



# Acorn Education Trust

## Scheme of Delegation

**Academy Councils and employees of the Trust may request changes to, or make suggestions about, any item in this document. Requests for change should be sent to the Governance Advisor to the board.**

### Document Control

Reviewed and approved by:	AET Board
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## **Acorn Education Trust Scheme of Delegation**

As a multi academy trust, the Acorn Education Trust Board (AET) is accountable for all major decisions about our schools. This does not mean that the Board will make every decision within the Trust, they will delegate some governance and decision-making responsibilities to:

- The CEO and executive team
- Headteachers
- Trust level sub-committees
- Academy Council of Governors

This scheme of delegation defines the lines of responsibility and accountability within Acorn that the Board feels is currently appropriate to best meet the needs of all our schools.

**Purpose**, to ensure:

- clarity about the roles of members, trustees, CEO, Headteachers and committees
- AET's operations are fit for purpose for a multi academy trust
- communication and trust is strong at all levels and with all stakeholders

The scheme of delegation is intended to be a working document that will be reviewed (at least annually) and adapted in response to the context and circumstances of AET. The detail of the roles and regulations to be followed are in The Academy Financial Handbook, the Trust Financial Handbook and job descriptions.

## **Roles and Responsibilities**

### **The role of the Members**

The members of the trust are guardians of the governance of the trust and as such have a different status to trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association and will also approve any amendments made to the articles of association. 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. Members appoint the Trust's auditors and receive the Trust's audited annual accounts. There must be at least four members.

### **The role of the Trustees**

AET is a charitable company and so Trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably.

The Trustees must ensure regularity and propriety in use of the trust's funds, and achieve economy, efficiency and effectiveness – the three elements of value for money. The trustees must also take ownership of the trust's financial sustainability and its ability to operate as a going concern.

The Trustees are responsible for the setting the overall strategy and the leadership and management of the Trust. And, in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, the Trustees are legally responsible and accountable for all statutory functions, for the performance of all schools within the trust, and must approve a written

scheme of delegation of financial powers that maintains robust internal control arrangements. They are also the employer of every member of AET staff. Trustees have the right to review and adapt its governance structure at any time which includes removing delegation.

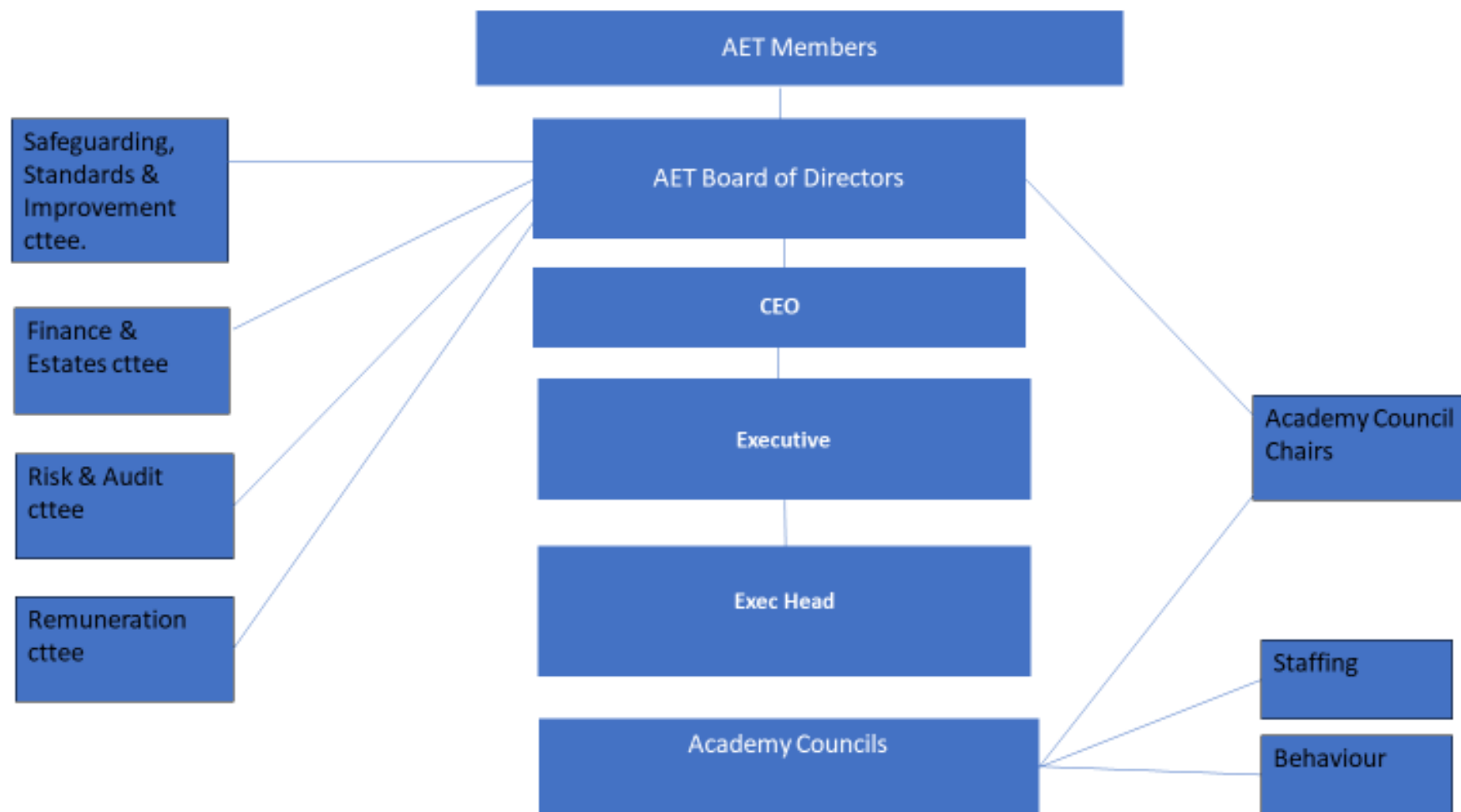
### **The role of Trust Board Committees**

In line with the latest Academies Financial Handbook, the board of Trustees have a finance committee to which the board delegates financial scrutiny and oversight and a separate audit committee. AET have also constituted a remuneration committee and will establish a standards committee charged with reviewing and evaluating academy improvement across the trust.

Decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees) and responsibilities of board committees are set out in the committee's terms of reference. The Trust Board will appoint board committee chairs and committee members according to their skills.

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

The CEO has the delegated responsibility for the operational leadership and management of the Trust. 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.



## **Terms of reference**

### **Members:**

- Appoint Trustees to ensure AET's charitable object is carried out.
- Approve any amendments to the articles of association
- Attend the AGM

### **Board**

- Defines the overall strategy of the Trust
- Overall leadership and management of the Trust
- Legally responsible and accountable for all statutory functions
- Responsible for performance of all schools and nurseries within the Trust
- Approve the scheme of delegation of financial powers
- Employer of every member of AET staff
- Review and adapt AET's governance structure
- Monitor and review the annual Trust Development Plan

### **Audit and Risk Committee**

- Promote the highest standards of propriety in the use of public funds and encourage proper accountability for the use of those funds
- Advise the Board on the appointment and remuneration of external auditors and internal audit arrangements
- Review the external financial statements including the external auditor's opinion, advising the Board on audit aspects and monitoring management action in response to issues raised by external audits.
- Promote a climate of financial discipline and control
- Receive the financial statement to form part of the annual report of the Trust Board to stakeholders and for filing as per the Companies Act, Charity Commission and Funding Agreement.
- Review the report and recommendations made through the internal audit programme
- Oversee the Trust policies on Fraud, data protection, health and safety, freedom of information and whistle blowing.
- Receive reports on the outcomes of investigations of suspected or alleged impropriety.
- Review the effectiveness of internal controls, governance and risk management systems.
- Identify key risks in the Trust and agree actions to reduce each risk
- Must produce an annual report of the committee's conclusions to advise the board of trustees and members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.

### **Finance and Estates Committee**

- Assess implications of the indicative funding from DfE for each Academy in advance of the financial year, drawing any matters of significance/concern to The Board.
- Ensure key spending links to the Trust Development plan and the School Development Plans.
- Receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year.
- Liaise with and receive reports from appropriate committees and make recommendations to those committees about the financial aspects of matters being considered by them.
- Consider requests for supplementary expenditure and make appropriate recommendations to the Trust Board.

- Review financial policy
- Monitor and review expenditure on a regular basis, ensure compliance with the overall financial plans and DfE regulations, and draw matters of concern to the attention of the Board.
- Monitor and review procedures for ensuring effective implementation and operation of financial procedures.
- Monitor and review of Health and Safety policy to ensure compliance and effective implementation
- Monitor and follow the Department's Health and Safety: responsibilities and duties for schools' as well as Health and Safety Executive (HSE) guidance for Education.
- Strategically manage and maintain the trust's estate in a safe working condition.

#### **Remuneration Committee**

- Annually review the salary of the CEO.

#### **Safeguarding, Standards and Improvement Committee**

- Hold the Senior Executive to Account for Self-Evaluation, Quality Assurance and School Improvement
- Benchmark the performance of all schools and nurseries against national expectations and targets
- Agree the framework for target setting at school and nursery level
- Monitor and evaluate the educational aspects of the Trust Development Plan
- Monitor improvements in schools and nurseries alongside key performance risks, as identified on the risk universe and register.
- Monitor local governance effectiveness
- Monitor admissions in all schools and nurseries.
- Reviews the impact of the pupil premium spend and the PE and Sport Grant. (Covid catch up)
- Monitor's progress of all students in all schools including the most vulnerable, SEND and Looked After children.
- Safeguards and promotes the welfare of children.
- Has regard to any statutory guidance on safeguarding issued by the Secretary of State.
- Ensures the suitability of staff, supply staff, volunteers, contractors and proprietors with guidance from the Trust Safeguard Lead.

#### **CEO**

- Lead and manage all areas of the Trust (delegated aspects to Senior Executives)
- Performance of all schools and nurseries
- Overall responsibility for the operation of the Trust's financial responsibilities
- Lead the Senior Executive Team of the Trust

#### **Headteachers**

- Responsible for the day to day teaching and learning in the school and the day to day operations of the school
- Reports to the trust via 360 meetings and to the Academy Council

**Academy Council** are the guardians of:

- Parental Engagement
- Safeguarding in conjunction with the Trust
- Local Community relations and services
- Culture Vision and Ethos. For Church Schools this is the delegated responsibility of SIAMS and the Vision Culture and Ethos as a Church of England School
- Behaviour and reward. This includes the delegated responsibility of the behaviour policy in consultation with the Trust Executive.
- Communication, marketing and perception of the school
- Extra-curricular offer.
- To supply Academy Councillors to fulfil cross Trust roles connected to Performance, Standards and Safeguarding.

**Key:**

- Level 1: Members
- Level 2: Board
- Level 3: Board Committee
- Level 4: Academy Council
- Level 5: Chief Executive Officer (CEO)
- Level 6: Head of Finance
- Level 7: Executive Headteacher
- Level 8: Senior Executive Team Member
- Level 9: Headteacher
- Level 10: Budget Holder/Ops Manager

COLUMN TICKED: Action to be undertaken at this level

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
<b>Governance</b>	1	Approve changes to the Governance structure, Terms of Reference, Schemes of Delegation		✓									
	2	Approve changes to the Articles or Funding Agreement (with EFA approval sought)	✓										
	3	Appoint Directors	✓										
	4	Appoint the Chair		✓									



Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		and Vice Chair of the Board											
	5	Appoint the Chairs of Committees		✓									
	6	Appoint the Chairs of Academy Councils				✓							
	7	Approval; of chair - board		✓									
	8	Appoint the Internal Auditor			✓ Finance & Estates Committee								
	9	Approve the appointment of Company Secretary & Clerk		✓									
	10	Review performance of the Board		✓									
	11	Review performance of Board committees and Academy Councils		✓									
	12	Review committee membership to ensure each have a diverse and appropriate skill			✓ Risk & Audit Committee								

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		set											
	13	Ensure (where appropriate) AC is compliant with correct Church representation. and is following Church School compliance.		✓									
	14	Ensure (where appropriate) school SIAMS criteria are an integral part of the school culture.				✓							
<b>Finance</b>	15	Scrutinise all schools' budgets for the financial year			✓ Finance & Estates Committee								
	16	Approve the overall Trust budget for financial year		✓									
	17	Review the Trust budget throughout the financial year			✓ Finance & Estates Committee								
	18	Review all schools' budgets throughout the			✓ Finance & Estates Committee								

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		financial year											
	19	Approve changes between budget headings (virements) under £10,000						✓					
	20	Approve virements between £10,000 and £50,000					✓						
	21	Approve virements between £50,000 and £100,000			✓ Finance & Estates Committee								
	22	Approve virements over £100,000		✓									
	23	Approve use of school reserves			✓ Finance & Estates Committee								
	24	Review and approve banking arrangements		✓									
	25	Propose financial and procurement policies						✓					
	26	Approve financial and procurement policies			✓ Finance & Estates Committee								
	27	Enter into contracts over £100,000		✓									

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
	28	Enter into contracts between £50,000 and £100,000			✓ Finance & Estates Committee								
	29	Enter into contracts between £25,000 and £50,000					✓						
	30	Enter into contracts up to £25,000						✓					
	31	Authorising orders within budget <£1,000										✓	
	32	Authorising orders within budget between £1,000 and £2,000						✓					
	33	Authorising orders within budget between £2,000 and £25,000 – must have 3 quotes						✓					
	34	Authorising orders within budget between £25,000 and £50,000 – must have 3					✓						

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		quotes											
	35	Authorising orders within budget between £50,000 and £100,000 – must have 3 quotes			✓ Finance & Estates Committee								
	36	Authorising orders within budget over £100,000 – must have 3 quotes		✓									
	37	Waiving tender/quote process for procurement between £2,000 and £25,000 – CFO to submit statement explaining why only one supplier is suitable					✓						
	38	Waiving tender/quote process for procurement between £25,000 and £100,000 – CFO to submit			✓ Finance & Estates Committee								

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		statement explaining why only one supplier is suitable											
	39	Waiving tender/quote process for procurement over £100,000 – CFO to submit statement explaining why only one supplier is suitable	✓										
	40	Write off debts between £5,000 and £25,000			✓ Finance & Estates Committee								
	41	Write off debts between £1,000 and £5,000					✓						
	42	Write off debts under £1,000						✓					
	43	Approve disposal of assets over £25,000		✓									
	44	Approve disposal of assets between £5,000 and £25,000			✓ Finance & Estates Committee								
	45	Approve disposal						✓					

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		of assets under £5,000											
	46	Approve the appointment of external auditors	✓		✓ Finance & Estates Committee								
<b>Payroll</b>	47	Approve overtime within delegated budget										✓	
	48	Approve all other overtime						✓					
	49	Approve business staff expenses and overtime						✓					
	50	Approve teaching staff expenses								✓ Head of HR			
	51	Approve overtime with delegated budget (Primary schools)									✓		
	52	Approve overtime within delegated budget (Secondary schools)										✓	
	53	Approve monthly school payroll							✓				
<b>Staff and Performance Management</b>	54	Appoint the CEO		✓									
	55	Appoint Headteachers or senior staff		✓									AC Chair to attend

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
	56	Participate in appointment of Headteachers		✓		✓	✓	✓					AC Chair to attend
	57	Participate in appointment of Academy leadership				✓	✓						
	58	Performance review of CEO		✓									
	59	Performance review of Executive Head/Senior Executive					✓						
	60	Participate in performance review of Headteachers					✓		✓				AC Chair to attend
	61	Propose policies for staff, HR, pay, performance and disciplinary								✓ Head of HR			
	62	Approve staff, HR, pay, performance and disciplinary policies			✓ Finance & Estates Committee								
	63	Approve changes to school staffing structures									✓		



Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		including recruitment (within agreed budget)											
	64	Approve changes to school staffing structures including recruitment (outside of agreed budget)					✓						
	65	Approve re-grading of job roles								✓ Head of HR	✓		
	66	Approve redundancies and staff restructures			✓ Finance & Estates Committee								
	67	Approve appointments of central Trust posts					✓						
<b>Performance &amp; Curriculum</b>	68	Propose School Development Plan					✓				✓		
	69	Approve School Development Plan					✓		✓				
	70	Monitor progress of SDP							✓		✓		
	71	Monitor relevant sections of SDP					✓						
	72	Annual review of						✓					

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		all SDP's Review progress across/against all School Development Plans											
	73	Propose Trust Strategic Plan					✓						
	74	Approve Trust Strategic Plan		✓									
	75	Propose the school curriculum plan									✓		
	76	Review each school curriculum plan					✓						
	77	Approve the school curriculum plan							✓				
	78	SEND Trust and school policies. Finance (Finance committee)			✓ Safeguarding, Standards & Improvement								
	79	Review progress against SIAMS SEF criteria in CofE Schools				✓				✓ Executive Headteacher			
	80	Review impact of Pupil Premium			✓ Safeguarding, Standards and					✓ Executive			

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		funding and Sport and PE grant funding and covid catch up			Improvement Committee					Headteacher			
	81	Place Pupil Premium funding and Sport and PE grant funding reviews and policies on website									✓		
<b>Discipline/Exclusions</b>	82	Propose pupil behaviour policies									✓		
	83	Approve pupil behavior policies					✓						
	84	Monitor implementation of pupil behavior policies				✓							
	85	Exclude a pupil more than 15 days or permanently				✓							
	86	Review exclusion on appeal				✓							
	87	Direct reinstatement of excluded students									✓		
<b>Admissions</b>	88	Consult annually before setting Admissions Policy				✓							

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
	89	Propose admissions policy				✓							
	90	Approve admissions policy		✓									
	91	Admissions: application decisions									✓		
	92	Approve admissions prospectus		✓									
<b>Premises &amp; Insurance</b>	93	Propose premises-related policies								✓ Head of School Services			
	94	Approve premises-related policies			✓ Finance & Estates Committee								
	95	Propose school premises & capital strategy								✓ Head of School Services			
	96	Approve school premises & capital strategy			✓ Finance & Estates Committee								
	97	Approve appropriate insurance cover for all schools in the Trust			✓ Finance & Estates Committee								
<b>Health &amp; Safety</b>	98	Propose a Health & Safety Policy								✓ Head of School Services			
	99	Approve a Health			✓ Finance &								

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		& Safety Policy			Estates Committee								
	100	Monitor implementation of H&S Policy			✓ Finance & Estates Committee								
	101	Develop a Risk Management Plan			✓ Risk and audit committee			✓					
	102	Approve a Risk Management Plan			✓ Risk and audit committee								
	103	Report Risks to Board			✓ Risk and audit committee								
<b>School Organisation</b>	104	Approve times of school day and dates of school terms and holidays		✓									
	105	Approve Trust strategy for IT			✓ Finance & Estates Committee								
	106	Approve Capital investments in IT			✓ Finance & Estates Committee								
	107	Ensure that the academy complies with GDPR								✓ Head of Communications & School Support			
	108	School Uniform					✓						

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
	109	Propose awards policy									✓		
	110	Approve and monitor Awards policy				✓							
	111	Monitor extra-curricular provision				✓							
	112	Monitor and evaluate parent, student and staff questionnaires				✓							
	113	Formulation of questionnaires								✓ Executive Headteacher			Involvement of Academy Council.
	114	House System					✓						
	115	Curriculum Leaders					✓						
	116	Safeguarding Policy – Trust and all schools/nurseries								✓ Head of Communications and School Support			
	117	Safeguarding Audit in all schools/nurseries								✓			
		Complete actions from Safeguarding Audit									✓		
	118	Review and								✓ Head of			

Key Function	No	Task	1	2	3	4	5	6	7	8	9	10	Notes
		Monitoring of actions from Safeguarding Audit								Communications and School Support			
	119	Managing Single Central Record in school									✓		
	120	Manage Single Central Record for Central Team								✓Head of HR			
	121	Review of SCR								✓Head of Communications and School Support			
	122	Oversee Safeguarding procedures for all lettings								✓Head of School Services			
	123	Monitor and review safeguarding procedures for all lettings								✓Head of Communication and School Support			