially a committee of the Trust which has delegated powers in order to oversee the running of its individual academy. It is essential that the Academy Council focusses attention on strategic activity and holding the school to account. The Academy Council is expected to manage its workload to undertake all of the delegated responsibilities but may, if considered necessary, choose to delegate some of these powers to the Principal as it deems fit to fulfil its responsibilities, but with the understanding that the ultimate responsibility lies with the Academy Council.

Reference to the DfE Governance Handbook and training provided or suggested by the Diocesan Board of Education is essential for all members of the Academy Council.

**The Role of the Academy Council**

1. Overseeing the whole pupil experience in the academy.
2. Agreeing with the SLT the key improvement and development priorities for the academy; formulate these into an academy improvement plan. Present this to the Trust Board for approval.
3. Monitoring and holding to account the Academy Principal and the SLT for the implementation of the academy improvement plan.
4. Develop the Christian Ethos within the academy in conjunction with the Trust.
5. Understand and review pupil progress and attainment across the whole academy and for all distinct groups.
6. Review the application and impact of dedicated funding streams on outcomes.
7. Ensuring high quality Leadership and Management, including support for the SLT as a team.
8. Evaluate the curriculum offer.
9. Ensure the welfare and development of pupils including safeguarding, in liaison with Trust Board members.
10. Prepare for Ofsted and SIAMS inspections.
11. Hold leadership to account for performance management procedures and outcomes in liaison with Trust Board Members.
12. Maintain oversight of the standards of teaching and responsiveness of staff to CPD.
13. Encourage a broad and positive stakeholder engagement.
14. Oversee building developments.
15. Monitor and evaluate health and safety arrangements and provision.

# Principal

In this document, the term ‘Principal’ is used whereas in some schools, ‘Headteacher’ or ‘Head of School’ is used; where it says Principal, this can be read to also mean Headteacher or Head of School. The Principal will be assigned delegated powers but may choose to delegate these further to another member of staff e.g. Business Manager or Assistant headteacher. Where the document refers to Principal, this may include other staff members who have been delegated responsibilities with the understanding that the ultimate responsibility lies with the Principal.

**In all cases the Unity MAT Board is accountable directly to the Secretary of State for each academy and thus has overall responsibility in all areas regardless of delegated powers.**

Unity MAT reserves the right to overrule this scheme if at any point it judges the Academy Council is not providing good delegated governance and acting in the best interests of the academy. This may be triggered by poor assessment outcomes, a deterioration in the quality of teaching and learning, mismanagement of the budget or acting in a manner that does not reflect the vision and values of the Trust. It is expected that this would only occur in exceptional circumstances and the Academy Council will be given warning of any concerns.

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| **Governance framework - People** | **Delegation** | | | |  | |
| **Decision** | **Members** | **Trust Board** | **AO** |  | **Academy Council** | **Academy Principal** |
| Members: appoint and remove |  |  |  |  |  |  |
| Trustees: appoint and remove |  |  |  |  |  |  |
| Role descriptions for Members |  |  |  |  |  |  |
| Role descriptions for Trustees/Chair/specific roles/  Committee/AC members: agree |  |  | <A |  |  |  |
| Parent Trustee/committee member: elected/appointed |  |  |  |  |  |  |
| Parent/Staff/Foundation/Community/ AC members: elected/appointed |  |  |  |  |  |  |
| Committee chairs: appoint and remove |  |  | <A |  |  |  |
| Academy Council |  |  |  |  |  |  |
| Clerk to the Board: appoint and remove |  |  |  |  |  |  |
| Clerk to Academy Council: appoint and remove |  |  |  |  |  |  |
| **Governance framework - Systems and structures** | **Delegation** | | | |  | |
| **Decision** | **Members** | **Trust Board** | **AO** |  | **Academy Council** | **Academy Principal** |
| Articles of Association: agree and review |  | <A |  |  |  |  |
| Governance structure (committees) for the Trust: establish and review annually |  |  | <A |  |  |  |
| Terms of reference for Trust committees (including audit if required, and scheme for Academy Council committees): agree annually as required |  |  | <A |  |  |  |
| Terms of reference for Academy Council: agree and review annually |  |  | <A |  |  |  |
| Skills audit: complete and recruit to fill gaps |  |  | <A> |  |  | A |
| Annual self-review of Trust Board and committee performance:  complete periodically |  |  |  |  |  |  |
| Annual self-review of AC performance: complete periodically |  |  |  |  |  |  |
| Chair’s performance: carry out 360 review periodically |  |  |  |  |  |  |
| Trustee/Council member contribution: review periodically |  |  |  |  |  |  |
| Succession: plan |  |  | <A> |  |  | A |
| Annual schedule of business for Trust Board: agree |  |  | <A |  |  |  |
| Annual schedule of business for Academy Council: agree |  |  | A> |  |  | A |

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| **Reporting** | **Delegation** | | | | |
| **Decision** | **Members** | **Trust Board** | **AO** | **Academy Council** | **Academy Principal** |
| Trust governance details on Trust and academies’ websites: ensure |  |  | <A |  |  |
| Academy governance details on academy website: ensure |  |  | <A |  |  |
| Register of all interests, business, pecuniary, loyalty for  Members/Trustees/Council members: establish and publish |  |  | <A |  |  |
| Annual report on performance of the Trust: submit to Members and publish |  |  | <A |  |  |
| Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit |  |  | <A |  |  |
| Annual report on work of Academy Council: submit to Trust and publish |  |  |  |  | A |
| **Being strategic** | **Delegation** | | | | |
| **Decision** | **Members** | **Trust Board** | **AO** | **Academy Council** | **Academy Principal** |
| Determine Trust-wide policies which reflect the Trust’s Christian ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and Freedom of Information (FOI); staffing policies including capability, discipline, conduct and grievance: approve  Determine guiding principles for school level policies for example Special Educational Needs and Disabilities (SEND); safeguarding and child protection; curriculum; behaviour: approve |  |  | <A |  |  |
| Determine school-level policies which reflect the Trust’s Christian ethos and values to include e.g. (Special Educational Needs and Disabilities (SEND); safeguarding and child protection; curriculum; behaviour:  approve |  |  |  |  | A |
| Central spend/top slice: agree |  |  | <A |  |  |
| Management of risk: establish register, review and monitor |  |  | <A> | <A | A |
| Engagement with stakeholders |  |  |  |  |  |
| Trust’s Christian vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine |  |  | <A |  |  |

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| School Christian vision and strategy, agreeing key priorities and key performance indicators (KPIs) which are consistent with those of the Trust against which progress towards achieving the vision can be measured: determine |  | A> |  |  | A |
| Accounting Officer: appoint and dismiss |  |  |  |  |  |
| Academy Principal: appoint and dismiss |  |  |  |  |  |
| Budget plan to support delivery of Trust key priorities: agree |  |  | <A |  |  |
| Budget plan to support delivery of school key priorities: agree |  |  | <A | <A |  |
| Trust’s staffing structure: agree |  |  | <A |  |  |
| School staffing structure: agree |  |  | <A | <A | A |
| **Holding to account** | **Delegation** | | | | |
| **Decision** | **Members** | **Trust Board** | **AO** | **Academy Council** | **Academy Principal** |
| Auditing and reporting arrangements for matters of compliance (e.g.  safeguarding, health and safety (H&S), employment): agree |  |  | <A> | A | A |
| Reporting arrangements for progress on key priorities: agree Standards as a key KPI |  |  | <A> |  | A |
| Performance management of the AO: undertake |  |  |  |  |  |
| Performance management of Academy Principal: undertake |  |  |  | <A |  |
| Trustee monitoring: agree arrangements |  |  |  |  |  |
| Academy Council monitoring: agree arrangements |  | A> |  |  |  |
| **Staffing delegation** | **Delegation** | | | | |
| **Decision** | **Members** | **Trust Board** | **AO** | **Academy Council** | **Academy Principal** |
| Appointment of Senior Leaders other than the Academy Principal |  | A> |  |  | <A |
| Appointment of other school staff |  |  |  |  |  |
| Dismissal of Senior Leaders other than the Academy Principal |  | A> |  |  | <A |
| Dismissal of other school staff |  | A> |  | <<A> |  |
| Pay on appointment and progression for the Academy Principal |  |  |  | <<A> |  |
| Pay on appointment and progression for Senior Leaders |  | A> |  |  | <A |
| Pay on appointment and progression for all other teaching staff |  |  |  |  | <A |
| Pay on appointment for all other support staff |  |  |  |  |  |
| Role descriptions for Senior Leaders |  |  |  |  |  |
| Role descriptions for other school staff |  |  |  |  |  |

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| **Ensuring financial probity** |  |  | **Delegation** | |  |
| **Decision** | **Members** | **Trust Board** | **AO** | **Academy Council** | **Academy Principal** |
| Accounting Officer for delivery of Trust’s detailed accounting processes:  appoint |  |  |  |  |  |
| Trust’s scheme of financial delegation: establish and review |  |  | <A |  |  |
| Academy Finance Manual |  |  | <A > |  | <A |
| External auditors’ report: receive and respond |  |  | <A |  |  |
| AO pay award: agree |  |  |  |  |  |
| Academy Principal pay award: agree |  |  |  | <A |  |
| Staff appraisal procedure and pay progression: monitor and agree |  |  |  | A> |  |
| Benchmarking and Trust-wide value for money: ensure robustness |  |  | <A |  |  |
| Benchmarking and academy value for money: ensure robustness |  |  | <A |  | <A |
| Develop Trust-wide procurement strategies and efficiency savings |  |  | <A |  |  |