



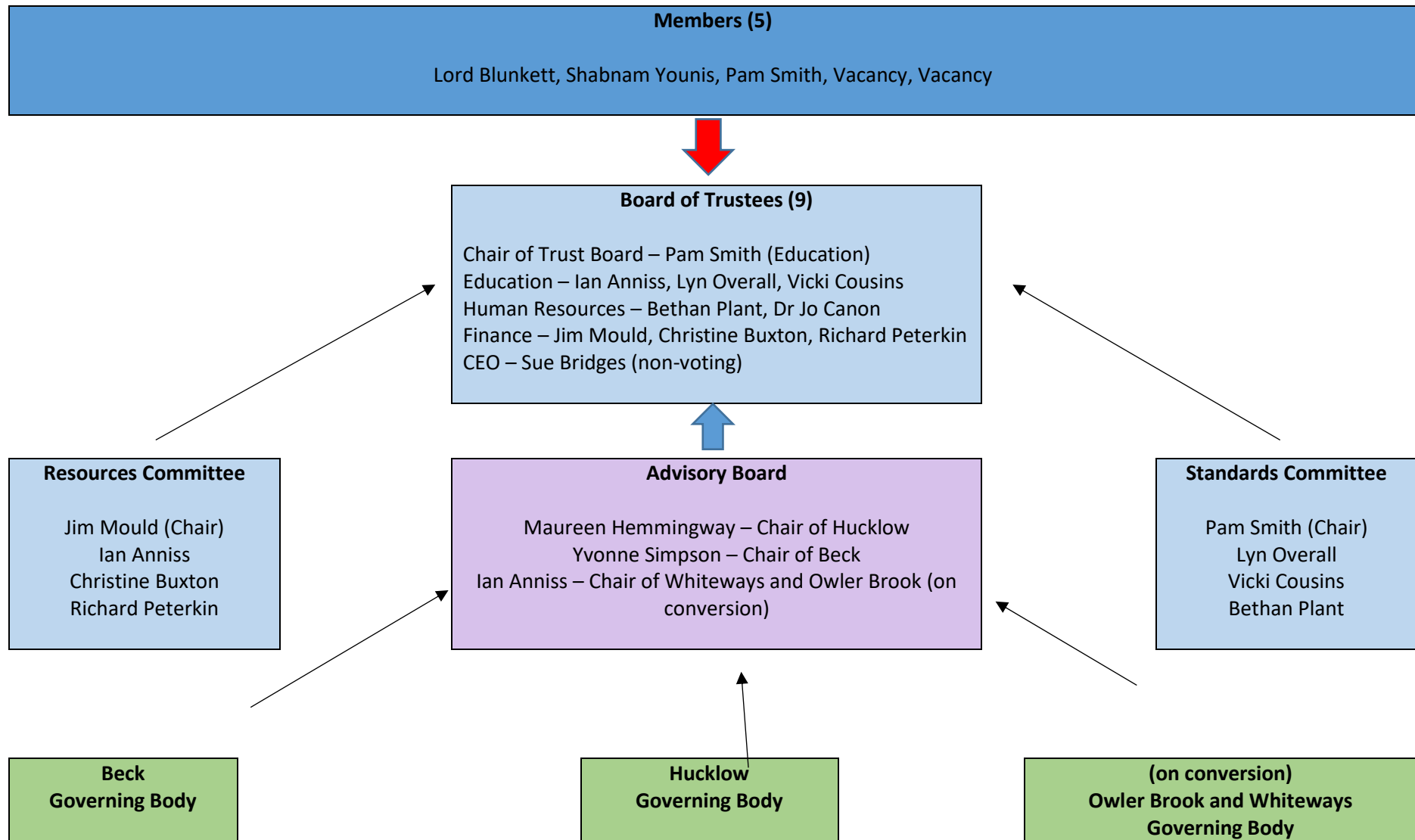
# Cascade Multi Academy Trust

## Scheme of Delegation

<b>Person Responsible for Policy</b>	<b>Executive Headteacher-Sue Bridges</b>
<b>Date Approved by Trustees</b>	16 <sup>th</sup> December 2019
<b>Date of Last Review</b>	
<b>Date of Current Review</b>	
<b>Next Review Due</b>	December 2020

This scheme of delegation (SoD) is the key document defining the lines of responsibility and accountability in our MAT. A Scheme of delegation should be a simple yet systematic way of ensuring members, trustees, committees, Local Governing Boards, executive leadership and academy Heads are clear about their roles and responsibilities.

## Cascade Trust Structure



## Structures and lines of accountability

### **The role of the members:**

The members of the Multi Academy Trust have a different status to trustees. Originally they were the signatories to the memorandum of understanding and will have agreed the trust's first 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.

### **The role of the trustees:**

The trustees are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) 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 of understanding and articles of association. The board of trustees is the accountable body for the performance of all schools within the trust and as such must:

- Ensure clarity of vision, ethos and strategic direction
- Hold the executive 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. We use the term trustee as it avoids the possible confusion caused when executive leaders are called directors but are not company directors and trustees.

The trust board is permitted to exercise all the powers of the academy trust. The trust board will delegate to the chief executive officer 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 which includes removing delegation.

### **The role of the Chief Executive Officer (CEO):**

The CEO has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the CEO performance manages the executive team and academy Head of School.

Where there is delegation to a local governing body (LGB) this will usually be with the chair of the LGB alongside the CEO.

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive team of the academy trust. The CEO will delegate functions to the executive team and is accountable to the trust board for the performance of the executive team.

### **The role of the Chief Finance and Operation Officer (COFO):**

The COFO provides strategic overview of the Financial; Health & Safety, Risk and Human Resources direction of the Trust.

The COFO reports to the CEO and Board of Trustees, up-to-date Education and Skills Funding Agency (ESFA) changes and other statutory guidance and providing filtered briefings

The COFO provides leadership to the Trust and ensure long-term sustainability through effective governance, through the consistent delivery of excellent business operations.

The COFO contributes with the Board of Trustees to further develop the expansion of a future vision for Cascade to take the organisation to the next stage in its evolution

### **The role of the academy Heads of Schools:**

The academy Heads of Schools are responsible for the day to day management of the academy. The academy Head of School is managed by the CEO and reports to the LGB on matters which have been delegated to the LGB.

### **The role of the chairs forum:**

The trust board will establish a chairs advisory committee, appoint their chairs, ensure that each school has a governor elected to the committee, and will determine what will be delegated. Typically, responsibilities may include:

Monitoring whether the schools are:

- Working within agreed policies
- Meeting the agreed targets
- Managing their finances well
- Engaging with stakeholders
- Reporting to the board

As a committee of the board, delegation can be removed at any time.

### **The role of the local governing body (LGB):**

The Board of Trustees will establish Local Governing Bodies, appoint their chairs, and recommend that two parents are elected to each Local Governing Body.

The LGB may:

- Act as the panel when reviewing the Head of School's decisions on exclusions, and parents' complaints
- Be the consultative body for the school's stakeholders
- Represent the school's stakeholders
- Forge links with the community
- Act as an ambassador for the school

### **The responsibilities of the Local Governing Body include:**

- Ensuring clarity of vision, values, and objectives for the school
- Setting and agreeing the school improvement strategy with priorities and targets
- Building an understanding of how the school is led and managed
- Monitoring whether the school is:
  - Working within agreed policies
  - Managing their finances well
  - Engaging with stakeholders
  - Reporting to the Board of Trustees

**The Local Governing Body will ensure accountability, by:**

- Supporting in the appointment of the Head of School
- Monitoring the educational performance of the school and progress towards agreed targets
- Alongside the CEO, Performance managing the Head of School
- Contributing to school self-evaluation

**The Local Governing Body will oversee financial performance, by:**

- Setting the School Improvement budget
- Monitoring spending against the budget
- Ensuring money is well spent and value for money is obtained
- Ensuring risks to the organisation are managed

Key	
	Function cannot legally be carried out at this level
✓	Action to to be undertaken at this level
✓	Action to to be undertaken at this level
A	Provide support and advice to those accountable for the decision making.
< >	Direction of advice and support

## Trust Board, Governance and Strategy

People - Decisions	Delegation					
	Members	Trustees	CEO	COFO	LGBs	Heads of School
Members: Appoint/Remove	✓					
Trustees: Appoint/Remove	✓					
Role descriptions for members	✓					
Role descriptions for trustees/chair/ specific roles/committee members		✓	<A			
Parent trustee / LGB member: elected		✓		A>	✓	
Committee (where relevant) chairs: appoint and remove		✓	<A			
LGB chairs: appoint and remove		✓	<A		✓	
Clerk to board of trustees: appoint and remove		✓				
Clerk to LGB: appoint and remove		✓				
Systems and Structures - Decisions	Delegation					
	Members	Trustees	CEO	COFO	LGBs	Heads of School
Articles of association: agree and review	✓	<A	<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 school committees): agree annually		✓	<A	<A		
Terms of reference for LGB / local committees: agree and review annually		✓	<A>	<A		
Skills audit: complete and recruit to fill gaps		✓	<A>		✓	A
Annual self-review of trust board and committee performance: complete annually		✓				
Annual self-review of LGB performance: complete annually		A>			✓	
Chair's performance: carry out 360 review periodically		✓			✓	
Trustee / committee member contribution: review annually		✓			✓	
Succession: plan		✓	<A>		✓	A
Annual schedule of business for trust board: agree		✓	<A	<A		
Annual schedule of business for LGB: agree			A>	A>	✓	A

## Reporting

Reporting - Decisions	Delegation					
	Members	Trustees	CEO	COFO	LGBs	Heads of School
Trust governance details on trust and academies websites: ensure		✓	<A	<A		
Academy governance details on academy websites: ensure		✓	<A>	<A>	✓	✓
Register of all interests, business, pecuniary, loyalty for members / trustees/ committee members: establish and publish		✓	<A>	<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 work of LGB: submit to Trust and publish			A>	A>	✓	A



## Being Strategic

Being Strategic - Decisions	Delegation					
	Members	Trustees	CEO	COFO	LGBs	Heads of School
Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	<A	<A		
Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum (including disapplication); behaviour: approve, implement, monitor & review.			A>	A>	✓	A
Central spend / top slice: agree		✓	<A	<A		
Management of risk: establish register, review and monitor		✓	<A>	<A>	✓	A
Engagement with stakeholders	✓	✓	✓✓		✓	✓
Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	<A			
Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			A>		✓	A
Chief Executive Officer: Appoint and dismiss		✓				
Academy Head of School : Appoint and dismiss		✓	A		✓	
Budget plan to support delivery of trust key priorities: agree		✓	<A	<A		
Budget plan to support delivery of school key priorities: agree		A>	<A>	<A>	✓	A
Trust's staffing structure: agree		✓	<A	<A		
School staffing structure: agree		✓	<A>	<A>	✓	A

## Holding to Account

Holding to Account - Decisions	Delegation					
	Members	Trustees	CEO	COFO	LGBs	Heads of School
Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment): agree		✓	<A>	<A>	✓	A
Reporting arrangements for progress on key priorities: agree		✓	<A>		✓	A
Performance management of the Chief Executive Officer: undertake		✓				
Performance management of academy headteacher / principal : undertake			✓		✓	
Trustee monitoring: agree arrangements		✓	<A			
LGB member monitoring: agree arrangements		A>	<A>		✓	A

## Ensuring Financial Probity

Ensure Financial Probity - Decisions	Delegation					
	Members	Trustees	CEO	COFO	LGBs	Heads of School
Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	<A			
Trust's scheme of financial delegation: establish and review		✓	<A	<A		
School's scheme of financial delegation: establish and review		✓	<A	<A		
External auditors' report: receive and respond		✓	<A	<A	✓	A
Academy Head of School pay award: agree		✓				
Staff appraisal procedure and pay progression: monitor and agree		✓	A>	<A>	✓	✓
Benchmarking and trust wide value for money: ensure robustness		✓	A>	A>		
Benchmarking and academy value for money: ensure robustness		✓	<A	<A	✓	A
Develop trust wide procurement strategies and efficiency savings programme		✓	<A>	<A>	✓	A

## Key Decisions

Key Decisions	Delegation					
	Members	Trustees	CEO	COFO	LGBs	Heads of School
Setting the curriculum framework		✓	<A>		✓	✓
Changes to the school day		✓	<A>		✓	✓
Admission arrangements		✓	<A>		✓	✓
Term and inset dates			A>		✓	✓
Uniform decisions			A>	A>	✓	✓
Decisions to close for health and safety reasons			A>	A>	✓	✓
Exclusion fixed term			A>			✓
Exclusions permanent			✓		<A	<A
Exclusion appeal panel			✓		✓	✓
Safeguarding	✓	✓	✓	✓	✓	✓