Success Academy Trust
Scheme of Delegation (SoD)

The Multi Academy Trust – Success Academy Trust (the Trust) board of Trustees are accountable in law for all decisions about its academies. However, this formal scheme of delegation details what functions the Trust Board has decided to delegate and to whom in its academies and to ensure roles are clearly understood throughout the MAT.

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 the trust in accordance with the provisions set out in the memorandum and articles of association. The board of trustees is the accountable body for the performance of all schools within the trust and as such must:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

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.

The trust board is permitted to exercise all the powers of the academy trust. The trust board will delegate to the Trust Principal responsibility for the day to day operations of the trust. The trustees can determine whether to delegate any governance functions.

The trust has the right to review and adapt its governance structure at any time which includes removing delegation.
The Board of Trustees of the MAT delegate the responsibility for delivery of the MAT Vision and Strategy to the Trust Principal who in turn works with the Local Advisory Board to ensure this is delivered.

In this Scheme of delegation (SoD) where delegated responsibility for the performance of the academy and its financial probity has been given to the LGB, the Principal/ Head of that academy reports to directly to the Trust Board. SEE PAGES 3-7

In this scheme of delegation (SoD) where the academy is deemed to be supported (which includes, but is not limited to, formal sponsorship arrangements) the trust board delegates responsibility for the performance and financial probity for the academy to the Trust Principal which includes line management of the academy Principal/ Head. In these circumstances the LGB is classified as an Academy Council Board (ACB). SEE PAGES 8-12

The Trust Board will determine on a case by case basis how to categorise its academies as either Supporting or Supported and whether to delegate some responsibilities concerning the performance of each academy to a Local Governing Board (LGB) thought its 'earned autonomy' model. Once accepted into the MAT, individual academies SoD is reviewed annually or sooner if the Trustees determine that there has been a significant change in circumstance

A separate annex to this SoD outlines the Terms of Reference for the LGBs and ACBs in addition to any other committees of the Trust Board.

Factors which may influence the decision to delegate include:

- School performance/trends
- Recent Ofsted or Peer report
- Financial and administrative performance
- Leadership and governance capacity and capability
- Request for support from the EFA or LA
- Outcome of Due Diligence prior to agreed transfer into the MAT

This scheme of delegation will be reviewed annually or sooner at the discretion of the Board of Trustees as required to respond to changes in context as the MAT matures and grows. The agreed SoD must be published on the Trusts and each of its academies website.

Annex 3 to the LGB Terms of Reference (v2) – Local Delegation in place

A separate written Financial Scheme of Delegation of financial powers referred to in the Academies Financial Handbook is an appendix to this overarching SoD.

Key
Blue box Function cannot be legally carried out at this level.
✔ Action to be undertaken at this level
A Provide advice and support to those accountable for decision making
<> Direction of advice and support
Grid 1 – delegation to school committee
Level 1: Members
Level 2: Board of trustees
Level 3: Chief executive officer
Level 4: Local governance committee (LGC)
Level 5: Academy principal
Grid 2 – no local delegation
Level 1: Members
Level 2: Board of trustees
Level 3: Chief executive officer
Level 4: Academy Principal
Level 5: Academy council

	SoD WITH LOCAL DELEGATION VIA LOCAL GOVERNING BOARD					
	Decision	Delegation				
		Members	Trust Board	Trust Principal	LGB	**Academy Head**
	Governance Framework					
People	Members: Appoint/Remove	✓				
	Trustees: Appoint/Remove	✓				
	Role descriptions for members	✓				
	Role descriptions/skills for trustees/chair/ specific roles/committee members: agree		✓	<A		
	Trustee Committee chairs: appoint and remove		✓	<A		
	Clerk to board: appoint/ remuneration and remove		✓	<A		
	LGC chairs: appoint and remove		✓	<A	✓	
	Ensure appropriate make up of LGB including skills & min 2 Parent Governors per LGB		✓			
	Clerk to LGC: appoint/ remuneration and remove			A>	✓	
Systems and structures	Articles of association: agree and review	✓	<A	<A		
	Governance structure (committees) for the trust: establish and review annually		✓	<A		
	Terms of reference for trust committees (including audit if required, and scheme for school committees): agree annually		✓	<A		
	Terms of reference for LGC/local committees: agree and review annually		✓	<A		
	Skills audit: complete and recruit to fill gaps		✓	<A>	✓	

Systems and structures					
Annual self-review of trust board and committee performance: complete annually		✔			
Annual self-review of LGC performance: complete annually				✔	
Chair's performance: carry out 360 review periodically		✔		✔	
Trustee / committee member contribution: review annually		✔		✔	
Succession: plan		✔	<A>	✔	
Annual schedule of business for trust board: agree		✔	<A		
Annual schedule of business for LGC: agree			A>	✔	

Reporting

Reporting					
Trust governance details on trust and academies' websites: ensure		✔	<A		
Academy governance details on academy website: ensure		✔	<A		
Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✔	<A		
Annual report on performance of the trust: submit to members and publish		✔	<A		
Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✔	<A		
Annual report work of LGC: submit to trust and publish				✔	

Being Strategic

Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and		✔	<A		

Being Strategic	safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve					
	Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve				✔	
	Central spend / top slice: agree		✔	<A		
	Management of risk: establish register, review and monitor		✔	<A>	✔	
	Engagement with stakeholders	✔	✔	✔✔	✔	
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✔	<A		
	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			A>	✔	
	Trust Principal: Appoint and dismiss		✔			
	Academy/ Head principal : Appoint and dismiss			A	✔	
	Budget plan to support delivery of trust key priorities: agree		✔	<A		
Being Strategic	Budget plan to support delivery of school key priorities: agree				✔	
	Trust's staffing structure: agree		✔	<A		
	Academy staffing structure: agree				✔	
Holding to account						

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Holding to account	Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment): agree		✔	<A>	✔		
	Reporting arrangements for progress on key priorities: agree		✔	<A>	✔		
	Performance management of the Trust Principal: undertake		✔				
	Performance management of academy principal/Head : undertake			A>	✔		
	Trustee monitoring: agree arrangements		✔	<A			
	LGC member monitoring: agree arrangements				✔		
Ensuring Financial Probity							
Ensuring financial probity	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✔	<A			
	Trust's process for independent checking financial controls, systems, transactions and risks		✔	<A	I		
	Trust's scheme of financial delegation: establish and review		✔	<A			
	School's scheme of financial delegation: establish and review		✔	<A			
	External auditors' report: receive and respond		✔	<A	✔		
	CEO pay award: agree		✔				
	Academy principal pay award: agree			A>	✔		

	Staff appraisal procedure and pay progression: monitor and agree		✓	A>	✓	
	Benchmarking and trust wide value for money: ensure robustness		✓	<A		
	Benchmarking and academy value for money: ensure robustness				✓	
	Develop trust wide procurement strategies and efficiency savings programme			✓		