

## The Villages' Multi-Academy Trust - Scheme of Delegation

### Our Multi-Academy Trust

The Multi-Academy Trust (MAT) AT is run by a MAT Board and is accountable to the Department for Education ('the DfE').

Each Academy has its own Local Governing Body. The Governors who serve on the Local Governing Body and include community (appointed), parent (elected) and staff representatives (elected and appointed).

### The way it works

The MAT Board has overall legal responsibility for the operation of the MAT and the Academies within it. However, the MAT Board intends to work in partnership with its family of Academies.

This Scheme of Delegation therefore provides for certain functions to be carried out by one or more of the following:

- the MAT Board/Trustees;
- the Chief Executive Officer (CEO);
- the Head Teacher of each Academy; and
- the Local Governing Body of each Academy.

### The MAT Board

The MAT Board has formed Committees to carry certain functions. The term 'MAT Board' will therefore include any such Committees that may be formed.

### The CEO

A significant number of responsibilities under the Scheme of Delegation lie with the CEO. The term 'CEO' refers to the Chief Executive Officer.

### Local Governing Bodies

Local governing bodies should seek to ensure that they have the necessary skills and attributes to provide effective governance. Local governing bodies should be made up of between 7 and 9 governors, of whom at least two must be elected parent governors and one an elected staff governor. Parent governors should not make up greater than half the governing body. Employees of the MAT should not make up greater than one third of the governing body. Other governors are co-opted by the MAT Board. The term of office for all governors is 4 years (assuming governance is effective). However, upon conversion, existing governors will complete their pre-existing term of office.

### Levels of Delegation

The MAT has direct legal responsibility to the DfE. It is therefore expected to exercise tight control of all Academies within the Trust in order to secure expected outcomes and this is reflected in the Scheme of Delegation.

### Working together as a family of Academies

All Academies within the MAT family will be expected to contribute to one or more of the following:

- development and maintenance of school policies;
- sharing of best practice;
- professional development of staff;
- mentoring and coaching of staff; and
- recruitment, training, and development of governors for the Local Governing Bodies.

This re-enforces the principle of working together as a group of Academies to deliver first-class, high quality education.

### Further Information

For further information about this Scheme of Delegation please contact the MAT CEO:

The Villages' Trust,  
Lyppard Grange Primary School,  
Ankerage Green,  
Worcester,  
WR4 0DZ.  
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This Scheme should be read in conjunction with the Academies' Financial Handbook and the Trust's Committee Terms of Reference and confirms which powers and functions are reserved to the Trustees and those which are delegated to others.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under the 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.

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

- **Determine:** the individual/group that has primary responsibility for determining policy and procedure; approving decisions; ensuring particular tasks are completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including deciding appropriate milestones and targets to be reported against.
- **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 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.
- **Develop:** the individual/group that has responsibility for developing proposals for 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:
  - 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 LGBs (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.

Created and Adopted on 23 May 2017

Revised 25 January 2021

STRATEGY AND LEADERSHIP				
	Trustees	CEO	LGB	Principal/Head
Set strategic objectives of the Trust & Academies	Determine	Develop	Recommend	Consult
Develop the character, mission & ethos of Trust & Academies	Determine - for the Trust Consult - for the Academies	Develop - for the Trust Consult - for the Academies	Determine Develop and Deliver - for the Academies (in line with the Trust)	Recommend - for the Academies
Deliver strategic objectives of the Trust & Academies	Determine	Deliver	Review	Deliver
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 & Board	Report - progress of the Academy to the LGB & CEO
Scrutiny: Ethos - operation of the Trust & Academies against the agreed character, mission & ethos	Review	Report	Review	Report
Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply
Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Comply	Comply	Comply	Comply
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	Comply & Deliver Report - to LGB & CEO

STRATEGY AND LEADERSHIP				
	Trustees	CEO	LGB	Principal/Head
Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine & deliver		Comply & deliver	
Trust Risk Register	Determine & review	Deliver - management of corporate risk register	Review - Academy risk register	Deliver - management of Academy risk register
Appointments of Trustees and Governors - 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)	<p>Determine - policies and criteria for the selection of Trustees and Governors</p> <p>Review - the Board's own performance</p> <p>Review - performance of the LGBs</p>	<p>Report - to the Board on the performance of the LGBs</p> <p>Review - annually the size, structure and composition and skills of LGBs</p> <p>Recommend - if appropriate changes to the size and composition of the LGBs</p>	<p>Review - procedures for the election of staff and parent governors of the LGB</p> <p>Review - own performance</p>	
Appointment of Clerk - Board and LGBs		Appoint clerk to the Board	Appoint clerk to the LGB	

STRATEGY AND LEADERSHIP				
	Trustees	CEO	LGB	Principal/Head
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	Deliver - presenting Academy specific policies for approval by the LGB
Prepare terms of reference for LGB's and Committees	Determine	Develop	Consult	
Training programme for trustees and governors	Determine and Deliver	Develop and recommend	Deliver	Consult & Develop
School Development Plan - for each Academy in line with strategic aims of the Trust	Determine - the Trust Development Plan in consultation with the CEO	Deliver - the Trust Development Plan	Review & Report	Develop, deliver and review the School Development Plan
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 recommend 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  Review - performance of the Academy and report to the CEO  Deliver - holding leaders to account	Deliver - performance of the Academy against KPIs  Report - performance of the Academy to LGB

EDUCATION AND CURRICULUM				
	Trustees	CEO	LGB	Principal
Quality of Teaching - 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	Deliver and Review for the academy	Review - management of staff to ensure teaching and learning objectives are met  Report- strengths and concerns in the quality of teaching to LGB
Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Determine - strategic objectives of the curriculum  Review - effectiveness of the curriculum across Trust	Deliver  Recommend	Consult  Review	Work with the LGB in producing the Academy Curriculum Plan  Review - the Academy Curriculum Plan  Deliver
Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.	Determine KPIs and review effectiveness of provision	Deliver	Review	Deliver
Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Determine distribution of PPG. (See Financial)  Review	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

EDUCATION AND CURRICULUM				
	Trustees	CEO	LGB	Principal
Collective worship arrangements for school without religious character		Ensure legal requirements are met	Review	Deliver
Set admissions policy	Determine	Develop	Deliver	Deliver
Admission decisions		Deliver	Deliver	Deliver
Review - considering and evaluating performance of the Academies by: <ul style="list-style-type: none"> <li>▪ reviewing progress against agreed 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> <li>▪ receiving reports on the quality of teaching and learning and making recommendations to the Board.</li> </ul>	Review	Deliver	Deliver	Deliver & Report
Self-evaluation - carrying out the self-evaluation process and the areas for improvement with regard to outcomes and success criteria.	Review	Consult	Review	Deliver



EDUCATION AND CURRICULUM				
	Trustees	CEO	LGB	Principal
Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies' strategic plans.	Review	Consult	Review	Review and Deliver
Report - termly to Board on performance	Review	Review	Deliver	Deliver
Student issues (including attendance, exclusions, punctuality, and disciplinary matters for each Academy)	Review - receive reports from Principals & Chairs of LGBs	Review delivery	Receiving reports from the Head  Report any material issues to the Board and the CEO	Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies  Report - to the LGB on any material issues
Academy Hours - setting the opening and closing times for the Academies	Determine - in consultation with LGBs	Consult	Consult	Comply
Term Dates and length of school day	Determine - in consultation with LGBs	Consult	Consult	Comply
School lunch - ensure provided to appropriate nutritional standards	Ensure legal requirements are met	Consult	Review	Deliver
Provision of free school meals to those meeting criteria	Ensure legal requirements are met	Review	Review	Deliver

EDUCATION AND CURRICULUM				
	Trustees	CEO	LGB	Principal
<b>Safeguarding</b> - including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Review Appoint Board lead for Safeguarding	Review	Deliver	Deliver
<b>Stakeholder Engagement -</b>	Review	Consult	Determine	Deliver
<b>Ofsted Inspections Trust Support -</b> <ul style="list-style-type: none"> <li>Board will liaise with Ofsted where MAT is inspected; it will assist with an Academy inspection.</li> <li>CEO 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
<b>Ofsted Inspections: Academies</b>	Review	Support	Deliver	Deliver

FINANCIAL				
	Trustees	CEO	LGB	Principal/Head
Appointment of the Audit & Risk Committee	Deliver			
Appointment of the Accounting Officer & Chief Financial Officer	Deliver	Deliver - the Accounting Officer role		
Recommend appointment of External Auditors to the Members	Deliver	Recommend		
Appointment of the Internal Auditors	Deliver	Recommend		
Approve Annual Accounts	Approve	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
Scheme of Financial Delegation & Financial Policies - establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine  Comply	Review - compliance  Report - any issues or non-compliance to the Board  Comply	Review - compliance by the Academy  Report - any issues or non-compliance to the CEO  Comply	Comply

FINANCIAL				
	Trustees	CEO	LGB	Principal/Head
<b>Bank Accounts</b> - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend		
<b>Funding Model</b> - 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 for approval Review	Consult - with the Board Review - compliance with the overall financial plan for the Academy	Comply
<b>Trust Annual Budget</b> - formulating and setting the Trust wide budget	Determine  Approve - significant variances (as defined in the Scheme of Financial Delegation)	Deliver - preparation of Trust budget and present to the Board for approval  Review - submission of Trust budget to the EFA		
<b>Academy Annual Budgets</b> - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Determine  Approve - significant variances (as defined in the Scheme of Financial Delegation)	Deliver - preparation of Academy budgets in consultation with the LGBs and present to the Board for approval  Review - submission of Academy budgets to the EFA	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	CEO	LGB	Principal/Head
Expenditure and ensuring delivery of Annual Budgets	Review	Report - to the board any material issues with delivery against the Annual Budget by the Academies  Receive reports - on matters of concern in connection with compliance with the Annual Budgets	Review  Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy	Report - to the LGB any need for any matters of concern in respect of the Academy's annual budget
Reporting: financial reporting and KPIs	Determine  Review	Deliver	Review	Deliver
Investments - agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation	Determine and review delivery	Deliver		
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	Deliver	Comply	Comply
Enter into contracts - up to limit of delegation set out in Scheme of Financial Delegation	Deliver	Deliver	Review	Deliver

FINANCIAL				
	Trustees	CEO	LGB	Principal/Head
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
Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report - to the Board	
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
Acquiring and disposing of Trust land	Deliver	Recommend		
Changing use of Assets	Deliver		Recommend to the Board of any changes to fixed assets used by the Academy	
Arranging insurance for the Trust	Review	Deliver		
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	Comply
Information management - including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student)	Determine	Deliver	Comply	Comply
Academy Prospectus	Review	Review	Deliver	Recommend
Trust Prospectus and website	Review	Deliver		

HR AND OPERATIONS				
	Trustees	CEO	LGB	Principal/Head
Appointing the CEO	Deliver			
Appointing the Principals at each Academy	Determine requirements  Two trustees sit on the appointment panel  Minute appointment	Sit on appointment panel along with min. two Trustees & two representatives of the relevant LGB  Report to Board	Two representatives to sit on the appointment panel with the CEO & at least two Trustees	
Appointing of cross-Trust Staff (in line with recruitment policy)	Consult  Determine requirements  Two trustees sit on the appointment panel	Sit on appointment panel with two trustees and report to the Board		Up to two heads sit on appointment panel
Appointing Deputy Head Teachers at each Academy	Determine requirements  Minute appointment	Sit on appointment panel and report to the Board	Form appointment panel with the CEO	Sit on appointment panel
Appointing Academy SLT (excluding Principal/Head & Deputies)		Consult	Appoint and report to the Board	Sit on appointment panel
Appointing Academy Staff (excluding SLT & Principal/Head)			Appoint	Sit on appointment panel

HR AND OPERATIONS				
	Trustees	CEO	LGB	Principal/Head
Establishing Trust wide HR Policies (including recruitment, discipline, performance management, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Develop Comply	Comply	Comply
Performance Management & Pay Review of CEO	Appoint Performance Management Comm - Ext. Consultant plus 2 trustees  Determine pay (in accordance with Pay Policy and committee recommendation)			
Performance Management & Pay Review of Principals/Heads	Appoint Performance Management Com.- Ext. Consultant, LGB Chair, CEO & 2 trustees  Determine pay (in accordance with Pay Policy and committee recommendation)	The CEO sits on the HT Review & Appraisal Committee	The LGB Chair sits on the HT Review & Appraisal Committee	
Performance Management & Pay Review of all other staff	Receive reports - in respect of appraisal arrangements and outcomes	The CEO, Finance and HR Directors will provide advice and support to the Head Teacher	The LGB is responsible for approving the Head Teacher's recommendations	Deliver - in respect of all other staff  Report - annually to the CEO on appraisal



HR AND OPERATIONS				
	Trustees	CEO	LGB	Principal/Head
	Review - any appeals in respect of the Principals and cross academy staff		regarding salary reviews within the context of the Academy's Budget.	arrangements and outcomes
Setting Terms and Conditions of Employment and Staff Handbook	Determine - and consider any proposals by LGBs to make amendments	Develop & recommend	Consult - report to Board on any suggested changes to the Academy's terms and conditions	Comply
Dismissals - CEO, Principals/Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Determine - in respect of the CEO Determine in respect of HTs	Consult - in respect of Principals and senior leadership teams of the Academies  Decision in respect of cross-Trust staff Determine for cross-Trust staff Report - any dismissals to the Board	Consult	
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report - to the Board	Determine (in consultation with the CEO) Report - to the CEO	Comply

