



# WOODBIDGE TRUST

## Scheme of Delegation

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Woodbridge Trust is a multi-academy trust (MAT). The Board of Directors (Trustees) of the Trust is accountable in law for all decisions about its academies. However, this does not mean that the Board is required to make all the decisions itself. Many decisions can and should be delegated to the Academy Leadership team and local committees. It is vital that the decision to delegate a function is made by the board of Directors and is recorded. Without such formal delegation, the individual or committee has no power to act.

## **1. Purpose**

The Scheme of Delegation (SoD) has been developed to clarify and define the responsibilities and powers of the board of trustees, school committees and members of staff employed at the Schools in respect of key aspects of the management of the Schools and to ensure compliance with legal requirements and, where appropriate, Local Authority policies. The delegations set out in this Scheme are delegated to the specified committees/individuals of the board of trustees and post holders employed at the School.

## **2. Duties / Responsibilities**

Delegations cannot be exercised other than by the designated person or committee unless otherwise directed or agreed by Woodbridge Academy Trust. In the absence or incapacity of the Executive Head teacher, the delegations stand delegated to the Academy Leadership Team unless otherwise directed or agreed by Woodbridge Academy Trust

Instead of exercising her/his delegated powers a post holder or committee/designated lead trustee may refer the matter to the Board of Trustees. The scheme will be reviewed at the first meeting of Trust Board in each academic year and is made without prejudice to the powers and duties of the Board of Trustees.

## **3. The role of Members**

The Members of the Trust have a different status from Trustees. They are the signatories to the memorandum of association and will have agreed the Trust's articles of association (a document which outlines the governance structure and how the Trust will operate). The articles of association will also describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's articles of association.

While Members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the Members and the Trust Board, and in line with DfE expectations, not all Members should be Trustees. Members are not permitted to be employees of the academy trust.

#### **4. The role of Trustees (Directors)**

The Trustees are charity trustees (within the terms of section 177(1) of the Charities Act 2011) as well as Directors of the company limited by guarantee and are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the memorandum and articles of association. The Board of Trustees is the accountable body for the performance of all academies within the Trust and as such must:

- Ensure clarity of vision, ethos and strategic direction
- Hold the CEO to account for the educational performance of the schools and their pupils, and the performance management of staff
- Oversee the financial performance of the Trust and make sure its money is well spent

Because Trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

The Trust Board is permitted to exercise all the powers of the academy trust. The Trust Board will delegate to the Academy Leadership team responsibility for the day to day operations of the Trust. The Trustees can determine whether to delegate any governance functions.

The Trust has the right to review and adapt its governance structure at any time, including the removal of delegated powers.

#### **5. The role of Local Committees**

The Trustees will establish committees for the purpose of providing advice and support, informing the overall work of the Trust Board. However these committees are not legally responsible or accountable for statutory functions – the Trust Board retains overall accountability and responsibility. The responsibilities of local committees are set out in their terms of reference. The Trust Board may appoint committee members and committee chairs.

#### **6. The role of the Academy Leadership Team**

The Academy Leadership team consists of the CEO / Executive Head, CFO / Finance Director, Director of School Improvement, Heads of School and Service and any other relevant employee as designated by the Trust Board.

The Academy Leadership team has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies

The CEO / Executive Head is the accounting officer, as such they have responsibility for the operation of the academy trust's financial responsibility and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money.

## **7. The role of Academy Head Teachers / Heads of School / Heads of Service**

The academy Head teachers / Heads of Schools are responsible for the day to day management of their academy. Head teachers / Heads of Schools / Heads of Service are managed by the Executive Head teacher.

## **8. Powers to Be Exercised Only by the Trust Board**

None of the responsibilities in this paragraph may be further delegated.

1. Only the Trust Board may:
  - a. Change the Constitution of the Board of Trustees,
  - b. Decide on a change of school category,
  - c. Delegate functions,
  - d. Establish local committees,
  - e. Apply to change the governing documents,
  - f. Appoint Auditors
2. Only the Trust Board may:
  - a. Appoint the Company Secretary,
  - b. Appoint or remove members of the Audit Committee,
  - c. Co-opt persons on to the Board of Trustees or Trust Board,
  - d. Suspend Trustees
3. Additionally, the Trust Board has decided not to delegate the following:
  - a. The Performance Management Review of the Executive Head teacher,
  - b. Any changes in the times of school sessions and dates of term and holidays
  - c. Appointment of the Executive Head teacher, Appointment of the Heads of School and Chief Finance Officer
  - d. Approve the consolidated budget,
  - e. Approve the Annual Report and Accounts,
  - f. Implementation and monitoring of all policies,

**STRATEGY AND LEADERSHIP**

	<b>Trustees</b>	<b>CEO / Exec Head</b>	<b>CFO / Finance Director / Director of School Improvement</b>	<b>Academy Committees</b>	<b>Head teacher / Head of School</b>
<b>Set strategic objectives of the Trust &amp; Academies</b>	Determine	Develop - in consultation with Committees and Head teacher / Head of School	Consult - When appropriate	Recommend	Consult - in the case of their Academy
<b>Deliver strategic objectives of the Trust &amp; Academies</b>	Review	Deliver	Deliver	Review	Deliver
<b>Review &amp; challenge</b> - progress of the Trust against its strategic objectives and KPIs	Review	Report  Review - reports from Committees / Head teachers / Head of School	Report  Review - reports from Committees / Head teachers / Head of School / Business Managers	Review - progress of Academies  Report - progress to CEO / CFO & Board	Report - progress of Academy to Committees
<b>Compliance:</b> Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review	Deliver	Deliver / Comply	Comply	Comply
<b>Compliance:</b> Regulatory - with all regulations affecting the Trust (including charity law, company law, employment law, health & safety)	Review	Deliver	Deliver	Review	Deliver
<b>Compliance:</b> Financial Oversight - ensuring that these 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 - at an academy level  Deliver / Advise Report - to CEO	Review	Deliver  Report - to committee & CEO/ CFO
<b>Compliance:</b> Completing the register of business interests and put in place procedures to deal with any conflicts of interest and	Determine - policies to ensure compliance Deliver			Deliver	
<b>Appointment of Trustees and Committee members</b>	Determine - policies and criteria for selection of Trustees and Committee members  Review - the Boards's own performance  Review - performance of committees	Report - performance of committees  Review/ Recommend changes - annually the size, structure and composition and skills determines of committees		Review - procedures for election of staff and parent committee members  Review - own performance	Support - the CEO in reviewing the size, structure and composition and skills determines of local committees
<b>Appointment of the Responsible Officer and Audit Committee</b>	Deliver - appoint Responsible Officer	Deliver - the Responsible Officer role	Review - compliance at Academy level Report - to Responsible Officer		
<b>Appointment of Clerk</b> - Board and Local Committees	Deliver - appoint the clerk			Consult - in connection with appointment of the local committee clerk	
<b>Policies:</b> Review and approval of Trust Wide Policies	Determine	Deliver	Deliver	Review	Deliver
<b>Prepare terms of reference for local committees</b>	Deliver	Develop	Develop		
<b>Training programmes for trustees and committee members</b>	Deliver	Develop		Deliver	

**EDUCATION AND CURRICULUM**

	<b>Trustees</b>	<b>CEO / Exec Head / Director of School Improvement</b>	<b>Academy Committees</b>	<b>Head teacher / Head of School</b>
<b>Academy Development Plan:</b> for each Academy in line with strategic aims (and improvement plan of the Trust)	Determine - the Trusts Development Plan in consultation with the Exec Head	Deliver - drafting and agreeing each Academy improvement Plan	Determine - Academy Improvement Plan and share overall academy aims with Trustees	Work with the Exec Head in producing each Academy Development Plan Deliver / Develop
<b>Key Performance Indicators:</b> setting and reviewing performance of the Trust & Academies	Determine - Trust wide and Academy KPI's  Review - performance against KPI's	Consult - with Local Committees and propose KPI's to the Board  Receive Reports - from the committees and report performance of the committees against KPI's	Recommend - targets for performance of the Academy to the CEO  Review - performance of the Academy and report to CEO	Deliver - performance of the Academy against KPI's  Report - performance of the Academy to Local Committee
<b>Quality of Teaching:</b> ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the CEO	Deliver - supporting the Academies and intervening where appropriate  Report - to Trustees	Review - progress of Academies	Review - management of staff to ensure teaching & learning objectives are met Report - strengths and concerns in the quality of teaching to local committee and CEO
<b>Curriculum:</b> setting an appropriate curriculum for the Academies and reviewing effectiveness	Review - effectiveness across the Trust	Deliver - a broad and balanced curriculum which promotes fundamental British values and	Review - on an individual Academy basis  Consult - provide input	Recommend - an appropriate curriculum for the Academies, ensuring that a broad and Deliver - for individual Academy
<b>Teaching &amp; Learning:</b> Set policy for the Trust	Deliver  Approve - any appropriate recommended changes	Develop  Review - the policy at least every 3 years and suggest any necessary		Recommend / Consult - support the CEO in developing an appropriate policy Review - the policy at least every 3 years and suggest any necessary
<b>Sex Education:</b> Set policy for the Trust	Deliver & review - Trust wide implementation	Develop - appropriate policy for the Trust	Review - local implementation	Develop - appropriate Sex education procedures to reflect the Trust wide policy
<b>Religious Education:</b> inclusion in curriculum	Monitor	Deliver - ensure that RE is delivered on a Trust wide basis in accordance with the schools basic curriculum	Review - local implementation	Deliver - ensure that RE is delivered in the Academy in accordance with the schools basic curriculum
<b>Pupil Premium:</b> reviewing and challenging the value for money / ROI in terms of educational outcomes and closing the achievement gap	Review	Report - to the Board the effective use of Pupil Premium across the Trust	Review - on an individual Academy basis	Report - on effectiveness of Pupil Premium to CEO and local committees
<b>Admissions Policy:</b> Set policy for the Trust	Deliver	Develop		
<b>Students Issues:</b> including attendance, exclusions, punctuality and disciplinary matters for each Academy	Review	Review / delivery  Action - can exclude pupils for fixed periods of not more than 45 days in total in a year  Report - details of all exclusions to the Board at least once a term	Receiving - reports from Head Teacher / Head of School  Report - any material issues to the Board	Deliver - ensure student issues are dealt with in accordance with Trust and Academy Policies Action - can exclude pupils for fixed periods of not more than 5 days consecutively and not more than 15 in a year Report - to local committee any material issues
<b>Term Dates and length of school day</b>	Determine in consultation with Local committees		Consult with the Board	Propose
<b>Lunches:</b> including provision for those receiving free school meals and nutritional standards			Review	Deliver

HUMAN RESOURCES

	Trustees	CEO / Exec Head	CFO / Finance Director / Director of School Improvement	Academy Committees	Head teacher / Head of School
<b>Appointing CEO / Executive Head:</b> for the Trust	Appoint		Support - to the Trust board during the recruitment process		
<b>Appointing Headteacher / Head of School:</b> for each Academy	Approve - in consultation with CEO / Executive Head	Recommend - sit on appointment panel along with at least two representatives from the Trustees	Support - to the CEO during the recruitment process		
<b>Appointing Teachers:</b> for each Academy		Appoint - staff within the Academies and to delegate this to Head Teacher / Head of School as required	Support - to the Academy Business Managers		Recommend - sit on appointment panel along with at least one representatives from the Trustees
<b>Appointing Support Staff:</b> for each Academy			Support - to the Academy Business Managers		Appoint - staff within the Academy, appointment panel to consist of at least 2 senior members of staff
<b>Appointing Admin Support Staff:</b> for each Academy			Recommend/ Support - sit on appointment panel for the recruitment of all Finance staff and Business Manager		Appoint - staff within the Academy, appointment panel to consist of at least 2 senior members of staff
<b>Advise on staff requirements:</b> including staffing structures and any changes be that reductions or revisions	Approve - any appropriate recommended changes  Approve - any recommendations for redundancies	Agree - staffing structures  Report - any key changes to the Trustees and all matters relating to redundancy	Report - Ensure staffing structures are reflected accurately in budget process Support - Trustees, CEO and Head teacher/ Head of school through and restructuring process and will attend consultation meetings as the CEO feels appropriate	Review - staffing structures  Report - any key changes to the Trustees and all matters relating to redundancy	Propose - staffing structures  Recommend - any changes to staffing structures
<b>Establishing Trust wide HR Policies:</b> to include but not limited to recruitment, discipline, capability, grievance and absence policies, maternity / paternity, stress at work	Determine	Deliver	Deliver	Review	Deliver
<b>Teachers pay progression:</b> and other teacher pay related matters	Delegate to Pay Committee	Recommend - change to Teachers pay in consultation with Head Teachers / Head of School	Support - CEO ensuring all proposals are appropriately costed	Approve - changes to Teachers pay	Propose - changes to Teachers pay
<b>Support / Admin progression:</b> any changes outside of the standard progression model	Delegate to Pay Committee	Recommend - change to support / admin pay in consultation with Head Teachers / Head of School	Support - CEO ensuring all proposals are appropriately costed	Approve - changes to support / admin pay	Propose - changes to support / admin pay
<b>Setting Terms and Conditions of Employment:</b> staff code of conduct	Determine	Recommend	Support/ Recommend	Review	Comply
<b>Dismissing:</b> CEO / Executive Head, CFO/ Finance Director, Head Teachers/ Head of School and any other Cross trust staff	Deliver - in respect of the CEO / Executive Head, Finance Director, Head Teachers/ Head of School	Review - in respect of the Head Teacher/ Head of School and senior leadership teams of the Academies  Report - any dismissals to the Board	Support - Trustees, CEO and Head teacher/ Head of school through the process		
<b>Dismissing:</b> all other staff (in accordance with the Trust disciplinary and capability policies)		Review  Report - any dismissals to the Board	Support - Trustees, CEO and Head teacher/ Head of school through the process	Approve	Review
<b>Reviewing discipline and grievance policy</b>	Review delivery	Recommend		Review - in line with trust policy	Recommend - any changes at individual Academy basis
<b>DBS Checks:</b> initial and 10% random sample annually	Review delivery	Report	Deliver	Review	Deliver
<b>Safeguarding:</b>	Responsible - The trustees carry overall responsibility for ensuring that safeguarding policies are implemented  Address/ investigate - any allegations made against either CFO/ Exec Head, Finance Director, Head Teachers/ Head of School	Deliver - report to Trustees any deviations to the safeguarding policy and any allegations raised against staff  Support - Trustees with addressing/ investigating allegations made against Finance Director, Head Teachers/ Head of School Address/ investigate - any allegations made against any other staff (excludes Academy Leadership) and report to the Trustees	Support - CFO with investigations as requested by the CFO	Review - safeguarding termly report  Report - any allegations to the Trustees	Responsible - to ensure a Designated Safeguarding Lead has been appointed, with sufficient resources to carry out the duty Ensure - All staff have access to and have read the Safeguarding policy on an annual basis  Report - any allegations made against a member of staff to the Local Committees  Support - CFO with addressing/ investigating allegations made against any other staff (excludes Academy Leadership)



FINANCE & OPERATIONS

	Trustees	CEO / Exec Head	CFO / Finance Director / Director of School Improvement	Academy Committees	Head teacher / Head of School
<b>Funding Model:</b> agree a funding model across the Trust and develop an individual funding	Determine	Recommend - a funding model to the Board for approval	Support - CEO in the construction of a funding model	Review	Comply
<b>Annual Budgets:</b> formulating and determining the proportion of the overall budget to be delegated to each Academy and ensuring delivery	Determine	Deliver - on preparation of the Trust and individual Academy budgets and present to the Board for approval Review - submission of the budgets to ESFA Report - to the Trustees any material variances to budgets	Support - to the CEO with the development of the budgets  Review - both individual and overall Trust budgets for accuracy and robustness Analysis - variance analysis to be carried out and any material variances reported to CEO	Review - proposed Academy budgets and refer any issues to the Trust board	Deliver - for individual Academy  Report - to the Local Committee any material concerns
<b>Reporting:</b> financial reporting and KPI's	Determine	Deliver	Prepare - all Trust wide financial reporting in a timely and accurate manner (Statutory Accounts, VAT returns, ESFA returns, Charity Commission returns and other HMRC/ Companies House returns)	Review	Deliver
<b>Delegated Budgets &amp; Finances:</b> scheme of delegation of financial authority for the Trust and individual Academies	Determine	Review - recommendations of Finance Director  Review - effectiveness of limits	Deliver - on recommending financial limits to the CEO / Board  Report - on effectiveness of limits	Review - compliance to the limits	Comply - adherence to the limits
<b>Financial Policies:</b> establishing of policies and procedures to ensure compliance with the Trusts financial and reporting requirements	Determine	Report - any concerns to the Trust and provide reassurance on compliance	Review - compliance with policies and report any issues to the CEO	Review - local adherence to polices and report any material issues to the Trustees	Comply - with all financial policies and procedures
<b>Approving Annual Accounts</b>	Approve	Deliver - ensure all deadlines are met	Deliver - arrange for auditing and filing of annual report and accounts		
<b>Corporate Risk Register:</b>	Review delivery	Deliver - management of corporate risk register	Review - risk registers for the Trust and report any issue sto the CEO	Review - Academy risk register Termly	Deliver - management of local risk register
<b>Investments:</b> agreeing the investment policy in line with the Academies Financial Handbook and and internal policies and controls	Determine and review delivery	Deliver			
<b>Procurement Policy:</b> setting Trust wide policy in accordance with the Funding Agreement, Academies Financial Handbook and legal regulations	Determine	Deliver	Review - compliance with policies and report any issues to the CEO	Review - compliance	Comply
<b>Central services:</b> allocation of central service and reviewing effectiveness	Determine - allocation in consultation with local committees Review - effectiveness	Deliver - on recommending the allocation of servies Report - to the Trustees the impact of the central services deployed at Academy level	Support/ Recommend	Consult	Consult/ Propose
<b>Asset and Premises Maintenance Strategy:</b> determine the use and ensure premises are	Determine - Trust wide policy	Recommend	Review - delivery of the Trust plan	Review - compliance to the policy for each Academy	Deliver - in accordance with the Trust policy
<b>Acquiring and disposing of Trust land:</b>	Approve	Recommend			
<b>Change the use of assets</b>	Approve	Recommend		Review/ Report - any changes proposed to the use of fixed Assets	Recommend - changes to the iuse of assets in individual academies
<b>Insurance:</b> arranging insurance for the Trust		Deliver	Arrange		
<b>Media and PR:</b> including Prospectus and website	Approve	Deliver	Review/ Recommend	Review	Recommend