Scheme of Delegation

Date of last review	April 2021 version 2.0
Date of next review	September 2024

1. Introduction

1.1. This document should be read in conjunction with other relevant documents, such as the Terms of Reference of the Members, Trust Board and Committees and the Local Governing Bodies Code of Conduct.

1.2 Steel City Schools Partnership (SCSP) is a legal entity registered as an exempt Charity and established on 1st April 2013. We are a Multi Academy Trust (MAT) and an approved DFE Academy sponsor. All SCSP schools are at the heart of the community they serve, offering the very best education, support and care; and an environment of aspiration, underpinned by the highest expectations.

1.3 At SCSP we believe that every school is unique, because it has its own history, it serves its own community context and each one is full of diverse individuals. We value and celebrate the unique identities of all of our schools. We encourage them to be innovative, creative and develop their originality because we want others to learn from them. Excellence is about diversity, not conformity. We do not believe that one size fits all.

1.4 Our determination to make a difference is rooted in our strong moral purpose. We strive to improve outcomes and the life chances for the children we serve and we are driven by our vision:

To provide a first class, innovative education for all.

This is through:

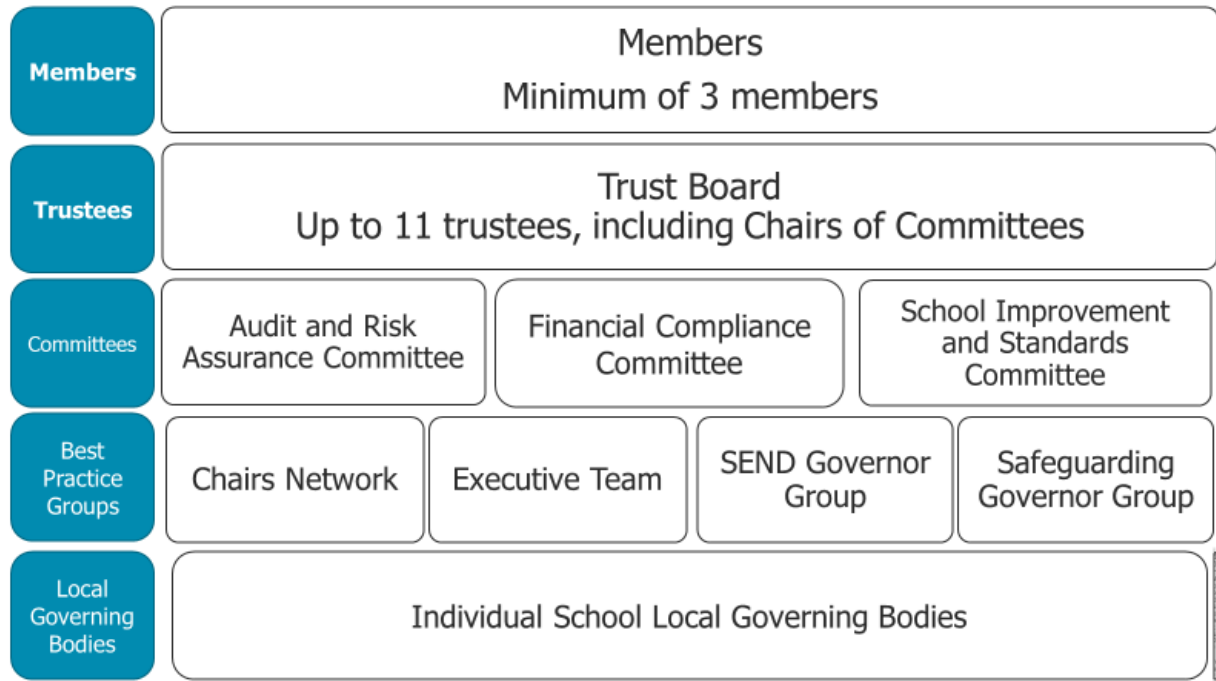*Achieving Excellence   Sustaining Excellence   Sharing Excellence*

1.5 Our vision above supports the teaching and learning of all of our pupils. We resolutely believe that we are stronger together and that each school within the MAT has individual strengths and we celebrate the diverse and unique qualities of each particular school.

1.6 SCSP is governed by a strong Trust Board that strategically leads and oversees the core business of SCSP. The Trust Board gives clarity of vision and effectively challenges and supports the SCSP Executive team to ensure that growth continues to be founded on strong educational values and outstanding school improvement strategy.

1.7 SCSP's 4-year Strategic Plan 2022-2026 gives a clear insight into our MAT and our vision for growth and development as we strive to serve the needs and educational pathway of those pupils in our care.

2. Governance

2.1 Steel City Schools Partnership (**"SCSP"**) is governed by a Board of Trustees (the "**Trustees**") who are accountable in law to the Department for Education and have overall responsibility and ultimate decision making authority for all the work of SCSP, including the establishment and running of schools operated by SCSP.

2.2 Where reference is made to "**Trustee**" it shall have the same meaning as "**Director**" as defined in Articles of Association.

2.3 The governance structure of SCSP is as follows:

Members	Members Minimum of 3 members		
Trustees	Trust Board Up to 11 trustees, including Chairs of Committees		
Committees	Audit and Risk Assurance Committee	Financial Compliance Committee	School Improvement and Standards Committee
Best Practice Groups	Chairs Network / Executive Team	SEND Governor Group	Safeguarding Governor Group
Local Governing Bodies	Individual School Local Governing Bodies		

2.4 SCSP is the employer of all staff employed at its schools.

2.5 The Trust Board is responsible for the strategic direction of SCSP and this will inform the strategic direction of the individual schools that form SCSP.

2.6 In order to assist with the discharge of their responsibilities, the Trust Board have established the Audit and Risk Assurance Committee (ARAC), the School Improvement and Standards Committee (SISC) and the Financial Compliance Committee (FCC).

2.6.1 ARAC reviews and advises the Trust Board and the Accounting Officer on a range of Financial, Risk and audit matters.

2.6.2 SISC reviews and evaluates the quality of education, pupils' standards and progress and teachers continued professional development.

2.6.3 FCC supports the Trust board and the CEO in its responsibilities for ensuring that public funds are used effectively and efficiently.

2.6.4 The Chief Executive Officer (CEO) and Chief Officer Operations (COO) play a major role in formulating plans, policies and targets for consideration and approval by ARAC, SISC, FCC or the Trust Board.

2.6.5 The Constitution and functions of ARAC, SISC and FCC are set out in its Terms of Reference. These terms of reference may only be amended by the Board of Trustees.

2.7 The Trust Board reserves the right to vary the delegation of powers in exceptional circumstances, limited to situations of the suspension of an officer who holds delegated powers and is employed by SCSP or where a school requires intervention in line with SCSP policy. This would include member schools causing concern or schools that SCSP has been requested/required to sponsor. The Trust Board cannot revise the powers held by Members as defined in the Articles of Association.

2.8 SCSP has established regular meetings with all of its schools including annual internal reviews. At these meetings many of the site related, school improvement and business decisions are discussed, taken and recorded. These meetings are part of SCSP's approach to real time working of the Scheme of Delegation and help support dynamic decision making as the CEO and COO will often attend these meetings.

3. Roles and Responsibilities

The role of the members:

3.1 The members of SCSP have a different status to trustees. Originally they will have been the signatories to the memorandum of understanding and will have agreed SCSP's first articles of association (a document which outlines the governance structure and how SCSP 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 SCSP'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 SCSP to the members. Members are also responsible for approving any amendments made to SCSP's articles of association.

3.2 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 the DfE's expectations, not all members should be trustees. Members are not permitted to be employees of the MAT.

3.3 The members hold a meeting twice a year and with Trustees hold an AGM.

The role of the Trustees:

3.4 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 SCSP 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 SCSP and as such must:

- Ensure clarity of vision, ethos and strategic direction.
- Hold the Chief Executive to account for the educational performance of the

schools and their pupils.

- Oversee the financial performance of SCSP and make sure its money is well spent.
- Ensure the voices of stakeholders are heard.

3.5 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.

3.6 The Trust board is permitted to exercise all the powers of the academy Trust. The Trust board will delegate to the CEO and the COO responsibility for the day to day operations of SCSP. The Trustees can determine whether to delegate any governance functions.

3.7 SCSP 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):

3.8 The CEO has the delegated responsibility for the operation of SCSP including the performance of SCSP's schools. The CEO performance manages SCSP's executive team (the Trust's central team) and the Educational Directors for School Improvement (EDSI) performance manage headteachers.

3.9 The CEO is the Accounting Officer (AO) and therefore has overall responsibility for the operation of the MAT's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

3.10 The CEO leads the executive team (the Trust's central team) of the MAT. The CEO will delegate functions to the executive team (the Trust's central team) and is accountable to the Trust board for the performance of the executive team.

The role of the chief officer operations (COO):

3.11 The COO operates as the Chief Finance Officer in line with the responsibilities set out in the Academies Financial Handbook and has the delegated responsibility for i) Governance and Accountability (Governance, Compliance, Finance, Audit & Risk Management) and ii) Growth and Infrastructure (HR, payroll, Information Governance, Health and Safety, Estates Management, Catering, Projects and Conversions).

3.12 The COO will work closely with the CEO and with the headteachers of each school, and Governors as appropriate, to ensure the financial health of SCSP. They also play a leading role in the delivery of SCSP's Strategic Plan.

Other central Trust roles

3.13 The CEO and COO are supported by the central trust team who work in either school improvement or Trust operations roles.

The role of the academy headteacher:

3.14   The headteachers of schools are responsible for the day to day management of the school. The headteachers of school are managed by the EDSI's and they report to the LGB on matters which have been delegated to the LGB.

The role of the local governing body (LGB):

3.15   The local governing bodies will hold a minimum of three and maximum of seven meetings per year depending on the context of the school.

3.16   The purpose of the committee is to:
   •   Set the school's vision, ethos and strategic direction;
   •   Hold the Headteacher to account for the educational performance of the school and its pupils, reporting back to the Board through a report to Trust board;
   •   Ensure the school and staff have the correct resources and support to fulfil their function.

3.17   **The Local Governing Body will ensure accountability by**:
   •   Support the setting of the School Improvement Strategy with priorities and targets
   •   Contribute to school self-evaluation by supporting and receiving reports from all link governors
   •   Appoint Safeguarding and SEND link governors
   •   Appoint other link governor roles based on the school improvement plan priorities
   •   Receive and discuss link governor reports
   •   Monitor the educational performance of the school and progress towards agreed targets
   •   Support the appointment and performance management of the headteacher
   •   Regularly report concerns and successes to the Trust board

3.18   The role of the EDSI with regard to local governance is to support and also hold the Headteacher to account to ensure adequate focus and challenge on specific areas.

3.19   The constitution and functions of the LGB are set out in its Code of Conduct and Terms of Reference. These terms of reference may only be amended by the Board of Trustees.

4.0 Scheme of Delegation

KEY

Approve (A):   The individual/group who has delegated responsibility to **approve.**

Consult (C):   The individual/group that should be **consulted** as part of the process.

Deliver (D):   The individual/group that has responsibility for **delivering** the task.

Inform (I):   The individual/group that should be **informed** of the outcome.

Recommend (R):   The individual/group that should make **recommendations** on the task.

Please note: it is expected that each level of the organisation will comply with the Scheme of Delegation and the full suite of SCSP policies and procedures.

Section 1: Governance

	Task	Members	Trustees	CEO/ COO	LGB	Headteacher
1.1	Articles of Association: Review/Approve changes	A				
1.2	Governance Structure of the Trust: Review/ Approve changes	I	A/D	R	C	C
1.3	Scheme of Delegation: Review/ Approve changes		A	R		I
1.4	Committee Terms of Reference: Review/ Approve changes	I	A/C	R	I/C	I
1.5	New Academies joining the Trust: Approve	I	A	R/D	I	I
1.6	Appoint/ Remove Members	A	I			
1.7	Appoint/ Remove Trustees	A	R	I		
1.8	Board Committee Chairs: Appoint or Remove		A/D	C		
1.9	Safeguarding and SEND Trustee: Appoint or Remove		A/D	C	I	
1.10	LGB Chairs and Vice Chairs: Appoint or Remove		A	I	R/D	C
1.11	LGB Co-opted Governors: Appoint or Remove		A	D	R	C
1.12	LGB Staff Governor and Parent Governors: Remove		A	C/D	R	C
1.13	Annual Governance Calendar: Review/ Approve		A	R/D	I	I
1.14	Annual Schedule of Governance Business: Review/Approve		A	R/D	I	I
1.15	Self-Review of Trust Board and committee performance		D	C		
1.16	Self-Review of LGB's and chairs performance		I	R	D	I

	including skills audits				
1.17	Clerks: Appoint and Remove		I	D	I	I

Section 2: Being Strategic

	Task	Memb ers	Trust ees	CEO/ COO	LGB	Headt eacher
2.1	Determine and approve Trust wide policies		A	R/D	I	i
2.2	Determine and approve school level policies		I	C/R	A	R/D
2.3	Determine the Trusts vision, strategy and key priorities: Approve	I	A/D	R/D	I	I
2.4	Determine the Trust Improvement Plan: Approve	I	A/D	R/D		I
2.4	Determine the school's vision, strategy and key priorities: Approve		I	C/R	A/D	R/D
2.5	Engagement with Stakeholders (Trust level): Ensure		D	D/R	I	I
2.6	Engagement with stakeholders (school level): Ensure		I	C	D	R/D

Section 3: Risk and Compliance

	Task	Memb ers	Trust ees	CEO/ COO	LGB	Headt eacher
3.1	Trust level risk register: establish, review and monitor		A/C	R/D		
3.2	School level risk register: establish, review and monitor			A	C	R/D
3.3	Publish governance arrangements on Trust		A	R/D	C	D

	and school website: Ensure					
3.4	Annual CEO report on the performance of the Trust	I	I	R/D	I	I
3.5	Ensuring Compliance: Agree auditing and reporting arrangements		A	R/D		
3.6	Determine the Trust Growth strategy and assessment of risk		A/D	R/D	I	I
3.7	Re-organisation, acquisition, amalgamation or closure	A	R	R/D	I	C
3.8	Insurance Arrangements: Procure		I	R/D		
3.9	Media and Public Relations: Oversee		I	D	C	C
3.10	GDPR Policy and Privacy notices: Set and Approve		A	R/D		D

Section 4 – Financial Management

	Task	Members	Trustees	CEO/ COO	LGB	Headteacher
4.1	Annual report and Accounts: Approve and Submit/Publish	I	A	R/D	I	I
4.2	Internal and External Auditors Schedule: Approve and Implement		A/D	R/D		
4.3	Trust Scheme of Financial Delegation: Establish and Review		A	R/D	I	I
4.4	Trust annual consolidated budget: Set and approve		A	R/D		
4.5	School Improvement budget and designated funding streams (Eg. Pupil Premium): Monitor		I	R/A	D	C/D
4.6	Trust Financial Policies: Set and review		A	R/D		I
4.7	Ensure robustness of Benchmarking and		A	R/D		

	Task	Members	Trustees	CEO/COO	LGB	Headteacher
	Trust/School wide value for money					
4.8	Monitor budgets through financial reporting		A/C	D		
4.9	Trust central service charge: Set and review		A	R/D		
4.10	Ensure appropriate payroll arrangements are in place		I	R/D		
4.11	Acquire and Dispose of Trust land	A	D	R/D	C	C
4.12	Ensure appropriate Financial Controls are in place and all financial laws are abided by, inc. compliance to funding agreements		A	R/D	I	C/D
4.13	Trust Reserves and Investment Policies: Set		A	R/D		

Section 5: Human Resources

	Task	Members	Trustees	CEO/COO	LGB	Headteacher
5.1	Appointment/Dismissal of CEO		A/D	C	I	I
5.2	Pay award and performance management of CEO		A/D	C		
5.3	Trust central staff: Appointment/Dismissal,		I/D	A/D	I	I
5.4	Trust central staff: Pay awards and performance management		I/D	A/D		
5.5	Trust central staff structure		A	R/D	I	I
5.6	School Staff structure		I	R/A	C	R/D
5.7	Headteachers: Appointment/Dismissal, pay award and performance management		A	R/D	C	
5.8	School Staff: Appointment/Dismissal, pay award and			A/C	C	R/D

	Task	Members	Trustees	CEO/COO	LGB	Headteacher
	performance management					
5.9	Trust HR policies, Pay structures and Employment Terms and Conditions: Set and review		A	R/D		I
5.10	Employment Tribunals: Act in response to claims		A	D		

Section 6: Estates

	Task	Members	Trustees	CEO/COO	LGB	Headteacher
6.1	Determine and implement a Trust Estates strategy		A	R/D		
6.2	Trust Health and Safety polices: Set and review		I	A/D		I
6.3	School Health and Safety policies and procedures: Set and review		I	A/D	I	I/D

Section 7: School Improvement

	Task	Members	Trustees	CEO/COO	LGB	Headteacher
7.1	School Improvement Plan and key performance indicators: Develop & Review			C/R	C/A	D/R
7.2	Determine appropriate curriculum for each academy, inc. all statutory requirements		I	R/A	C	C/D
7.3	Permanent exclusions: Review and approve		A	C	I	D/R
7.4	Admissions decisions: Change to PAN		A	R	I	D
7.5	School Hours: Set opening hours and term dates		A	R	I	C/D
7.6	Pupils outcomes and target setting: Setting of data setting/collection processes and procedures		A	R/D	C	C/D
7.7	Trust School		A	R/D	I	I

	Improvement Policies (inc. Safeguarding, SEND, Inclusion): Set and Review					
7.8	School level policies: Set and Review			C	A	D/R