



Eastern Multi Academy Trust: Scheme of Delegation October 2021

Scheme of Delegation Overview

The scheme of delegation sets out the Trust's approach to delegations between the different layers of governance within the Trust. The CEO is the line manager of the Executive Leadership Team and the Regional Directors. The Regional Directors line manage the Principal team.

In this document the phrases used have the following meanings:

√	Action undertaken at this level. Please see individual Terms of Reference for further details
A	Advice and Support given from this committee/individual to those accountable for decision making
< ^ >	Indicates the direction of the advice and support towards whom the advice is provided
D	Delegation of specific duties
Board	Board of Trustees
Audit	Audit & Risk Committee of the Board
HR	Human Resources and Wellbeing Committee of the Board
F&O	Finance and Operations Committee of the Board
AC	Academy Councils
IEB	Interim Executive Board
H&SC	Health & Safety Committee
CEO	Chief Executive Officer
CFO	Chief Finance Officer
DP&C	Director of People & Culture
RDE	Regional Director of Education
P	Principal/Executive Principal

For the purposes of this document, the term Principal applies to Executive Principal and Principal.

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

Area	Function	Members	Board	Audit	F&O	HR	AC/ IEB	Principal	Executive Team
Strategic direction	Setting the vision, values and strategic aims of the Trust		√						
	Setting the vision, values and strategic aims of the Academy (aligned to those of the Trust)							√	<A RDE
	Trust Strategic Plan: establish & monitor		√						<A CEO
	Academy Development Plan: establish							√	<A RDE
	Academy Development Plan: approve & monitor		√				<A		<A RDE
	Academy self-evaluation process: evaluate & monitor						A>	√	<A RDE
	Management of risk: establish & monitor Trust Risk Register & risk management systems		√	<A					<A CFO
	Management of risk: establish & monitor Academy Risk Register				A>		A>	√	<A CFO RDE
	Management of Trust resources – financial, human etc		√	<A	<A	<A			
Communication	Provide a national voice for the Trust, managing reputation & identity with national & regional parties		A>						√ CEO
	Provide a local voice for Trust & academies, managing reputation & identity with local & regional parties						√	√	√ RDE

Area	Function	Members	Board	Audit	F&O	HR	AC/ IEB	Principal	Executive Team
Financial & Operational Management	Budget plan for Trust/Academies: agree & approve		√		<A				<A CEO/CFO
	Budget plan for Trust: monitor		√		√				<A CEO/CFO
	Budget plan for Academy: develop				A>		A>	√	<A CFO
	Budget plan for Academy: monitor				√		<A		<A CFO
	DfE indicative funding of Academies: consider & assess implications				√				<A CFO
	Academy budget headings & areas of expenditure: receive & recommend, incl. level & use of contingency funds or balances				√				<A CEO/CFO
	Income & expenditure: monitor, review & ensure compliance with Trust Financial Plan & Academy Trust Handbook				√		<A		<A CFO
	Financial procedures: approve in accordance with legal & DfE requirements, best practice & auditor recommendations		√						<A CFO
	Financial procedures: monitor & review to ensure effective implementation & operation incl. bank account arrangements; recommend improvements				√	√			<A CFO
	Financial Statements/Annual Report: approve		√						<A CFO
	Financial Statements/Annual Report: receive	√							<A CFO
	Financial Statements/Annual Report: receive, review & make recommendations to Board				√	√			<A CFO
	Auditors' reports: receive, consider & recommend action to findings & good practice				√				<A CFO

Area	Function	Members	Board	Audit	F&O	HR	AC/ IEB	Principal	Executive Team
Financial & Operational Management	External Audit: determine nature & scope			√					<A CFO
	Internal control systems: establish		√	<A					<A CFO
	Internal control systems of Trust & Academies: review effectiveness			√					<A CFO
	Internal Audit provision: ensure it meets relevant standards & is compliant with guidelines			√					<A CFO
	Appointment of external auditors	√	<A	<A					<A CFO
	Trust's internal and external financial statements & reports: review to ensure sound financial management & good practice				√				<A CFO
	Security of premises & equipment: establish							√	<A RDE
	Security of premises & equipment: oversee & monitor academy activities					√	<A	<A	<A RDE
	Premises related funding bids: oversee					√			<A CFO
	Building Development Programme & Asset Management Plan: approve		√		<A				<A CFO
	Capital development projects: monitor academy activities, advise & make recommendations to Board					√	<A	<A	<A CFO
	Insurance arrangements: oversee				√				<A CFO
	Health & Safety: oversee & monitor Trust/ Academy policies & procedures				√			√	<A H&SC

Area	Function	Members	Board	Audit	F&O	HR	AC/ IEB	Principal	Executive Team
Financial & Operational Management	Health & Safety: ensure risk assessment processes in place			√			√	<A H&SC	<A CFO
	Health & Safety: receive reports and delegate necessary actions		√						<A CFO
	Risk Management: approve policy framework, receive & consider reports			√					<A CFO
	IT: receive reports and delegate necessary actions		√						<A CEO/CFO
	IT: oversee & monitor Trust / Academy strategy, developments & implementation					√			<A CFO
	Information Security: receive reports and delegate necessary actions		√						<A CFO
	Information Security: oversee & monitor policies & procedures				√				<A CFO
	Information Security: monitor & review procedures for ensuring effective implementation & operation of information security control processes				√				<A CFO

Area	Function	Members	Board	Audit	F&R	HR	AC/ IEB	Principal	Executive Team
Governance	Members: appoint/remove	√							<A Clerk to Board
	Member-appointed Trustees: appoint/remove	√							<A Clerk to Board
	Co-opted Trustees: appoint/remove		√						<A Clerk to Board
	Trust-appointed Academy Council members: appoint/remove								VRDE <A Clerk to Board
	Co-opted Academy Council members: appoint/remove						√		<A VRDE <A Clerk to Board
	Board/ Board Committee Chairs/Vice Chairs: appoint/remove		√						<A Clerk to Board
	Academy Council Chairs: appoint/remove		√						<A RDE/Clerk to Board
	Company Secretary: appoint/remove		√						
	Clerk to Board: appoint/remove		√						
	Clerk to Academy Council: appoint/remove								√CEO
	Articles of Association: agree & review	√	<A						<A CEO/Clerk to Board

Area	Function	Members	Board	Audit	F&R	HR	AC/ IEB	Principal	Executive Team
Governance	Governance Structure (Committees) for the Trust: Establish & Review		√						<A CEO/Clerk to Board
	Scheme of Delegation: Agree & Review		√						<A Clerk to Board
	Terms of Reference for Trust Committees: Agree & Review		√						<A Clerk to Board
	Policies & procedures: establish, approve & review (delegated in accordance with Policy Approval Schedule)		√	D	D	D	D	<A	<CEO/CFO/ RDE/Clerk to Board
	Financial Regulations and Procedures: Approve		√	A>	<A				<A CFO
	Register of Business & Pecuniary Interests for Members/Trustees/Academy Council members: Establish, maintain & publish								√ Clerk to Board
	Register of Business & Pecuniary Interests for Central Trust Staff: Establish & maintain								√ Company Secretary
	Register of Business & Pecuniary Interests for Academy Senior Staff: Establish & maintain							√	
	Skills audit of AC: Complete & recruit to fill gaps						√		<A RDE
	Self-review of Board performance		√						<A Clerk to Board
	Self-review of AC performance						√		<A Clerk to AC
Annual schedule of business for Trust Board: Agree			√					<A Clerk to Board	

Function	Members	Board	Audit	F&R	HR	AC/ IEB	Principal	Executive Team
Annual schedule of business for AC: Agree						√		<A Clerk to AC
Annual Report and Financial Statements: approve		√	<A					
Compliance with legislative requirements		√						
Standards of Conduct & Values: establish		√						
Accounting Officer: Appoint		√						

Area	Function	Members	Board	Audit	F&R	HR	AC/ IEB	Principal	Executive Team
HR & Staffing	Chief Executive Officer: Appoint/Remove		√						< A DP&C
	Chief Financial Officer: appoint		√						< A DP&C
	Academy Principals: Appoint/Remove		√						<A CEO/ DP&C
	Executive Directors & Senior Central Post Holders: Appoint/Remove		>A						√ CEO ^A DP&C
	Trust Senior Staffing Structure: agree & review		√					<A	< A CEO & DP&C
	Academy Staffing Structure: agree				A>	√		<A	< A DP&C
	Performance Management of CEO: undertake								√ Chair of Board
	Performance Management of Academy Principals & Senior Central Post Holders: undertake						A>		√ Line Managers
	Performance Management of staff (other than Principals & Senior Central Posts)								√ Line Managers
	Pay Policy: approve		√					<A	< A DP&C
	Cost of living pay awards for teachers & leadership including related allowances: approve		√					<A	< A DP&C
	Cost of living pay award for support staff: approve		√					<A	< A DP&C
Staff wellbeing		√						< A DP&C	

Area	Function	Members	Board	Audit	F&R	HR	AC/ IEB	Principal	Executive Team
HR & Staffing	Cost of living pay award for Trust senior postholders on management contracts & outside the pay review mechanisms above: approve		√			<A			< A DP&C
	Outcomes of annual performance appraisal processes in relation to incremental progression for teachers, leadership and support staff: approve					√			< A DP&C
	Outcomes of annual performance management and appraisal processes for central Trust senior postholders on management contracts: approve		√			<A			< A DP&C
	Terms & conditions including remuneration for central Trust senior post-holders on management contracts: approve		√			<A			< A DP&C
	Terms & conditions including remuneration for central Trust staff posts (other than central Trust senior post-holders on management contracts): determine					√			< A DP&C
	Staff Appraisal Policy: agree policy & review process & procedure in line with policy					√			< A DP&C
	Personnel Policies: develop, review, oversee implementation & monitor impact via KPIs					√			< A DP&C
	Pay outside Pay Policy guidelines: approve		√			<A		<A	< A DP&C
	Additional payments awarded by Principals outside set budget parameters: monitor					√			<A CEO
	Appoint/remove staff (other than Principals & Senior Central Posts or as mentioned above)							√	√CEO

Area	Function	Members	Board	Audit	F&R	HR	AC/ IEB	Principal	Executive Team
Safeguarding	Safeguarding Policy & Procedures: approve		VD				<A		<A RDE
	Safeguarding Policy & Procedures: review & monitor		√				<A	<A	<A RDE
	Safeguarding Annual Report: receive		√			A>			<A RDE
	Safeguarding Systems: ensure systems in place to ensure implementation			√					<A RDE
	Safeguarding Audits of Academies								√ RDE
	Safeguarding Training: provision and monitoring						A>	√	<A DP&C RDE
	Safeguarding: ensure local procedures are in place						√	√	<A DP&C/RDE

Area	Function	Members	Board	Audit	F&R	HR	AC/ IEB	Principal	Executive Team
Student Development	Academic Performance: setting targets		√				<A	<A	<A RDE
	Academic Performance: monitor & review student progress, attainment & achievement against targets		√				<A	<A	<A RDE
	Academy Improvement/ Raising Standards						A>	VP	<A RDE
	Holding the Principal & staff to account for performance		√				<A		<A RDE
	Admissions		√				<A	<A	<A RDE
	Behaviour, Attendance & Wellbeing of Students: review & monitor		√				<A	<A	<A RDE
	Curriculum: review & monitor scope, impact & implications		√				<A	<A	<A RDE
	Curriculum: develop/ ensure compliant with legal requirements & funding agreement						A>	√	<A RDE
	Spiritual, Moral, Social & Cultural (SMSC)/ Personal Social Health Education (PSHE) & Citizenship development						A>	√	<A RDE
	British Values & strategies to avoid radicalisation: promote & monitor impact						A>	√	<A RDE
	Teaching & Learning: monitor quality						>A	√	<A RDE
	Selected Groups e.g. SEND/EAL/Pupil Premium/Most Able: monitor progress & provision			√				<A	<A
Inclusion, equality & diversity: promote & monitor			√				A>	√	<A RDE

Function	Members	Board	Audit	F&R	HR	AC/ IEB	Principal	Executive Team
Pupil Exclusions: policy & procedure		√				<A	<A	<A RDE
Pupil Exclusions: provide members for panels, as required						√		<A Clerk to AC
Complaints: approval of policy & procedure			√			<A	<A	<A DP&C/ RDE
Term time dates: set		√				<A	<A	<A RDE
To ensure there are at least 2 parent members on each Academy Council		√					√	<A RDE
Ensure systems are in place to gain parental views		√					<A	<A RDE
Monitor and act upon parental feedback						√	<A	
Attend parent events and support the academy						√		
Monitoring provision of careers guidance with regard to statutory requirements.		√				√	<A	<A RDE