



Elm Tree Multi Academy Trust

Scheme of Delegation

Reading the grid
✓ - governance function and decision making is at this level
A - Provide advice and support to those accountable for decision making
C - Consult
R – Recommend
< > - Direction of advice and support
RES – Resources & Audit and Risk Committee

Governance function		Members	Trust board	CEO	Local Governing Body (LGBs) / Academy Committees	HT
Governance framework: people	Members: appoint/remove	✓				
	Trustees: appoint/remove	✓	✓	A		
	Parent academy committee (LGB) members: appoint when elected		✓		<R	
	Board committee chairs: appoint and remove		✓			
	Role description for Trustees/Chair/specific roles/LGB governors: agree		✓		<A	
	Named safeguarding trustee: appoint and remove		✓	<A		
	Academy committee (LGB) chairs: appoint and remove		✓	<A>	<R	<A>
	Academy committee (LGB) members: appoint and remove		✓		<R	
	Clerk to board: appoint and remove		✓			
	Clerk to academy committees (LGBs): appoint and remove		✓			



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Governance framework: systems and structures	Articles of association: review and agree	✓	<A			
	Governance structure for the trust: establish and review annually		✓	<A		
	Committee terms of reference and scheme of delegation: agree annually		✓	<A>	<R	<A
	Annual schedule of governance business (Work Plan): agree		✓	<A>	✓	<A>
	Self-review of trust board and committees: complete annually		✓			
	Self-review of academy committees (LGBs): complete annually				✓	
	Chair's performance: carry out 360° review periodically			✓		
Governance framework: reporting	Trustee/academy committee (LGB) member contribution: review annually		✓		✓	
	Publish governance arrangements on trust and schools' websites: ensure			✓		✓
	Annual report on the performance of the trust: submit to members and publish		✓		C	
	Annual self-review/triannual external review of board effectiveness: submit to members		✓		C	
Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House			✓	<A		



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	ESFA required reports and returns submit		✓				
	Annual report work of academy committee (LGB): submit to trust and publish				✓		
Being strategic	Determine trust wide policies which reflect the trust's ethos and values: approve		✓	<A	C	C	
	Determine school level policies: approve			A>	✓	<A	
	Management of risk: establish register, review and monitor		✓ (<A RES)	C	✓	<A	
	Engagement with stakeholders: ensure		✓	✓	✓	✓	
	Determine trust's vision, strategy and key priorities: approve		✓	<A	C	C	
	Determine schools' vision, strategy and key priorities: approve		A>	A>	✓	<A	
	Chief executive officer: appoint and dismiss		✓				
	Accounting officer: appoint and dismiss		✓	<A			
	HeadTeachers: appoint and dismiss		✓	✓	<R		
	Deputy HeadTeachers: appoint and dismiss			✓	<R	<A	
	Chief financial officer: appoint and dismiss			✓ (<A RES)	<A		
	Budget plan to support delivery of trust key priorities: agree			✓ (<A RES)	<A	<R	<A
	Budget plan to support delivery of schools' key priorities: agree			✓ (<A RES)	<A>	<R	<A
	Trust's staffing structure: agree			✓ (<A RES)	C		
Schools' staffing structure: agree				✓	<R	<A	



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Holding to account	Ensuring compliance (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements		✓	✓		<A
	Monitoring progress on key priorities: agree reporting arrangements		✓	<A>	✓	<A
	Performance management of the chief executive: undertake		✓			
	Performance management of the chief financial officer : undertake		✓	<A		
	Performance management of HTs: undertake			✓	✓	
Financial oversight	External auditors: appoint	✓	<A			
	Chief financial officer pay award		✓(<R RES)	<A		
	Trust's scheme of financial delegation: establish, monitor and review		✓	C		
	External auditors' report: receive and respond		✓	<A + CFO		
	CEO pay award: agree		✓(<R RES)			
	HeadTeachers' pay award: agree			A>	✓	
	Staff appraisal procedure and pay progression: review and agree		✓(<R RES)		<A	C
	Benchmarking and trust wide value for money: ensure robustness		✓(<R RES)	<A		
	Benchmarking and school wide value for money: ensure robustness				✓	<A
	Monitoring budget: agree reporting		✓	C		<A



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GLOSSARY OF TERMS (definitions from National Governance Association (NGA) guidance) referred to in the Scheme of Delegation and/or other related documents

Academy: Academies are publicly funded independent schools. Academies have different governance arrangements from other schools

Academy committee: A committee of the trust board in a Multi Academy Trust (MAT). The role and responsibility of any committee is defined in the MAT's scheme of delegation

Academy converter: A school which converted to academy status with the support of a sponsor (usually lower performing at the time of conversion)

Admissions Code: A document providing statutory guidance on schools admission with which all schools must comply Articles of Association

The Articles of Association: is the formal governing document for an academy and sets out its rules for operating, including the composition of the governing board

Delegated budget: Money provided to schools, which governors can manage at their discretion

Delegated powers: Authority given to a committee, an individual governor or the HeadTeacher to take action on behalf of the governing board. In multi academy trusts this also refers to powers delegated to academy committees

DfE: Department for Education

Education & Skills Funding Agency (ESFA): The ESFA brings together the former responsibilities of the Education Funding Agency (EFA) and Skills Funding Agency (SFA) to create a single agency accountable for funding education and skills for children, young people and adults. ESFA is an executive agency, sponsored by the DfE.

Executive Headteacher: Unlike a traditional HeadTeacher who leads one school only, an executive HeadTeacher is the lead professional of more than one school; or a lead professional who manages a school with multiple phases; or who has management responsibility significantly beyond that of a single school site.

Funding agreement: The document which sets out the relationship between an academy/MAT and the Education and Skills Funding Agency (ESFA)/Department for Education (DfE)

Governor services: May be 'in-house' in larger MATs but often externally commissioned, governor services provide essential support to the governing board which may be in the form of training, advice or clerking services. This has historically been offered by the local authority through a service level agreement. Academies and maintained schools are free to buy into their local authority's governor services or seek alternative arrangements.



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Headteacher Board: Each Regional Schools Commissioner (RSC) has a board of elected HeadTeachers of academies in their area to advise on and scrutinise their decisions

HSE: Health and Safety Executive

LA: Local authority – the LA has certain responsibilities regarding education, for example the educational achievement of looked-after children and for school places planning. It will also provide other services to schools, which may be provided via a service level agreement to maintained schools and in many cases academies

LGB: Local governing body – a term often used to describe a committee of a trust board for an individual school within a MAT. See LGC, academy committee

LGC: Local governing committee – a term often used to describe a committee of a trust board for an individual school within a MAT. See LGB, academy committee

MAT: Multi Academy Trust – where two or more academies are governed by one trust (the Members) and a board of trustees (the Trustees)

MAT board: Common term for the board of trustees overseeing a multi academy trust

National Schools Commissioner (NSC): A civil servant responsible for coordinating the work of the eight RSCs

Ofsted: Office for Standards in Education, Children’s Services and Skills – the body which inspects education and training for learners of all ages and inspects and regulates care for children and young people

PAN: Published Admissions Number – the number of children the LA (or governing board of a foundation or voluntary aided school or academy trust) determines must be admitted to any one year group in the school

Parent governor/trustee: Member of the governing board elected by the parents of the school’s pupils

PI: Performance Indicators (sometimes called key performance indicators). Used to evaluate the success of a school or of a particular activity in which it engages

PRP: Performance Related Pay – schools following the STCPD must now ensure teachers’ pay is linked to their performance

Regional Schools Commissioners (RSCs): Civil servants that act on behalf of the Secretary of State. Their responsibilities include intervening in underperforming academies and free schools, making decisions on conversion to academy status, and encouraging and deciding on applications for academy sponsors. There are eight RSCs serving different regions, reporting to the Schools Commissioner.

Resolution: A formal decision which has been proposed, seconded and agreed – not necessarily by a vote – at a meeting



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Revenue funding: Revenue funding can be spent to provide services and buy items that will be used within a year. Examples include salaries, heating, lighting, services and small items of equipment

Scheme of delegation: A document defining the lines of responsibility and accountability in a MAT, sometimes referred to as a Roles and Responsibilities document

School business manager: A professional employed by a school with responsibility for financial management and often other areas such as human resources and health and safety management. Usually part of the senior leadership team

School improvement plan: The operational document describing how the school will work towards the strategic priorities set by the governing board

Schools Forum: A Schools Forum has been established in each LA area to advise on the allocation of the funding for schools – the majority of places on this board should be filled by governors and HeadTeachers, preferably in equal numbers

Secretary of State for Education: The senior government minister with responsibility for education. Leads the Department for Education

SFVS: Schools Financial Value Standard – a means for the governing board to assess its financial processes, capabilities and skills

Strategic plan: The school's strategic document which sets out a small number of key priorities for the school over the next 3-5 years. The governing board should take the lead on developing the strategic plan

Teaching schools: Schools that work with others to provide CPD for school staff

Teaching school alliances: Led by teaching schools and include schools that are benefiting from support as well as strategic partners

Terms of reference: The scope and limitations of a committee's activity or area of knowledge

Trustee board: The governing board of a single academy trust or MAT

Vision: The school's vision should, in a few sentences, describe what the school will look like in three to five years' time