

Scheme of Delegation



ENFIELD
LEARNING TRUST
BE INCLUDED

| Version and Date | | Action | Notes | Date to be Reviewed |
|------------------|----------|-----------------------------------|------------------------------|------------------------|
| 1.0 | 09.07.19 | Approved by the Board of Trustees | Written July 19 for 01.09.19 | 1 Year - July 2020 |
| 2.0 | 03.12.19 | Approved by the Board of Trustees | Update 22.11.19 | 1 Year – November 2020 |

This scheme of delegation sets out the Enfield Learning Trust’s approach to the delegations between the different layers of governance and leadership. It is divided into four sections:

- Strategy and Leadership
- Education and Curriculum
- Financial
- HR and Operations

This scheme of delegation has been prepared using the RASCI responsibility matrix. In the table below, the letters used have the corresponding meanings.

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| R | means Responsible . The individual/group that has responsibility for undertaking or completing the task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO, this reporting will be at board level. In the case of the Headteacher, this will be at Academy LGB level. |
| A | means Accountable . The individual/group that has the ultimate or final responsibility for ensuring completion of the task. This will include determining how the MAT and/or academies (as appropriate) should undertake the task, including determining appropriate milestones and targets to be reported against. |
| S | means Support . The individual/group who should provide support during the implementation of the task. |
| C | means Consult . The individual/group that should be consulted as part of the process of the completing the task because they can provide valuable advice and/or input. |
| I | means Inform . The individual/group that should be kept up-to-date about the progress of the task and/or the decisions in the task. |

Points to note:

- In legal terms the schools are academies but the ethos of the Trust is to describe them as schools

- The role of the Members if included in the document 'ELT Roles within the Trust'

| STRATEGY AND LEADERSHIP | TRUSTEES | | CEO | LEC/ IMB | | HEADTEACHER | |
|--|----------|---|-----|----------|---|-------------|---|
| Set strategic objectives of the Trust | A | R | S | C | I | C | I |
| Set strategic objectives of the Academies | A | | R | C | I | S | |
| Develop the character, mission and ethos of the Trust and Academies | A | R | S | C | | C | S |
| Scrutiny: performance – review & challenge progress of the Trust against its strategic objectives and KPIs | A | | R | S | | S | |
| Scrutiny: ethos – operation of the Trust and Academies against the agreed character, mission and ethos | A | | R | S | | S | |
| Compliance: funding agreement – comply with all obligations including the Academies Financial Handbook | A | | R | S | | S | |
| Compliance: regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety) | A | | R | S | | S | |
| Compliance: financial oversight - ensuring there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds | A | | R | S | | S | |
| Compliance – completing the register of Trustees’ business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions | A | | R | | | | |
| Compliance – completing the register of Local Governors’ business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions | A | | R | S | | S | |
| MAT risk register | A | | R | S | | S | |
| Appointments of Trustees – ensuring processes in place for appointment of Trustees (including ensuring that the Trustees have the skills to run the Trust) | A | R | S | | | | |
| Appointment and removal of Local Governors – ensuring processes in place for appointment of Local Governors (including ensuring that the Local Governors have the skills to run the Academies) | A | R | S | S | | S | |
| Register of interests | A | | R | S | | R | |
| Appointment of clerk – Trust Board | A | R | S | | | | |
| Appointment of clerk – Local Education Committee | S | | A | R | C | | S |
| Policies – review and approval of Trust wide policies (including admissions, DBS, charging and remissions policies, health and safety and safeguarding) | A | | R | S | | S | |

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| Prepare terms of reference for LECs and committees | A | R | S | C | C |
| Training programme for Trustees/ Local Education Committee Members | A | R | S | | |

| STRATEGY AND LEADERSHIP | TRUSTEES | CEO | LEC/ IMB | HEADTEACHER |
|---|----------|-----|----------|-------------|
| Academy development plan - for each Academy in line with strategic aims of the Trust | A | R | C | S |
| Key performance indicators – setting and reviewing performance of the Trust and the Academies | A | R | S | I |
| Quality of teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes | A | R | S | R |
| Curriculum – setting the curriculum for the Academies and reviewing its effectiveness | A | R | S | S |
| Pupil Premium – reviewing and challenging the value for money/ ROI of the pupil premium in terms of educational outcomes and narrowing the achievement gap | A | R | S | R |
| Collective worship arrangements for schools without religious character | A | S | S | R |

| EDUCATION AND LEADERSHIP | TRUSTEES | CEO | LEC/ IMB | HEADTEACHER |
|---|----------|-----|----------|-------------|
| Set admissions policy | A | R | S | I |
| Admission decisions | A | R | S | S |
| Review – considering and evaluating performance of the Academies by: <ul style="list-style-type: none"> reviewing progress against agreed KPIs holding each Academy’s leadership to account for academic performance, quality of care and quality of provision monitoring the overall effectiveness and efficiency of leadership and management at the Academies receiving reports on the quality of teaching and learning and making recommendations to the Trust Board | A | R | S | S |
| Self-evaluation – carrying out the self-evaluation process to identify areas for improvement with regard to outcomes and success criteria | A | R | S | R |
| Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies’ strategic plans | A | R | S | R |
| Report – termly to Trust Board on performance | A | R | S | S |

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|---|---|---|---|---|---|
| Pupil issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy) | A | A | S | A | R |
| Academy hours, term dates and length of school day – setting the opening and closing times for the Academies | C | A | C | R | |

| EDUCATION AND LEADERSHIP | TRUSTEES | CEO | LEC/ IMB | HEADTEACHER |
|--|-----------------|------------|-----------------|--------------------|
| School lunch – ensure they meet appropriate nutritional standards | A | S | S | R |
| Provision of free school meals to those meeting criteria | A | S | S | R |
| Safeguarding – including ensuring each Academy has appointed a designated safeguarding lead, ensuring compliance with statutory guidance and maintenance of single central record | A | R | S | R |
| Stakeholder engagement <ul style="list-style-type: none"> Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by pupils Undertaking consultation with pupils, 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 Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall pupil experience | A | S | S | R |
| Ofsted inspections Trust support <ul style="list-style-type: none"> Trust Board will liaise with Ofsted where MAT is inspected and will assist with an Academy inspection 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 <p>CEO will support LGBs and Headteachers for individual Academy inspections</p> | A | R | S | S |
| Ofsted inspections: Academies | A | S | S | R |

| FINANCIAL | TRUSTEES | | CEO | LEC/ IMB | HEADTEACHER |
|--|-----------------|---|------------|-----------------|--------------------|
| Appointment of the Trustee committees | A | R | | | |
| Recommend appointment of external auditors to the members | A | R | S | | |
| Appointment of the internal auditors | A | R | S | | |
| Approve annual accounts | A | R | S | | |
| Scheme of financial delegation and financial policies – establishing policies and procedures to ensure compliance with the Trust’s financial and reporting requirements | A | R | S | I | S |
| Bank accounts – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust/ Academies | A | R | S | | |
| Funding model - agreeing a funding model across the Trust and develop an individual funding model for the academies to secure the Trust’s financial health in the short and long term | A | R | S | I | S |
| Trust annual budget – formulating and setting the Trust wide budget | A | R | S | I | S |
| Academy annual budgets – formulating and determining the proportion of the overall budget to be delegated to each academy (including uses of contingency funds/ balances) | A | | R | I | R |
| Expenditure and ensuring delivery of annual budgets | A | | R | I | R |
| Investments – agreeing the investment policy in line with the Academies Financial Handbook and scheme of financial delegation | A | | R | | |

| HR AND OPERATIONS | TRUSTEES | | CEO | | LEC/ IMB | HEADTEACHER | |
|---|-----------------|---|------------|---|-----------------|--------------------|---|
| Appointing the Chief Executive Officer/ Accounting Officer | A | R | | | | | |
| Appointing the Chief Financial Officer | A | R | C | S | | | |
| Appointing the Headteacher at each Academy | C | | A | R | C | | |
| Appointing of cross - Trust staff (in line with recruitment policy) | C | | A | R | | | |
| Appointing Academy SLT (excluding Headteacher) | I | | C | | I | A | R |
| Appointing Academy staff (excluding SLT & Headteacher) | I | | C | | I | A | R |
| Establishing Trust wide HR policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with appropriate regulations | A | | R | | I | S | |

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| Setting appraisal performance management policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations) | A | R | I | S |
| Setting terms and conditions of employment | A | R | I | I |
| Dismissing CEO/ Accounting Officer CFO (in accordance with the Trust disciplinary and capability policies) | A | R | | |
| Dismissing Trust staff (in accordance with the Trust disciplinary and capability policies) | A | R | | S |
| Dismissing Headteachers (in accordance with the Trust disciplinary and capability policies) | A | R | S | |
| Dismissing all other staff (in accordance with the Trust disciplinary and capability policies) | I | A | | R |

| HR AND OPERATIONS | TRUSTEES | | CEO | LEC/ IMB | HEADTEACHER |
|--|-----------------|---|------------|-----------------|--------------------|
| Reviewing discipline and grievance policy | A | R | S | I | I |
| 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 | A | | R | I | I |
| Setting Academy specific procurement policies - in accordance with the funding agreement, Academies Financial Handbook and the Trust's procurement policy | I | | A | I | R |
| Determining and allocating central services provided to the Academies by the Trust | A | | R | I | I |
| Overseeing the effectiveness of services provided centrally by the Trust | A | | R | C | C |
| Asset and premises maintenance strategy – determining use of academies' premises and ensuring premises are adequately maintained | A | | R | I | R |
| Acquiring and disposing of Trust land | A | | R | | C |
| Changing use of assets | A | | R | | C |
| Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community | A | | R | S | S |
| Information management – including adopting and following policies for information security and compliance with FOI and data protection legislation and maintaining accurate staff and student records | A | | R | S | S |
| Enter into contracts – up to limit of delegation set out in scheme of financial delegation | A | | R | I | R |
| Arranging Trust insurance/access to risk protection arrangement (RPA) | A | | R | | |
| Academy prospectus and website | A | | C | I | R |
| Trust prospectus and website | A | | R | I | I |

This scheme of delegation will be reviewed on an annual basis by the Board of Trustees.

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| Signature of Chair of Trustees: | Signature of Chief Executive Officer: |
|---------------------------------|---------------------------------------|