CITY OF LONDON ACADEMIES TRUST

Scheme of Delegation

Accountability and decision-making authority for City of London Academies Trust Members, Trustees, Executive Officers, Local Boards and school leaders.

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Key

1. **Members** - Meet at least once a year at the AGM or potential oversight meetings, to review the performance of the Trust Board in delivering its charitable objectives in line with Terms of Reference and Charity Law.

2. **Board of Trustees** - Has the primary governance responsibility for the Trust and its academies. The Directors of the Trust meet four times a year, receive reports from the Chief Officers, take strategic decisions and set the Trust vision and strategy through processes led by the executive team.

3. **Chief Executive Officer (or Chief Officers as delegated by the CEO)** - Operate on behalf of the Trustees. Responsible for executing MAT strategy, operations and delivery, including the accountability framework, support, challenge, and wider educational development of the academies.

4. **Local Board (formerly LGB)** - Take local decisions as delegated by the Trust Board which has the primary governance responsibility for Trust academies.

5. **Headteacher/Principal or Executive Principal** - Has responsibility to deliver the objectives set by the Trust Board, overseen and supported by the Senior Executive Team and Local Board.

Trust governance

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Task	1	2	3	4	5	Notes
1. Approve changes to the Trust's constitution i.e. the Articles of Association	●					
2. Recommend to Members any changes to the Trust's Articles of Association		●				
3. Remove Trustees if required	●					
4. Appoint Trustees in line with the Articles of Association		●				
5. Establish and approve changes to the Scheme of Delegation		●				
6. Appoint the Chair and Vice Chair of the Trust Board		●				
7. Appoint the Chairs of Committees of the Trust Board		●				
8. Appoint Company Secretary and Clerk to the Board of Trustees		●				
9. Set up Register of Directors' and Governors' Business Interests			●			
10. Approve Directors' and Governors' expenses scheme		●				
11. Appoint a Chief Executive Officer		●				
12. Appoint Accounting Officer		●				
13. Appoint Chairs of MAT sub-committees		●				
14. Approve Trust budget plans for the coming year		●				
15. Recommend Trust budget plan for financial year			●			Recommendations will go to the Finance and Operations Committee
16. Propose MAT expansion opportunities	●	●	●	●	●	Proposals may come from any level but would be initially assessed by Trust Board (16)
17. Consider/Agree MAT expansion under due diligence and the Sponsorship Agreement		●				
18. Approve the Trust Strategic Improvement Plan		●				
19. Review progress against Strategic Improvement Plan		●				

Oversight of local governance

Task	1	2	3	4	5	Notes
20. Appoint Chairs of LBs in consultation with LB (approval communicated to LB)		●				Also to be approved by the Education Board
21. Appoint Chairs of sub-committees				●		
22. Appoint Clerk to LBs				●		
23. Appoint appropriate Local Board members for LBs (excluding staff/parent Local Board members)				●		Notify vacancies to Trust Board and Education Board to allow nominations. Notify on appointment.
24. Appoint staff and parent Local Board members to LBs				●		Notify Trust Board and Education Board on appointment
25. Ratify governor appointments to LBs		●				Newly-appointed Local Board members cannot vote until ratified by Trust Board. Communicate to Education Board.
26. Review performance of LB		●				Annually using the Trust LB audit tool
27. Suspend and/or dismiss LB members		●				
28. Replace an LB with an interim executive board			●			Where an LB has been deemed to be ineffective and following Trustees' decision to disband the LB
29. Approve changes to the Scheme of Delegation		●				All stakeholders can propose changes. Approval lies with Trust Board (4) with Education Board consultation

● **1** Members **2** Board of Trustees **3** CEO **4** Local Board **5** Headteachers/Principals

Finance

Task	1	2	3	4	5	Notes
30. Recommend LB budget plan for financial year				●		
31. Approve LB forecast for current year and budget plan for following year		●				
32. Monitor Trust budget and forecast for remaining year at least monthly		●				
33. Monitor LB budget and forecast for remaining year at least monthly				●		
34. Monitor academy monthly expenditure					●	
35. Agree budget adjustments up to £100,000 within the annual approved budget				●		
36. Agree LB budget adjustments over £100,000		●				
37. Approve financial, accounting and procurement policies		●				
38. Enter into contracts (up to £100,000) except salaries			●	●		CEO for central contracts, LB for academy contracts. In all cases, refer to the Procurement and Tendering policy for further requirements. If contract will push costs over agreed budgets, this requires consultation and approval from the Trust CFOO.
39. Enter into contracts (above £100,000) except salaries		●	●			Trust will examine potential economies of scale
40. Tender and approve the appointment of auditors subject to relevant Member approval		●				
41. Approve MAT banking arrangements		●				
42. Approve in-year deficit recovery plans			●			
43. Where Trustees deem management is ineffective, directly manage academy budgets and financial processes			●			
44. Produce and review year end accounts		●				

Appointments

Task	1	2	3	4	5	Notes
45. Approve Trust Chief Officer appointments		●				
46. Approve other central staff appointments			●			• For Chief Officer and Director appointments, a Trustee to be involved in the selection process. • Trust Board to be notified of all senior appointments. • For Principal/Headteacher appointments the CEO and Chair of the LB must be part of the selection panel. The CEO may nominate an alternative representative if they are unable to join the panel. • For academy senior Leadership appointments, a member of the LB and Senior Executive Team to be involved in the selection process. NB: appointments that will push staffing costs over agreed budgets require consultation and approval from the Trust Chief Financial and Operating Officer.
47. Recommend academy Principal/Headteacher appointments			●	●		
48. Approve academy Principal/Headteacher appointments		●				
49. Approve forward staffing structure, including SLT			●			
50. Agree any proposed staffing structure changes to be submitted to the CEO and CFOO				●	●	
51. Seek advice on the SLT appointment process from Trust HR team					●	
52. Approve academy Senior Leadership Team appointments in line with agreed structure				●	●	
53. Approve academy TLR appointments in line with agreed structure					●	
54. Approve teacher appointments in line with agreed structure					●	
55. Approve all other academy appointments in line with agreed structure					●	

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Pay determination, performance and pay progression

Task	1	2	3	4	5	Notes
56. Pay Determination, Performance Review and Pay Progression of CEO		●				Trust Board approves pay determination and progression on recommendation from Remuneration Committee
57. Pay determination, performance review and pay progression of senior Central Trust staff		●	●			Remuneration Committee approves pay determination and progression on recommendation from CEO and CFOO. The CEO and CFOO must ensure all central Trust staff performance management is in line with the Trust's policy.
58. Pay determination, performance review and pay progression of Principal/Headteacher		●	●	●		Salary range recommended to Remuneration Committee by CEO and approved by Trust Board. Pay progression and performance review undertaken by CEO and Chair of Local Board.
59. Approve performance management targets and objectives set for academy Principal/Headteacher			●	●		Performance targets and objectives to be reported to Trust Standards and Accountability Committee.
60. Pay determination, performance review and pay progression for academy Senior Leadership				●	●	Salary range and performance pay progression recommended by Principal/Headteacher and approved by LB. The academy Principal/Headteacher must ensure that all staff within the academy are performance managed by the relevant line manager in line with the Trust's Performance Management and Appraisal policy.
61. Pay determination, performance review and pay progression for academy teachers					●	Trust Pay Policy determines a teacher's salary. Progression recommendation made by line manager, approved by Principal/Headteacher and reported to LB.
62. Pay determination, performance review and pay progression for academy support staff					●	Salary range as determined by job evaluation. Pay progression within range and recommendation made by line manager. Approved by Principal/Headteacher and reported to LB.

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Suspension

Task	1	2	3	4	5	Notes
63. Suspend/end the suspension of the Chief Executive Officer		●				In all cases, HR advice must be sought from the Central Trust HR Team. In cases involving the CEO/Principal/ Headteacher, the Trust Board must be informed. Before suspension is decided, all other alternatives must be considered including suspension from certain duties. Any outcomes must be confirmed in writing, with follow-up review letters in line with Trust policy.
64. Suspend/end of suspension of a Principal/Headteacher			●			
65. Suspend/end the suspension of academy staff					●	
66. Suspend/end the suspension of Central Trust staff			●			

Hearing panels and dismissals

Task	1	2	3	4	5	Notes
67. Where the subject is a Chief Officer		●				All hearings require a three person panel. The panel Chair must be appointed in line with this scheme of delegation. Outcome letters are to be on relevant headed paper and signed by the Chair of the Panel. In the first instance, HR advice must be sought from the Central Trust HR Team and, in cases that might result in Gross Misconduct, with the Director of HR.
68. Where the subject is a Trust senior staff member			●			
69. Where the subject is another Central Trust staff member			●			
70. Where the subject is an academy Principal/Headteacher			●	●		
71. Where the subject is an academy Senior Leadership Team member				●	●	
72. Where the subject is any other academy staff member					●	

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Appeal panels

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Task	1	2	3	4	5	Notes
73. Where the subject is a Chief Officer		●				All appeals require at least the same number of persons as the original hearing. The panel Chair must be in appointed in line with this scheme of delegation. Outcome letters are to be on headed paper and signed by the Chair of the Panel. In the first instance, HR advice must be sought from the Central HR Team, or in cases that might result in Gross Misconduct, with the Director of HR.
74. Where the subject is a Trust senior staff member		●				
75. Where the subject is another Central Trust staff member		●	●			
76. Where the subject is an academy Principal/Headteacher		●				
77. Where the subject is an academy Senior Leadership Team member			●			
78. Where the subject is any other academy staff member				●	●	

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Other HR levels of authority/delegation

Task	1	2	3	4	5	Notes
79. Approval of Trust-wide Human Resources policies - including Trust Disciplinary, Performance Management and Pay policies		●				All HR policies are Trust-wide and will be approved by the Trust Board for all academies to use
80. Management of employment relation cases					●	In all cases, HR advice must be sought from Central Trust HR and managers have delegation of powers
81. Review and approval of TU Recognition Agreement			●			Led by Trust Director of HR
82. Determining terms and conditions of service and employment contracts		●				Contract template terms should only be amended after advice from the Central HR Team
83. Revisions to Trust standard contracts, pay and conditions		●				Led by Trust Director of HR
84. Staffing restructures and re-organisation approval (local)				●		All restructures require a business case and from the outset advice must be sought from the Central HR Team
85. Staffing restructures and re-organisation approval (central)		●				
86. Approval to make redundancies			●			Redundancy costs £50,000 or over require Trust Board and ESFA approval
87. Approve settlement agreement payments equal to or below contractual notice				●		Advice must be sought from the Central HR Team
88. Approve settlements above contractual notice but below six months' pay (and below £50,000)			●			Above £50,000 requires ESFA and Trust Board approval. All such payments above £5,000 must be reported in the annual accounts. In such cases, HR advice must be sought.
89. Approve settlement agreement payments above £50,000		●				
90. Approve compensation payments		●				Compensation payments provide redress for loss or injury. When such payments are being considered it is appropriate for them to be managed by the Central Trust Team. Advice must be sought from the Central HR Team.
91. Re-grading/increase in hours - academy salaries in excess of £50,000			●	●	●	Re-grading of posts must include a job evaluation process with advice from the Central Trust Team
92. Authorisation of pension payments				●	●	Advice must be sought from the Central HR Team

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Curriculum performance

Task	1	2	3	4	5	Notes
93. Approve school development plan				●		
94. Review progress against school development plan			●	●		IDSR/Ofsted report should be shared and used to drive the school development plan
95. Report progress across the Trust against KPIs			●			Progress against KPIs must be reported to the Trust
96. Review progress across the Trust against KPIs		●				
97. Approval of curriculum policy				●		
98. Establish and implement curriculum policy					●	
99. Direct curriculum planning where required by the Trust Board			●			
100. Propose performance and curriculum policies				●		
101. Responsibility for standards of teaching					●	
102. Intervene to support leaders in the improvement of standards of teaching where required by the Trust Board			●			
103. Provision of sex education					●	
104. Arrangements for collective worship				●		
105. Propose targets for pupil achievement			●	●		
106. Approve LB targets for pupil achievement and recommend to Trust Board			●			Trust should be able to scrutinise and challenge targets/ performance
107. Monitor targets for pupil achievement				●		Trust through CEO will monitor in line with the agreed accountability framework
108. Report, monitor and, if necessary, intervene to support the delivery of pupil achievement			●			

Discipline

Task	1	2	3	4	5	Notes
109. Approve pupil behaviour policies				●		
110. Monitor implementation of pupil behaviour policies				●		
111. Monitor issues implementation of pupil behaviour policies and take relevant actions arising				●		
112. Intervene to support leaders in the improvement of standards of behaviour where required by the Trust Board			●			
113. Suspend a pupil for more than 15 days or permanently exclude					●	
114. Review suspension or permanent exclusion on appeal				●		IRPs will be arranged through the LB's clerk
115. Direct reinstatement of excluded pupils after review				●		As required, following the IRP review

Admissions

Task	1	2	3	4	5	Notes
116. Propose admissions policy				●		
117. Consult on an admissions policy				●		
118. Approve admissions policy		●				The Trust will need to be satisfied that the policy is legal and fair
119. Approve PAN annually, consulting with LBs		●				
120. Admissions: application decisions				●		
121. Approve admissions prospectus				●		

Premises/Insurance

Task	1	2	3	4	5	Notes
122. Approval of appropriate buildings and other relevant insurance (including Local Boards)		●				
123. Develop and recommend to the Trust Board the capital strategy			●			Executive CEO/CFOO will assess capital stock, depreciation and future need; Trust Board will approve.
124. Develop and recommend to the Trust Board the school maintenance strategy			●			
125. Approve Trust-wide capital development strategy		●				
126. Approve Trust academy maintenance strategy		●				
127. Approve academy premises-related policies				●		

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Health and safety

Task	1	2	3	4	5	Notes
128. Approve Trust health and safety policy		●				
129. Monitor implementation of and compliance with health and safety policy and procedures				●		
130. Review Trust-wide implementation/compliance with school health and safety policies		●	●			
131. Approve a school risk management plan				●		
132. Monitor school risk management plan				●		
133. Monitor implementation of school risk management plans				●		
134. Review Trust-wide implementation of school risk management plans			●			
135. Approve Trust risk management plan		●				
136. Monitor Trust risk management plan		●				
137. Approve business continuity plans		●				
138. Monitor implementation of academy business continuity plans				●		
139. Review Trust-wide implementation of academy continuity plans			●			

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Academy organisation

Task	1	2	3	4	5	Notes
140. Recommend dates of school terms and holidays					●	
141. Approve dates of school terms and holidays			●	●		
142. Set Trust-wide training days annually			●			
143. Monitor school holiday dates on behalf of the Trust			●			Trust will need to ensure dates are considered strategically
144. Ensure that school meets a minimum agreed number of sessions in a school year				●		

School meals

Task	1	2	3	4	5	Notes
145. Ensure that school lunch nutritional standards are met				●		
146. Responsibility for provision of Free School Meals, reporting back to the Trust as required					●	
147. Ensure the provision of universal Free School Meals offering to infant age pupils				●		

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Extended provision

Task	1	2	3	4	5	Notes
148. Approval of additional activities				●		
149. Monitoring the delivery of services, reporting back to the Trust Board as required					●	
150. Approval of Extended Services				●		
151. Cease providing extended school provision				●		

Safeguarding

Task	1	2	3	4	5	Notes
152. Complete and maintain Single Central Record					●	
153. Appoint safeguarding Local Board member				●		
154. Annual approval of school safeguarding review				●		
155. Undertake annual scrutiny of school safeguarding and report to Trust Board as required			●	●		

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Complaints

Task	1	2	3	4	5	Notes
156. Write, disseminate and update the Trust complaints policy and procedure			●			
157. Approve Trust policy and procedures		●				
158. Advise and support school leadership and Local Board members on the management of complaints			●			
159. Monitor and track all complaints raised through the complaints procdure, LA, ESFA and Ofsted			●			
160. Lead mediation and/or resolution meetings between the complainant and the academy			●	●		

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