



**Uffculme Academy Trust  
Scheme of Delegation  
2022/23**

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## **1. Introduction**

As a charity and trust limited by guarantee, Uffculme Academy Trust (the "Trust") is governed by a Board of Directors (the "Directors") who are responsible for, and oversee, the management and administration of the Trust and the academies within it. The Directors are accountable to the Trust's Members and external regulatory and government organisations including the Charity Commission and the Department for Education (DfE) and any successor organisations, for the quality of the education provided and are required to have systems in place through which they can assure themselves of quality, safety and good practice.

In order to discharge these responsibilities, the Directors appoint people who are more locally based to serve on "Local Governing Committees" that work with the academies (schools) within the Trust to ensure their good governance. This Scheme of Delegation explains the ways in which the Directors fulfil their responsibilities for the leadership and management of the Trust and the academies within, the respective roles and responsibilities of the Directors and the members of Local Governing Committees and the commitments to each other to ensure the success of each academy.

This Scheme of Delegation should be read in conjunction with the Trust's Articles of Association (the "Articles") and will

- Ensure the executive leadership is clear about which decisions the trust board remain in control of
- Ensure that the role of the executive leadership is fully understood throughout the MAT
- Promote a culture of honesty and accountability
- Identify responsibility for the appointment and performance management of the CEO and Headteachers
- Identify responsibility for oversight of educational performance in each academy
- Identify responsibility for policy and practice in each academy
- Identify responsibility for oversight of each academy's budget
- Identify responsibility for assessment of risk in each academy

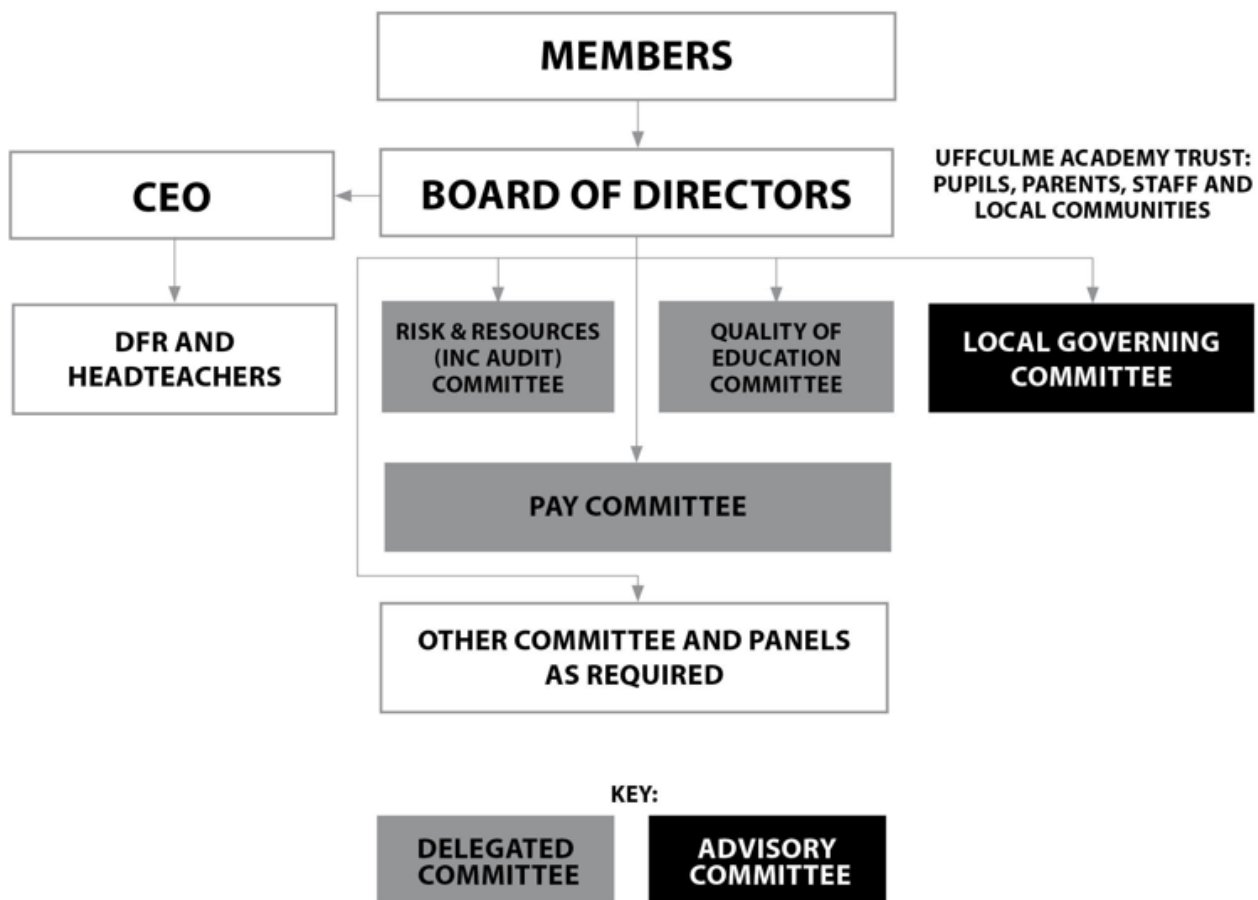
## **2. Ethos and mission statement**

The Trust's mission is to deliver excellent education from the ages of 2-18 so that children and young people fulfil their potential, lead safe happy lives and make a positive contribution to society.

This mission is underpinned by the core beliefs and values set out below:

- Each school within the Trust sits at the heart of our community
- Aspirations and expectations are high and achievable for everyone
- The culture is joyful, and children and staff enjoy coming to work and learn

### 3. Governance Key roles and responsibilities



#### Members

Members play a limited but crucial role in Trust governance, assuring themselves that governance is effective and that the Directors are acting in accordance with the Trust's charitable objectives. Members are not involved in the day-to-day business of the Academy Trust but are responsible for the

- Appointing and removing of Directors
- Appointing and removing Members
- Directing Academy Directors to take specific action where Directors are unwilling to act in the best interest of the Trust
- Amending the Trust's Articles of Association
- Appoint and removing Auditors

*(Academies Trust Handbook, 1.2)*

Originally Members were the signatories of the memorandum of Association, which is a legal document which outlines the governance structure and how the Trust will operate. Members are not permitted to be employees of Uffculme Academy Trust.

#### Directors

The Trust board is the decision-making body of the academy trust and is accountable and responsible for the Trust and all the schools in the Trust. Academy Trustees are the people who make up the trust board and at Uffculme Academy Trust are referred to as Directors. Directors are both the charity trustees and company directors of the academy trust and their role is a voluntary one.

Directors have a duty to

- Ensure the clarity of vision, ethos and strategic direction
- Holding the CEO to account for the educational performance of the schools and its students and its effective and efficient performance management of staff
- Overseeing the financial performance of the schools and making sure that money is well spent
- Holding Local Governing Committees (LGC's) to account for the effective Governance at their Schools

Directors are accountable in law and have overall responsibility and decision-making authority for all the work of the Trust, including the establishing and running of academies. This is largely exercised through setting the Trust's Vision, strategic planning and the setting of policies and can be delegated to the CEO, Board Committees and the LGC's. The Trust is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Directors have the power to direct appropriate change where required.

### Trust Committees

Directors may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the trust board. These committees are not legally responsible or accountable for statutory functions – the trust board retains overall accountability and responsibility. The responsibilities of board committees and LGC's are set out in their terms of reference.

The Quality of Education Committee's main purpose is to advise the board on matters relating to the Trust's curriculum, quality and standards.

The Resources and Risk Committee overall purpose is to exercise the powers and duties delegated to it by the Board of Directors in respect of the financial administration of the Trust, including delegations within the Finance Policy. The committee also agrees staffing structures, employment policies and all strategic issues relating to staff. The committee also performs the function of Audit Committee for the Trust and is responsible for internal scrutiny.

The Pay Committee make recommendations to the board on the Pay Policy for the Trust and all matters relating to pay structures and pay progression

The role of the Local Governing Committee's (LGC) is to:

- To ensure all students within the academy have access to a high-quality education provision in line with the shared vision

- To monitor the implementation of the development/improvement plan of individual academies within the Trust, ensuring that it is delivering against agreed strategic and local objectives, moving the academies and the Trust as a whole towards achieving and sustaining a regulatory judgement of outstanding in all areas.
- To ensure that the academic and wellbeing needs of students are being met effectively through the design and delivery of a broad and balanced curriculum which, through use of personalised, developmental support, helps to maximise each student's success and enjoyment.
- To ensure all students are safeguarded.

The LGC reports to the Board as a delegated committee of the board

### Chief Executive Officer

The role of the Chief Executive Officer is to implement the strategic framework established by the trust board, which they will help develop either as an Academy Trustee or in supporting the trust board with the necessary information.

Crucially, it is the CEO, not the trust board, who is responsible for the operational and day-to-day running of the academy trust, although the trust board may intervene in certain circumstances. One of the CEO's responsibilities is to provide information to the trust board so that the trust board can meet their three core objectives.

- Ensuring clarity of vision, ethos, and strategic direction
- Holding Executive Leaders to account for the education performance of the organisation of its students and the performance management of staff
- Overseeing and ensuring effective financial performance

*(Academies Trust Handbook – 1.12)*

### Other Key Roles

#### Chief Financial Officer

The role of the Chief Financial Officer occupies a critical position in the Trust, ensuring that resources are used wisely to achieve value for money and ensuring regularity and propriety. The CFO role is held by the Director of Finance and Resources. The CFO is also the Company Secretary.

## **4. Constitution and membership**

### Board of Directors

Without compromising its capacity to ensure that it has the necessary skills, knowledge and experience amongst the Board's membership, the Trust aims to have a board of between 8 and 11 Directors for optimum effectiveness in debate and decision making. The lead member of staff for the Board will be the CEO. Other members of the Trust's Senior Leadership Team may also be in attendance unless otherwise directed by the Chair of Directors.

The Board usually hold five meetings of the Board per year although additional ad hoc meetings may be arranged to deal with identified significant issues.

The quorum is three Directors, or, where greater, any one third (rounded up to a whole number) of the total number of Directors holding office at the date of the meeting. If the number of Directors falls below the required quorum (i.e. three Directors), the remaining Directors may act only for the purpose of filling vacancies or for calling a general meeting of the Trust Members.

The Chair and Vice Chair of the Trust Board shall be appointed by the Directors at their first meeting of the Academy year following the relevant election process. The Chair and Vice Chair cannot be an employee of the Trust

The constitution and membership of Trust Board committees are outlined in their terms of reference.

### Local Governing Committees

Each school within the Trust is supported by a LGC, either one which is linked to an individual academy or, in exceptional circumstances defined by the Directors, more than one academy within the Trust.

The constitution, membership and proceedings of each Local Governing Committee are determined by Articles 100-101A and 104 as well as by the Directors themselves. This Scheme of Delegation expresses such matters and acknowledges the authority delegated to each Local Governing Committee in order to enable each Local Governing Committee to support the academy(ies) to which they are linked and to fulfil the Trust's mission.

The Chair of each Local Governing Committee shall be appointed by the Directors at their first meeting of the Academy year following the relevant election process. The Chair of the LGC cannot be an employee of the Trust.

The constitution of each Local Governing Committee must provide that the membership includes at least two elected Parents / Carers of a pupil attending the academy(ies) with which the Local Governing Committee is associated at the time when s/he is appointed or elected, or, where it is not reasonably practical to do so, two persons who are Parents / Carers of a child of compulsory school age.

The terms of reference for the Local Governing Committees functions, are subject to regulations made by the Directors and are regularly reviewed.

## **5. Review**

This Scheme of Delegation shall operate from the Effective Date and will be reviewed annually. In considering any material changes to it, or any framework on which it is based, the Directors will have regard to, and give due consideration to, the views of each Local Governing Committee.

**Approved by the Uffculme Academy Trust Board, 20<sup>th</sup> May 2022**

## 6. Decision Matrix Key

Role Holder or Group			
<b>M</b>	Members	<b>Trust Board</b>	Board of Directors
<b>LGC</b>	Local Governing Committee	<b>CEO</b>	Chief Executive Officer
<b>DFR</b>	Director of Finance & Resources	<b>HT</b>	Headteacher

Delegation			
A	Accountable	R	Responsible
C	Consulted	I	Informed

## 7. Vision, ethos and strategy (including compliance)

Vision, ethos and strategy (including compliance)	Members	Trust Board	LGC	CEO	DFR	HT
Setting the Trust's Vision	I	A&R	C	A&R	C	C
Setting the Trust's Strategy	I	A&R	C	A&R	C	C
Setting the Academies Improvement Plans in line with the Trust priorities		A	C	A&R	C	R
Setting Trust Culture and Values	I	A&R	I	R		R
Engage with Key Stakeholders		I	I	R		R
Ensuring Compliance with Equalities Legislation	I	A&R	I	R		I
Nominating Safeguarding lead director		A&R				
Ensuring Finance Skill set on Board of Directors		A&R				
Establishing and Appointing Board Committees		A&R				
Establishing and Appointing Local Governing Committees		A&R	C	C		C
Setting Governance policies		A&R	C	R	C	C
Delivering support for Looked After Children		A	I	R		R
Setting Trust Safeguarding practices, with regard to statutory guidance, inc appointing designated safeguarding lead (DSL)		A	I	R		R
Carrying out disclosure and barring (DBS) Service checks		A		R		R
Setting Safeguarding Policies (safeguarding and child protection,		A&R	I	R		I



Prevent, Looked After Children, Safer Recruitment						
Setting Health and Safety Policies		A&R	I	R	C	I
Setting and determining Admission Arrangements		A&R	C	C		C
Arranging Admission Appeals		A		R		I

## 8. Governance

Governance	Members	Trust Board	LGC	CEO	DFR	HT
Agree Articles of Association	A&R	R		R	C	
Appointment of Members	A&R					
Appointment and removal of Directors	A&R	C <sup>1</sup>		C		
To appoint and remove co-opted Directors and LGC Governors		A&R				
Appointment of Chair of Directors	C	A&R				
Appointment of Vice-Chair of Directors		A&R				
Appointment of Committee Chairs (inc LGC Chairs) and Lead / Link Trustees		A&R	R <sup>2</sup>			
Maintaining a register of pecuniary and business interests of Directors, Local Governing Committee members and staff		A&R <sup>3</sup>			R	
To appoint and dismiss the Clerk to the Board of Directors and Committees including LGC's		A&R	C <sup>4</sup>	R		C
To establish, approve Terms of Reference for and membership of, and monitor a committee of Directors		A&R		C		
To establish, approve Terms of Reference for and membership and monitor LGCs or their committees		A&R	C			
To complete regular skills audit and self-reviews to enable appropriate succession planning		R	R			

<sup>1</sup> Via the Chair

<sup>2</sup> LGC Chairs to be elected by LGC and appointment confirmed by Trust Board

<sup>3</sup> In practice, the responsibility is delegated to the Clerk with the DFR retaining an overview

<sup>4</sup> For LGCs via the LGC Chair

Establish and monitor the annual cycle of business at both Trust Board and LGC levels		A&R	C	C		C
To approve and circulate the Annual Audit Report	I	A&R		C	R <sup>5</sup>	
CPD for Directors and Local Governors		A&R				

## 9. HR and Staffing

HR and Staffing	Members	Trust Board	LGC	CEO	DFR	HT
Appoint the CEO & DFR		A&R		R <sup>6</sup>		
Appoint HT		C	C <sup>7</sup>	A&R		
Performance management of the CEO (including salary)		A&R <sup>8</sup>				
Performance management of HT			C	R		
Determine pay awards		A&R		R		
Appoint staff who work across the Trust		A&R		A&R	A&R	
Setting approach to staff appointment and dismissal, with regard to statutory requirements		A&R	C	R	C	R
Setting HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)		A&R	I	R	C	I
Approve Staff Terms and Conditions policies		A&R		R	C	
Consider requests for Early Retirement, sabbaticals or flexible working		A&R	I	R	C	R

<sup>5</sup> DFR is responsible for the preparation and circulation

<sup>6</sup> For senior posts other than CEO

<sup>7</sup> Consult in all cases of appointment means that a LGC member may be invited to sit on an interview panel

<sup>8</sup> Delegated to the Pay Committee

## 10. School Improvement / Quality of Education

School Improvement & Quality of Education	Members	Trust Board	LGC	CEO	DFR	HT
Setting Trust approach to Curriculum and Assessment with regard to statutory requirements		A		R <sup>9</sup>		R <sup>10</sup>
Setting and delivering curriculum and assessment in line with Trust approach		I	C	A <sup>11</sup>		A&R
Improve the Quality of Education in Schools - ensure that all schools attain high standards and demonstrate at least good progress		I	R	A&R		A&R
Curriculum Intent – implementation and impact		I	R	A&R		A&R
Delivery and impact of Ring-fenced funding (PP, SEND, Sports Premium (Primaries))		I	R	R		A&R
Delivery and impact of statutory curriculum (eg RSE, Careers)		A	A	A		R
Develop and Implement effective Policies as required by schools such as Safeguarding & SEND		A	C	R		R
Production and analysis of data		A	C	R		R
Setting behaviour and welfare policies (behaviour, exclusions)		A	R	R		C
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements		A	I	A&R		R
Ensuring compliance with SEND Code of Practice		A	I	A&R		R

<sup>9</sup> Delegated to the Head where appropriate

<sup>10</sup> Delegated to the Head where appropriate

<sup>11</sup> Delegated to the Head

## 11. Student Development and Welfare

Student Development and Welfare	Members	Trust Board	LGC	CEO	DFR	HT
To exclude a pupil (fixed term)		<sup>12</sup>	<sup>13</sup>	I		R
To exclude a pupil (permanently)		<sup>14</sup>	<sup>15</sup>	I		R

## 12. Financial and Operational Management

Financial and Operational Management	Members	Trust Board	LGC	CEO	DFR	HT
Approving Financial Procedures in accordance with legal and DfE requirements (including Charity law and Company law) and best practice		A&R		R	R	
Ensuring that Financial Procedures are implemented effectively so that there is Regularity, Probity and Value for Money		A <sup>16</sup>		R <sup>17</sup>	R	
Develop, Review and take ownership of the Trust's Strategic and Financial Plans and Monitor its implementation		R		R	R	
Appointment of External Auditors	A	R			R	
Oversee programme of financial and non-financial internal scrutiny eg External and Internal Audit Reports		A			R	
Approval of Annual Accounts	I	A&R			R	
Oversee Management Accounts		C			R	
Ensure Compliance with Statutory Requirements such as H&S		A		R	R	R
Monitor matters relating to premises, grounds, physical resources and security		A			R	R
Developing Budget		A	I	R	R	C
Delivering Monthly Management Accounts and Forecasts		A		R	R	

<sup>12</sup> Summary included in CEO reports

<sup>13</sup> Summary included in Heads reports to LGC

<sup>14</sup> Summary included in CEO reports

<sup>15</sup> Summary included in Heads reports to LGC

<sup>16</sup> Delegated to R&R Committee - Provides assurance to the R&R via internal & external audit

<sup>17</sup> Delegated to DFR

Developing Finance Policies (charging and remission, procurement)		A&R		R	R	
Managing Conflicts of Interest and Related Party Transactions		A		R	R	
Ensuring adequate insurance cover is in place		A		R	R	
Maintaining Risk Register		A		R	R	