

Scheme of Delegation

Reach Academy Trust

2023/24 – Approved September 2023



About this Scheme of Delegation

Reach Academy Trust is a one-school multi-academy trust (MAT) with several layers of governance – Members, the Trust Board and its Committees, the Executive Leadership Team, School Leadership Team, and Local Governing Body (LGB). This reflects the academy trust's status as an education organisation, registered company and unregistered charity.

This Scheme of Delegation outlines the delegated responsibilities between each layer of governance. It aligns with the Trust's Articles of Association, Terms of Reference for each governance layer, and relevant government guidance for school trusts.

The Scheme of Delegation describes the role of each layer of governance in each different area of school life.

Governance roles and responsibilities at Reach Academy Trust

The overarching responsibilities of each layer of governance within the Trust is as follows:

- **Members** – the Members play an objective role to oversee the trust's governance and finance through amending the Articles of Association, appointing and removing Members and Trustees, appointing the trust's external auditors and receiving the annual report and accounts. The Education & Skills Funding Agency (ESFA) emphasise that this is an 'eyes on and hands off' role and that Members should be kept informed about the trust's activities to be assured that the Trust Board is exercising effective governance.
- **Trust Board** – the Trust Board exercises on three core governance functions – ensuring clarity of vision, ethos and strategic direction; holding executive leaders to account for educational performance and performance management of staff; and overseeing effective financial performance. The Trust Board hold legal accountability and statutory duties both as company Directors, charity Trustees and as the school's 'proprietary body'. At Reach Academy Trust the Trust Board takes particular oversight of HR, health & safety, strategic financial and estates management and appointing the Executive team.
- **Finance, Audit & Risk Committee (FA&RC)** – this Committee undertakes detailed review of the trust's financial, external audit and internal scrutiny activities on behalf of the Board.
- **Pay & Performance Committee (P&PC)** – this Committee meets annually to review and approve the Pay Policy and receive an update on the appraisal and performance management process.
- **Trust Development Committee (TDC)** – this Committee meets to provide additional capacity and support to the Board in relation to considering the strategic development of the trust.
- **Chief Executive Officer (CEO) and Executive Leadership Team (ELT)** – the Trust Board delegate authority and responsibility to others including the CEO and ELT who undertake the day-to-day management of the Trust. The Team is responsible for the operational running of the organisation across all delivery areas as shown in the Scheme of Delegation below.
- **Headteacher (HT)** - the Headteacher (to include Co-Headteacher, Acting Headteacher, Principal Designate) are responsible for the day-to-day management of the school. They are responsible for the operational running of the school across all areas shown in the Scheme of Delegation. They are also responsible for feeding into the broader work of the Trust as required.
- **Local Governing Body (LGB)** – the LGB undertake detailed challenge and support to ensure that the school's leadership team fulfil their responsibilities for educational outcomes. At Reach Academy Trust the LGB holds particular responsibility for educational standards, curriculum, safeguarding, special educational needs and disabilities (SEND), exclusions and admissions.

This model allows for strategic board decision-making and school-level governance that focuses on pupil and academic outcomes.

The Scheme of Delegation is operationalised to ensure that flows of information and decision making are planned and supported through the trust-wide agenda plan. This means that all layers of governance work in alignment to support meaningful improvement across the Trust – and as LGB members spend less time on policies and paperwork it means that they can spend more time understanding the specific needs of their school.

They are central to the focus on the school's values and ethos so that all students believe they can succeed, and provide continuity of care and a visible presence within school.

Note: This document does not lay out every legal responsibility of a MAT or every activity in the remit of individual stakeholders; rather it is concerned with the core activities that are carried out within each area of operational delivery and how they are coordinated between the various decision makers.

The overriding legal assumption that sits behind this work is that all Reach Academy Trust schools are governed by one trust and a single Board of Trustees (who also hold responsibility as directors under company law). The Board is the legally accountable body but can delegate many of its functions (for example to a Local Governing Body or the Executive Leadership Team), as long as delegation is made in writing. The MAT remains accountable for these functions.

This Framework does not dictate when responsibilities may be further delegated within sets of stakeholders – for example by a Headteacher to other staff within the school, or the Reach Academy Trust CEO to other staff within the team.

There will be circumstances where the rules may change – for example in crisis situations, the Trust may take on a much more involved role or where stakeholders may go above and beyond the level of support that is articulated here – for example the LGB may be engaged on a range of other aspects not explicitly referenced here.

The Scheme of Delegation is reviewed on an annual basis in order to ensure that delegated responsibilities can be aligned with organisational need.

Date of last review: September 2023.

Date of next review: September 2024.

This Scheme of Delegation is subject to annual review and approval by the Trust Board to reflect organisational delivery and statutory legislation. Reach Academy Trust is a registered company limited by guarantee in England and Wales number 07634106.

Scheme of Delegation – Detailed Outline

Area of delivery	Trustee Board	Trust Board Committees	CEO and Executive Leadership Team (ELT)	Headteacher	Local Governing Body (LGB)
Trust Vision & Strategy	<ul style="list-style-type: none"> ● Set trust vision and strategy ● Set trust development plans ● Set trust culture and values ● Hold high-level oversight of School Development Plans (SDPs) for individual schools 	<ul style="list-style-type: none"> ● Support development of trust strategy and plans to operationalise (TDC) 	<ul style="list-style-type: none"> ● Contribute to development of trust vision and strategy in collaboration with Trust Board ● Approve SIPs for schools ● Sign off school Self Evaluation Forms (SEFs) ● Set trust improvement planning templates 	<ul style="list-style-type: none"> ● Set vision for school ● Develop SDP for school in collaboration with CEO ● Develop school SEF 	<ul style="list-style-type: none"> ● Provide input into SIP and monitor progress against plan during academic year
Governance & Risk	<ul style="list-style-type: none"> ● Approve Scheme of Delegation, Terms of Reference, Risk and Policy Framework ● Approve Committee composition and appointments inc. LGBs ● Accountable for meeting statutory requirements for governance arrangements ● Nominate SEND, Safeguarding & Whistleblowing Link Trustee ● Oversee <u>and regularly review</u> trust risk register ● Approve governance policies inc. data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistleblowing, conflicts of interest ● Monitor register of interests and related party transactions 	<ul style="list-style-type: none"> ● Ratify Terms of Reference for Committee (FA&RC; P&PC; TDC) ● Undertake detailed review of governance policies (F&ARC) 	<ul style="list-style-type: none"> ● Review the school's routine compliance audits inc. website, data protection, safeguarding, SCR and co-curricular activities ● Responsible for identifying Trust risks and reporting to the Board ● Develop Scheme of Delegation, Terms of Reference and Policy Framework ● Responsible for oversight and review of school risk registers ● Accountable for meeting statutory requirements around governance arrangements 	<ul style="list-style-type: none"> ● Ensure required policies are in place and communicated to all staff ● Conduct routine audits inc. website, data protection, safeguarding, SCR and co-curricular activities ● Responsible for individual school risk register and provide timely information on status of risks and controls 	<ul style="list-style-type: none"> ● Agree additions to school level policies in line with overall Policy Framework, school risk register and note individual audit reports (where relevant) ● Review school-level risks ● Appoint Safeguarding and SEND Link Governor

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Teaching, Learning & Continuing Professional Development (CPD)	<ul style="list-style-type: none"> • Approve the strategic vision for education • Accountable for the overall quality and impact of teaching 	<p><i>LGB holds responsibility for challenge and support in relation to educational outcomes</i></p>	<ul style="list-style-type: none"> • Support school Headteachers in setting the strategic vision and model for teaching, arranging CPD/ coaching and reporting on teacher performance • Evaluate and review the quality of teaching, assessment and student attainment within schools • Line manage and deploy central team (if in post) 	<ul style="list-style-type: none"> • Responsible for the overall quality and impact of teaching across the school • Set and deliver the vision and model for developing teaching and approach to improving teacher quality • Implement Trust approaches to teaching and learning in line with the teaching and learning approach and framework • Implement trust approaches to CPD and coaching for teachers • Contribute to trust wide teacher development opportunities 	<ul style="list-style-type: none"> • Monitor school approach to quality and impact of teaching, including the effectiveness of CPD and coaching for teachers
Curriculum & Assessment	<ul style="list-style-type: none"> • Approve trust-wide pupil performance targets • Accountable for all curriculum and assessment practices meeting requirements laid out in statutory guidance inc. Early Years Foundation Stage (EYFS), Careers Guidance and SEN Code of Practice 	<p><i>LGB holds responsibility for challenge and support in relation to educational outcomes</i></p>	<ul style="list-style-type: none"> • Accountable for reviewing and approving school targets • Provide guidance to schools on assessment, curriculum, SEN provision and inclusion approaches • Approve school curriculum and assessment models • Ensure Careers guidance provided in schools in line with statutory guidance • Commission audits relating to curriculum and assessment and pupil characteristics • Develop curriculum policies as required by school(s) (religious education [RE], relationships & sex [RSE] education, collective worship, careers) 	<ul style="list-style-type: none"> • Propose school targets to CEO, based on individual pupil targets • Accountable for meeting school targets • Implement the trust assessment cycle • Develop school approaches to assessment, curriculum, SEN provision and inclusion • Contribute to the ongoing development and resourcing of any centralised curriculum • Oversee delivery of Careers guidance in school • Engage with audits relating to curriculum and assessment and pupil characteristics 	<ul style="list-style-type: none"> • Review school approaches to assessment, curriculum, SEN provision, inclusion and Careers guidance • Consulted on audits relating to curriculum and assessment and pupil characteristics • Consulted on school targets • Monitor progress towards school targets • Review and approve curriculum policies as required by school(s) (RE, RSE, collective worship, careers)

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Culture & Relationships	<ul style="list-style-type: none"> ● Approve Exclusions and Safeguarding policies ● Accountable for attendance, exclusions, pastoral, safeguarding, Pupil Premium & Sports Premium arrangements meeting national requirements laid out in statutory guidance ● Receive assurance on appointment of Designated Safeguarding Leads (DSL) and Deputy DSLs and lead teacher for Looked After Children (LAC) and previously LAC 	<p><i>LGB holds responsibility for challenge and support in relation to pastoral outcomes</i></p>	<ul style="list-style-type: none"> ● Provide guidance to schools on a positive approach to culture, ethos and wellbeing ● Set trust policies and practices around Exclusions, Behaviour and Safeguarding policies in line with national requirements ● Set attendance register protocols ● Approve appointment of DSL, Deputy DSLs and lead teacher for LAC and PLAC ● Respond to any complaints against Headteacher and support school in event of complaints against staff ● Provide guidance to Headteachers to ensure effective pastoral arrangements and adherence to safeguarding and child protection policies ● Sign off Permanent Exclusions and review fixed term exclusion data ● Review school mobility trends ● Undertake annual safeguarding audits and report to the Board ● Arrange Exclusions training and independent review panels (IRPs) ● Respond to issues flagged by DBS 	<ul style="list-style-type: none"> ● Set school approaches to culture, ethos and wellbeing including the behaviour model and routines, attendance and inclusion practices ● Ensure compliance with trust policies and guidance on statutory responsibilities ● Ensure attendance registers completed in line with trust expectations ● Propose appointment of DSL, Deputy DSL and lead teacher for LAC and PLAC ● Implement effective school attendance, inclusion and safeguarding procedures inc. training and DBS processes within trust policies ● Set internal exclusions procedures and ensure exclusion administration fulfils all relevant requirements for these, fixed term and permanent exclusions ● Respond to safeguarding and other complaints against staff ● Oversee referral of at-risk children to Local Authority (LA) and other agencies 	<ul style="list-style-type: none"> ● Review school approach to culture, ethos and wellbeing including behaviour model and routines, attendance and inclusion ● Monitor school's approach to Pupil Premium spending and approve Pupil & Sports Premium strategy ● Approves Behaviour Policy ● Informed of Safeguarding and Exclusions policies ● Review Exclusion decisions through governor panels and engage in IRP process if required ● Informed of safeguarding complaints, referrals and training within school

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Human Resources	<ul style="list-style-type: none"> ● Approve all relevant HR policies ● Accountable for meeting statutory reporting requirements inc. equalities legislation ● Appoint Trust CEO as Accounting Officer (AO) ● Appoint CFO ● Receive updates on any dismissal of ELT members or Headteachers (in conjunction with CEO as relevant) ● Set equality objectives for trust 	<ul style="list-style-type: none"> ● Receive assurance on trust performance management processes (P&PC) ● Undertake detailed review of relevant pay and HR policies (F&RC; P&PC) 	<ul style="list-style-type: none"> ● Develop plans in conjunction with the Headteacher for schools to ensure staffing structures, skills sets and future workforce plans are in place and within budget, and that risks identified in HR monitoring and reports are acted upon ● Set all trust HR policies including recruitment, performance management, capability, disciplinary/ grievance, pay, leave and reorganisation ● Oversee Headteacher appointments and dismissals ● Be responsible for Headteacher induction ● Line manage Headteachers in line with performance targets; support with coaching & mentoring ● Set overarching approach to attraction & recruitment & performance appraisal ● Review staff wellbeing surveys ● Provide strategic guidance to Headteachers to support staff line management according to performance targets 	<ul style="list-style-type: none"> ● Develop plans in conjunction with the CEO for their school to ensure staffing structures, skills sets and future workforce plans are in place and within budget, and that risks identified in HR monitoring and reports are acted upon ● Establish a culture and level of organisation which actively contributes to staff wellbeing ● Engage with JCC (Joint Consultation Council – local unions) ● Recruit for and induct to school roles Implement trust approach to performance appraisal, probation, leadership development, pay and benefits, disciplinary & grievance, including investigations at school level and other People policies as relevant ● Undertake regular staff wellbeing surveys ● Set equality objectives for school ● Ensure effective SCR procedures are being followed ● Determine the school staffing structure in line with budget requirements 	<ul style="list-style-type: none"> ● Monitor compliance with SCR (Single Central Record) process ● Consulted on Headteacher appointment and appraisal (Chair) ● Consulted on restructure proposals

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Human Resources (contd.)			<ul style="list-style-type: none"> • Engage in Disciplinary and Grievance panels and appeals • Conduct the schools Pay Award and Pay Scales process annually • Provide employee relations, Keeping Children Safe in Education (KCSIE) checks and SCR reporting, payroll, pensions and recruitment training and guidance to schools • Oversee all HR monitoring and reporting • Accountable for meeting statutory reporting requirements • Review and approve proposed changes to trust-wide systems and processes • Responsible for managing levels of TUPE risk identified during due diligence for new schools • Decide on tribunal and settlement strategies 		

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Recruitment	<ul style="list-style-type: none"> Review staffing structure in context of trust development plans and overarching budget 		<ul style="list-style-type: none"> Sign off for all new recruitment (replacement and new roles) for positions on the leadership scale Sign off any new roles outside the agreed budget model staffing structure Recruit and conduct pre-appointment checks for Headteacher, Central and Executive roles Approve agency appointments as per policy 	<ul style="list-style-type: none"> Approve all new recruitment (replacement and new roles) for positions not on the leadership scale and within agreed budget model staffing structure 	<ul style="list-style-type: none"> Review updates on recruitment and retention data
Parents & community	<ul style="list-style-type: none"> Accountable for meeting statutory admissions and publication requirements Receive information on parental perspective and survey and standing updates on stakeholder engagement Provide input into crisis communications and receive assurance on protocols in place 	<i>LGB holds responsibility for challenge and support in relation to parental and community relationships</i>	<ul style="list-style-type: none"> Manage external relationships with LAs & DfE Regional Director (RD) Support school engagement with parents and the wider community Manage crisis communications Set school brand guidelines and website design Responsible for meeting statutory admissions and publication requirements Oversee compliance with website publication requirements Provide advice/guidance on media communications, ensuring consistency Provide guidance and examples of best practice on communication with parents 	<ul style="list-style-type: none"> Manage school admissions appeals Oversee admissions arrangements including policies and appeals Maintain effective engagement and communication with parents and the wider community Maintain school website in line with compliance requirement Plan and deliver open days, offer and acceptance process and parental engagement Manage local media, community and LA relations 	<ul style="list-style-type: none"> Support engagement with parents, community and Local Authority (LA) Consulted on changes to admissions policy

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Finance	<ul style="list-style-type: none"> ● Approve all relevant Finance policies inc. Finance Manual & Delegated Authorities ● Approve ELT and Headteacher remuneration and benefits ● Accountable for meeting statutory requirements around reporting, budget submissions and financial controls ● Approve annual report and accounts ● Consulted on draft budget and three-year plan ● Monitor management accounts inc. receive 6 x year and Chair on monthly basis ● Appoint external auditor (recommend to Members) ● Manage cashflow position and going concern report ● Review capital plans and proposed funding ● Approve procurement activity at delegated threshold ● Review internal audit outcomes ● Ensure adequate insurance cover in place 	<ul style="list-style-type: none"> ● Undertake detailed review and approval of remuneration, pay scales and Executive pay (P&PC) ● Undertake detailed review of finance policies (FA&RC) ● Undertake detailed review of annual report and accounts, post-audit report, one-year and three-year budget (FA&RC) ● Set internal scrutiny programme & undertake detailed review of reports (FA&RC) ● Engage in external audit tender exercises (FA&RC) 	<ul style="list-style-type: none"> ● Set all Finance policies including policies and best practice around financial and non-financial controls ● Propose Headteacher pay and benefits ● Set school and central finance targets and budgets including setting holdback charge ● Approve funding from endowments and reserves ● Prepare trust budgets, forecasts, reports, statements & tax returns ● Manage internal and external audits ● Accountable for meeting statutory requirements around reporting, accounts and budget submissions to Companies House and ESFA ● Decide procurement strategy, including mandating contracts and frameworks for tenders. ● Oversee all accounting and finance procedures, including Financial Delegated Authorities ● Sign off school budgets and staffing structures ● Review Headteachers' pay recommendations for staff ● Liaise with insurers to secure quotes and manage any claims 	<ul style="list-style-type: none"> ● Develop and propose school revenue and capital budget and three-year plan ● Deliver financial targets ● Ensure compliance with the Financial Delegated Authorities ● Engage in internal audit activities at school level ● Deliver finance administration and internal controls arrangements ● Identify and engage in activities to generate additional income, including actively engaging in letting opportunities 	<ul style="list-style-type: none"> ● Informed of use of school reserves for school or trust use (Chair) ● Support activities to generate additional income

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Procurement & Contract Approval	<ul style="list-style-type: none"> Accountable for ensuring that statutory procurement requirements are met 	<ul style="list-style-type: none"> Approve invoices above £20,000 (FA&RC) Approve relevant tender exercises and contracts (FA&RC) 	<ul style="list-style-type: none"> Decide procurement strategy, including mandating contracts and frameworks for tenders. Coordinate procurement tenders 	<ul style="list-style-type: none"> Approve all contracts above £15,001 and below £20,000 	
IT, Data Protection & Business Continuity	<ul style="list-style-type: none"> Accountable for meeting statutory requirements around data protection and security 	<ul style="list-style-type: none"> Approve IT policy (FA&RC) Approve trust IT outsourcing strategy (FA&RC) 	<ul style="list-style-type: none"> Set school IT strategy (in line with trust scope) and policies inc. Acceptable Use Approve IT Project budgets and project decisions Lead IT service contract management Support positive engagement with the IT Service so that schools and IT service work effectively and plan appropriately Ensure that procurement is in line with the Finance Manual Inform filtering policy of what can and cannot be whitelisted in school Responsible for Trust Business Continuity Plan Support Headteachers with preparation of school Business Continuity Plans Provide data protection policy, guidelines and standards and oversee trust approach to data protection controls Lead response in event of data breach 	<ul style="list-style-type: none"> Develop school Business Continuity Plan Ensure school follows IT and Acceptable Use policy Lead on engagement with service providers at school level Accountable for oversight of school Business Continuity Plan 	<ul style="list-style-type: none"> Informed of overall approach to DP and security Informed of data breaches and status of Subject Access Requests Review school Business Continuity Plan Informed of IT strategy including capital investment Ensure school meets and implements data protection requirements and standards at school level

Area of delivery	Trustee Board	Trust Board Committees	CEO and Executive Leadership Team (ELT)	Headteacher	Local Governing Body (LGB)
Estates, Health & Safety (H&S)	<ul style="list-style-type: none"> Accountable for meeting statutory requirements around health and safety (H&S) Set strategic estates management plans Approve all relevant H&S policies Monitor H&S incidents at school Review audit (including fire safety) outcomes 	<ul style="list-style-type: none"> Undertake detailed review of H&S and fire safety policies, audits and audit actions, and estates management plans (FA&RC) 	<ul style="list-style-type: none"> Review school's routine compliance audits and action plan implementation Input into long term strategic site/ capital priorities Approve capital expenditure plans Propose H&S policy to Board Arrange H&S and fire risk audits Oversee all aspects of initial capital build inc. legal, procurement, project management Support schools in arranging contracts e.g. school catering, M&E, energy Set trust capital strategy and SCA allocation 	<ul style="list-style-type: none"> Implement school H&S policies and procedures Responsible for meeting statutory requirements around health and safety (H&S) Maintain up to date asset register Ensure that appropriate risk assessments are in place Engage in H&S and fire risk audits Ensure compliance with procurement and building maintenance regulations at school level Engage in capital build projects as required Determine and deliver ongoing maintenance and capital works 	<ul style="list-style-type: none"> Informed of H&S arrangements Informed of capital build project updates
Data, Monitoring & Reporting	<ul style="list-style-type: none"> Review trust-wide summary education data Represent the Board in Ofsted and ESFA inspection meetings 	<i>LGB holds responsibility for challenge and support in relation to educational data</i>	<ul style="list-style-type: none"> Set standards for use of data to support decisions Publish guidance & training use of data systems Support third party data integrations and procure data tools for use across the trust Monitor quality of data Oversee annual external monitoring and peer review Support Headteachers preparing for Ofsted & monitoring visits Provide training to LGBs on Ofsted inspections 	<ul style="list-style-type: none"> Provide regular analysis of school performance data to the LGB via termly Headteacher's report Ensure that any issues with data collection are actioned 	<ul style="list-style-type: none"> Review school performance data Informed of the outcomes of external monitoring Attend external monitoring visits & Ofsted inspections Informed of any issues with data quality Undertake Ofsted training (Chair & Safeguarding Link Governor)