Policy and Procedure:
Scheme of Delegation

	Author:	Date:	Date of Board Approval:	Review date:	Comments
V1	Oxlip Learning Partnership	**13.9.24**	**13.9.24**	Annual (Autumn term)	
V2	Oxlip Learning Partnership	Nov 2024	6.12.2024	Annual (Autumn Term)	Amended governance structure diagram in section 2 and removed reference to 'finance' from section 3.5 for clarity.

Contents

The words 'Academy' and 'School' are treated as synonymous in this document.

1. Introduction

The need for a framework that provides clarity about the duties, roles and responsibilities of all parties is imperative for all organisations in order to secure effective systems of leadership, management, and operation, to manage risk effectively and secure required outcomes.

The scheme of delegation needs to address:
1. who in the organisation has the power to make decisions
2. the decisions individuals or groups are empowered to make
3. where and with whom consultation needs to take place before decisions are made

The table appended to this report sets out in diagrammatic form the delegated powers between the different bodies involved in the governance and operation of the Oxlip Learning Partnership and member academies.

The bodies may include:

1. Trust Members
2. Trust Board of Directors
3. Trust Finance, Audit & Risk Committee
4. Education & Standards Committee
5. HR and Health & Safety Committee
6. Local advisory board/local governing body
7. Chief Executive Officer
8. Chief Operating Officer / Finance Officer
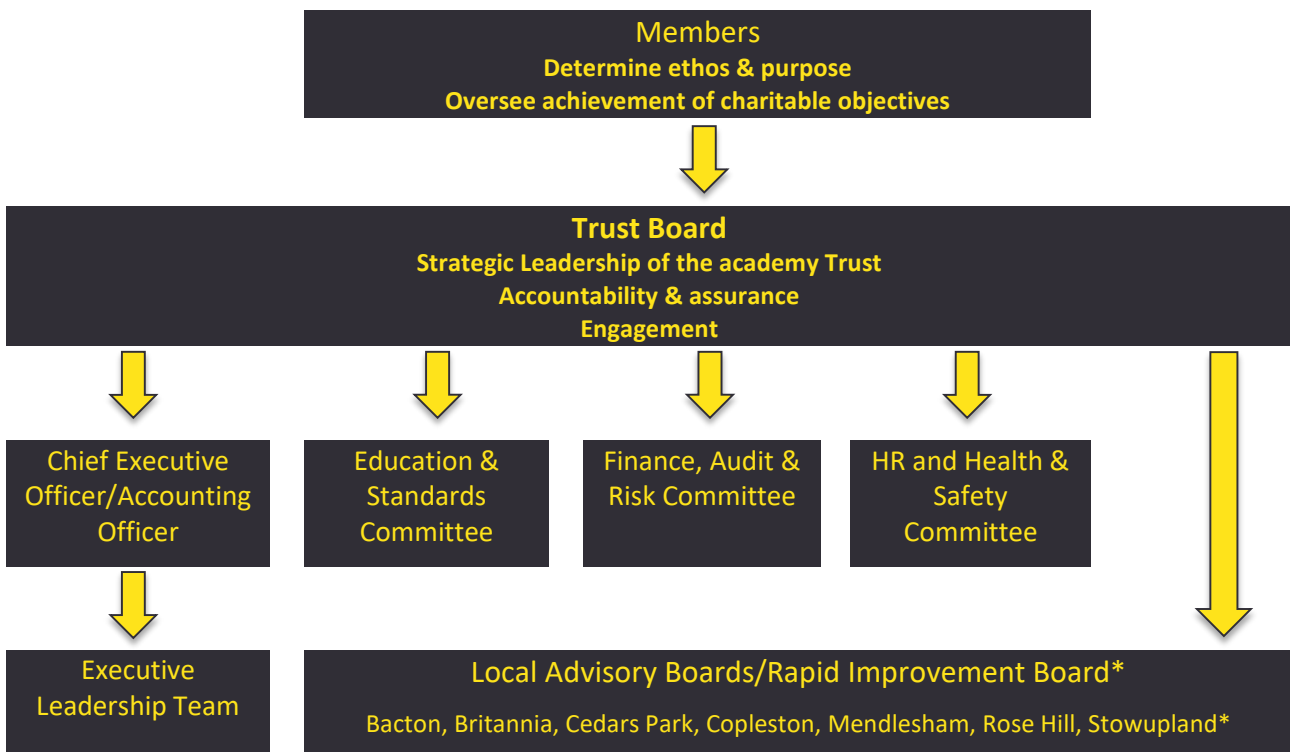9. Principals of individual academies

The delegated powers are broken down into different levels in line with the Trust's principles of governance, leadership and operation. The delegated autonomy for individual academies is aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education, Education and Skills Funding Agency, Charities Commission, HMRC and Companies House.

The scheme of delegation should support the objects of the Trust as set out in paragraph 4a of the Articles of Association (the Articles) and in accordance with the Local advisory board and Trust Board Terms of Reference. The Trust's objects are 'to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools ("the mainstream Academies") offering a broad and balanced curriculum......;

The starting point for the scheme of delegation needs to be a shared understanding across the Trust that, in accordance with the Trusts Articles and Master Funding Agreement (MFA), sole decision-making power resides with the Trust board acting on behalf of the Trust in accordance with its vision and values.

2. OXLIP Learning Partnership Governance Structure

OXLIP LEARNING PARTNERSHIP GOVERNANCE STRUCTURE
(September 2024)

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┌──────────────────────────────────────────────────┐
│                    Members                         │
│            Determine ethos & purpose               │
│    Oversee achievement of charitable objectives    │
└──────────────────────────────────────────────────┘
                        ↓
┌──────────────────────────────────────────────────┐
│                  Trust Board                       │
│       Strategic Leadership of the academy Trust    │
│             Accountability & assurance             │
│                    Engagement                      │
└──────────────────────────────────────────────────┘
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Chief Executive Officer/Accounting Officer	Education & Standards Committee	Finance, Audit & Risk Committee	HR and Health & Safety Committee

Executive Leadership Team	Local Advisory Boards/Rapid Improvement Board*
	Bacton, Britannia, Cedars Park, Copleston, Mendlesham, Rose Hill, Stowupland*

3.   Roles and Responsibilities

3.1   Members

Members are the original signatories to the company's memorandum of association and have agreed the Trust's first Articles of Association which outlines the governance structure and how the Trust will operate.

The role of Members includes:
1. To determine the ethos and purpose of the Trust
2. Overseeing the achievement of the objectives of the Trust as set out in the articles of association and amending its articles of association when required
3. Taking part in annual and extraordinary general meetings
4. Appointing and removing External Auditors
5. Appointing and removing members and trustees
6. Ensuring the financial stability of the Trust and receive its accounts
7. Ensuring compliance with general principles of charity law

3.2   Trustees

The Trust is a charitable company and so trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. They 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 Trustees are the accountable body for the performance of ALL Academy schools within Trust.

In trusts, the purpose of governance is to provide:
- strategic leadership
- accountability and assurance
- strategic engagement

The board has collective accountability and strategic responsibility for the trust. It has a focus on ensuring the trust delivers an excellent education to pupils while maintaining effective financial management and must ensure compliance with:
- the trust's charitable objects
- regulatory, contractual and statutory requirements
- their funding agreement

The board also has:
- strategic and statutory responsibility for safeguarding and special educational needs and disabilities (SEND) arrangements within (and across) the academy trust ensuring the promotion of pupil welfare and for keeping their estates safe and well-maintained
- a role in making sure that it delivers its commitment to other schools and academies, however it is done

Trusts are measured in relation to effectiveness via the Trust Quality Descriptors:
1. High Quality and Inclusive Education (CORE AIM)
2. School Improvement
3. Workforce
4. Finance & Operations
5. Governance & Leadership

The Chair of Trustees can use their judgement between meetings to make decisions on behalf of the whole Trust Board in appropriate (normally urgent) circumstances, but such decisions will be provisional, when necessary, pending ratification by the whole Board.

3.3   Trust Board Committees

The Trustees may establish committees to carry out some of its governance functions which may include making decisions in accordance with this scheme of delegation.

3.4   The Chief Executive Officer (CEO)

The CEO is appointed by the Board and has the delegated responsibility for the operation of the Trust.

Role of the CEO:

1. Responsible for the performance of all the Trust's academies and setting of performance targets
2. To performance manage the academy heads, usually in conjunction with individual academy chairs.
3. As accounting officer, the CEO has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability and in line with the current Academies Trust Handbook.
4. To lead the executive management team of the academy trust.

3.5   Local Advisory Boards (LABs)

The trustees may establish local advisory boards to carry out some of its school level governance functions.

Typically, delegated functions may include:
1. Building an understanding of how the school is led and managed
2. Monitoring whether the school is:
    a. Providing effective school improvement

   b. Working within agreed policies
   c. Is meeting the agreed targets
3. Engaging with stakeholders
4. Being a point of consultation and representation
5. Reporting to the board

The Chair of the LAB can use their judgement between meetings to make decisions on behalf of the whole LAB in appropriate circumstances in accordance with the Scheme of Delegation, such decisions will be provisional, when necessary, pending ratification by the whole LAB.

The Trust Board retains the right to review, intervene or remove any power or responsibility delegated to the LAB where it has serious cause for concern including:

1. Standards of performance of pupils at the Academy are unacceptably below performance targets
2. Serious breakdown in the way the Academy is governed or managed
3. Safety of pupils or staff is threatened
4. Financial mismanagement or failure to operate within budget

4. Delegated Powers

The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined:

- **(A) Accountable** – The body/person answerable for the task
- **(R) Responsible** – The body/person who will complete the task

The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant body. While the Scheme is designed to be wide-ranging it will not cover every task.

* Recommends to the CEO

	Task Key: A - Accountable R - Responsible	Notes/Approving Trust Committee	Members	Trust Board	CEO	CFO	LAB	Principal
1.		**Governance**						
1.1	Approve Trust Vision and Values			A	R			
1.2	Approve Trust Articles of Association		A R					
1.3	Appointing / removing members and trustees		A R					
1.4	Co-opt trustees (see article 58)			A R				
1.5	Removal of auditors		A	R				
1.6	Approve Trust Board Terms of Reference			A R				
1.7	Approve membership of new academies			A	R	R		
1.8	Approve Trust Scheme of Delegation			A R				

	Task Key: A - Accountable R - Responsible	Notes/Approving Trust Committee	Members	Trust Board	CEO	CFO	LAB	Principal
1.9	Establish (and remove) Trust Committees			A R				
1.10	Approve Trust Committee Terms of Reference			A R				
1.11	Establish (and remove) LABs			A R				
1.12	Approve LAB Terms of Reference			A R				
1.13	Establish LAB working groups						A R	
1.14	Appoint (and remove) Chair / Vice Chair of Trust Board			A R				
1.15	Appoint (and remove) Chair of LAB			A			R	
1.16	Appoint (and remove) Vice Chair of LAB						A R	
1.17	Appoint (and remove) Chair(s) / Vice Chairs of Trust Committees			A R				
1.18	Appoint (and remove) Trust Committee members			A R				
1.19	Appoint (and remove) Local Governors			AR				
1.20	Ratify the appointment of co-opted local governors and Associate Members			A R				
1.21	Appoint (and remove) Governance Professional to Trust Board			A R				
1.22	Appoint (and remove) Governance Professional to LAB			AR				
1.23	Bi-Annual self-review of trust board and committees			A R				
1.24	Bi-Annual self-review of LAB and committees						A R	
1.25	Agree annual schedule of business for Trust Board			A R				
1.26	Agree annual schedule of business for LAB			A R				
1.27	Organise & review local governor training			A			R	
1.28	Publishing statutory governance information on website(s)			A R			R	

Oxlip

	Task Key: A - Accountable R - Responsible	Notes/Approving Trust Committee	Members	Trust Board	CEO	CFO	LAB	Principal
1.29	Authorisation of Type 2 Trips (trips overnight or abroad)						A	R
2.	**Trust & Academy Performance, Curriculum and Teaching**							
2.1	Academy Trust 3-year business development plan			A	R			
2.2	Academy School development Plan in line with the strategic aims of the Trust				A		R	R
2.3	Academic Performance Targets				A		R	R
2.4	Academy Staff Development Plan				A	R	R	R
2.5	Trust Curriculum & Learning statement	Education & Standards		A R	R			
2.6	Academy Curriculum & Learning Policy						A	R
2.7	Religious Education statement				A		R	R
2.8	Trust Professional Development Days				A			R
2.9	Key Performance Indicators (trust) - setting and reviewing performance of the Trust with appropriate support if required				A	R	R	
2.10	Key Performance Indicators (academy) - setting and reviewing performance of the schools including 'category' of each school with appropriate support if required	KPIs in academy set by principals supported by LAB			A		R	R
2.11	Quality of Teaching - Ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes				A			R
2.12	Curriculum – Setting the curriculum for the academy and reviewing its effectiveness	In line with the trust curriculum & learning statement (2.5)			A			R
2.13	Ensure appropriate due diligence is conducted for any school/academy joining the Trust				A	R	R	

	Task Key: A - Accountable R - Responsible	Notes/Approving Trust Committee Page 7	Members	Trust Board	CEO	CFO	LAB	Principal
2.14	Report progress against objectives to the Trust Board within the academies				A	R		R
2.15	Review – considering and evaluating performance of the academy by							
	a. reviewing progress against agreed KPIs				A			
	b. holding each school's leadership to account for academic performance, quality of care and quality of provision				A			
	c. Monitoring the overall effectiveness and efficiency of leadership and management in schools				A			
	d. Receiving reports on the quality of teaching and learning and reporting to the Trust Board				A			
2.16	Self-evaluation – carrying out the self-evaluation process to identify areas for improvement with regard to outcomes and success criteria			A	R			
2.17	Review priorities – considering the aims and priorities for raising standards of achievement in each of the academy's strategic development plans in Trust format			A	R			
2.18	Ofsted Inspections Trust Support							
	a. Trust will liaise with Ofsted where trust is inspected and assist with school inspection			A	R			
	b. CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review				AR			

Oxlip

		Task Key: A - Accountable R - Responsible	Notes/Approving Trust Committee	Members	Trust Board	CEO	CFO	LAB	Principal
	c.	CEO will support LABs and Principals for individual academy inspections				AR			
2.19		Effectively manage resources and capacity from across the Trust to bring about sustained improvement in academies			A	R	R		
3.			**Attendance and Safeguarding**						
3.1		Monitor and challenge pupil attendance within academies on an ongoing basis and provide regular updates	In line with the trust attendance policy					A	R
3.2		Checking each academy has a Safeguarding Policy			A	R		R	R
3.3		Safeguarding Policy and Procedures: Review and monitor						A	R
3.4		Safeguarding Annual Report: Filed to Trust				AR			
3.5		Safeguarding Systems: Ensure systems in place to ensure compliance			A	R			R
3.6		Safeguarding Audits of all academies completed			A	R			R
3.7		Safeguarding Training: Provision and Monitoring			A	R			R
3.8		Ensure local procedures are in place, implemented and monitored						A	R
4.			**Staff Policies and Pay**						
4.1		Pay Policy			A	R			
4.2		Appraisal Policy			A	R			
4.3		Changes to Employee Terms & Conditions or Collective Agreements			A	R			
4.4		Adoption of Transferring Policies and Collective Agreements			A	R			
4.5		Teachers Annual Pay Award	HR		A	R			
4.6		Support Staff Annual Pay Award	HR		A	R			

	Task Key: A - Accountable R - Responsible	Notes/Approving Trust Committee	Members	Trust Board	CEO	CFO	LAB	Principal
4.7	Principal Individual Performance Pay awards	HR		A	R			
4.8.	Deputy Principal Individual Performance Pay awards	HR		A	R			R
4.9	Teacher & support staff Individual Performance Pay Awards	HR		A	R			R
4.10	CEO Individual Performance Pay Award			A R				
4.11	CFO Individual Performance Pay Awards	HR		A	R			
4.12	Disciplinary Policy			A	R			
4.13	Grievance Policy			A	R			
4.14	Capability Policy			A	R			
4.15	Whistleblowing Policy			A	R			
4.16	Trust Equality Inclusion & Diversity Statement			A	R			
4.17	Academy Equality Policy						A	R
5.	**Staff Management – Trust**							
5.1	Staffing, structure and grades			A	R			
5.2	CEO appointment			A R				
5.3	CFO appointment			A	R			
5.4	Suspension of CEO			A R				
5.5	Return of CEO after suspension			A R				
5.6	Dismissal of CEO			A R				
5.7	Suspension of CFO			A	R			
5.8	Return of CFO after suspension			A	R			
5.9	Dismissal of CFO			A	R			
5.10	Support staff appointments			A	R			
	Staff Management – within academies							
5.11	Staffing, structure and grades				A	R		R
5.12	Principal appointment				A	R		
5.13	Deputy Principal appointment				A			R
5.14	Teaching & senior support staff appointments							AR
5.15	Support staff appointments							AR

	Task Key: A - Accountable R - Responsible	Notes/Approving Trust Committee	Members	Trust Board	CEO	CFO	LAB	Principal
5.16	Suspension of Principal or Deputy Principal			A	R			
5.17	Return of Principal or Deputy Principal after suspension			A	R			
5.18	Dismissal of Principal or Deputy Principal			A	R			
5.19	Suspension of teaching and support staff	3 panel committee of 2 trustees and 1 governor		A	R			R*
5.20	Return of teaching and support staff after suspension	3 panel committee of 2 trustees and 1 governor		A	R			R*
5.21	Dismissal of teaching and support staff	3 panel committee of 2 trustees and 1 governor		A	R			R*
5.22	Redundancy of staff			A	R			
5.23	Major Re-structuring of staff			A	R			
6.	**Finance, Government & Management**							
6.1	Trust & Academy Financial Regulations (inc. key policies & procedures)			A	R	R		
6.2	Record of Financial Responsibility (RoFR)			A	R	R		
6.3	Risk register			A	R	R		
6.4	Appoint Trust Auditors		A	R				
6.5	Trust 3-year Budget Plan			A	R	R		
6.6	Trust 1 year Budget			A	R	R		
6.7	Central Trust Budget & Service Charge			A	R	R		
6.8	Academy Schools 3-year Strategic Financial Plan			A	R	R		R
6.9	Academy Schools 1 year Budget Plan			A	R	R		R
6.10	Trust Annual Accounts			A	R	R		
6.11	Trustees Report			A	R	R		
6.12	Trust Academies Accounts Return to EFA				A	R		
6.13	Response to Auditor's Management Letter			A	R	R		

	Task Key: A - Accountable R - Responsible	Notes/Approving Trust Committee	Members	Trust Board	CEO	CFO	LAB	Principal
6.14	Response to Internal audit reports			A	R	R		
7.	**Financial Authorisation –**							
	Refer to Trust Finance Policy & Record of Financial Responsibility (RoFR)							
8.	**Academy Policies & Procedures**							
8.1	Academy times, terms and holidays				A		R	R
8.2	Expansion of Academy (PAN or NOR)			A	R		R	R
8.3	Extension of Academy provision (Nursery)			A	R		R	R
8.4	Attendance policy	Education & Standards		A	R			
8.5	Trust Pupil Behaviour Framework	Education & Standards		A	R			
8.6	Behaviour for learning policy	Education & Standards					A	R
8.7	Pupil Exclusions Policy – incorporated in Behaviour for Learning Policy	Education & Standards		A	R		R	R
8.8	Short-term Suspension							A R
8.9	Return after short-term Suspension							A R
8.10	Permanent Exclusions	Membership from either the Trust Board or LABs		A*			A*	R
8.11	Appeals against Permanent Exclusion applying to the legal framework	Independent Review		A	R			R
8.12	Complaints Policy			A	R		R	
8.13	Complaints Appeals	Panel committee - Governors and Trustees		A	R		R	
8.14	Admissions Policy			A	R		R	
8.15	Admissions Appeals			A			R	R
8.16	Admissions – In Year and Y7 Intake			A			R	R
8.17	Academy Trust brand and branding guidelines			A	R			
8.18	Academy school prospectus	Within trust branding guidelines						A R

Scheme of Delegation: V2. Dec 2024

Task Key: A - Accountable R - Responsible	Notes/Approving Trust Committee	Members	Trust Board	CEO	CFO	LAB	Principal
8.19 Academy school website	Within trust branding guidelines						A R
8.20 Academy school name, logo & branding	Within trust branding guidelines					A	R
8.21 Academy school uniform	Within trust branding guidelines					A	R
8.22 Academy school Educational Visits Policy						A	R
8.23 Extended services on-site			A			R	R
8.24 Academy Trust Pupil Premium Strategy			A	R			
8.25 Academy Pupil Premium statement	Education & Standards		A	R		R	R
9.	**Premises & Assets –** *Refer to Trust Finance Policy and Record of Financial Responsibility (RoFR)* *for commissioning of repairs or works*						
9.1 Estates Management and Safety Strategy – see Business Plan			A	R	R		
9.2 Health & Safety Policy			A	R	R		
10.	**Media**						
10.1 Media and PR for Trust				AR			
10.2 Media and PR for Academies				A			R

* Recommends to the CEO

Date approved:	6 December 2024	Chair of Trust Board:	ROBERT WADE
Date of next review:	September 2025 (unless further changes required)	Signed:	
		Print name:	ROBERT WADE