

Eastern Multi-Academy Trust Scheme of Delegation (September 2020)

Key:

v	Action undertaken at this level (see Terms of Reference remits for further detail)
A	Advice & support given from this committee/individual to those accountable for decision-making
< ^ >	Indicates the direction towards whom the advice & support is given
D	Delegation of specific policies
Board	Board of Trustees
Audit	Audit Committee
HR&PM	HR & Performance Management Committee
F&R	Finance & Resources Committee
Ed. Comm	Education Committees
AC	Academy Councils
IEB	Interim Executive Board
H&SC	Health & Safety Committee (at academy)
CEO	Chief Executive Officer
DF/DG/DIT	Director of Finance/Director of Governance/Director of IT
DHR/DC/DE	Director of HR/Director of Communications & Marketing/Director of Estates
DOE	Director of Education (includes Director of Secondary Education and/or Director of Primary Education)
RDOE	Regional Director of Education
P	Academy Principal

Area	Function	Members	Board	Audit	F&R	HR&PM	Ed. Comm	AC/IEB	Principal	Executive Team
Strategic direction	Setting the vision, values and strategic aims of the Trust		v							
	Setting the vision, values and strategic aims of the Academy (aligned to those of the Trust)								v	<A DOE/RDOE
	Trust Strategic Plan: establish & monitor		v							<A CEO
	Academy Development Plan: establish								v	<A DOE/RDOE

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	Academy Development Plan: approve & monitor						√	<A		<A DOE/RDOE
	Academy self-evaluation process: evaluate & monitor							A>	√	<A DOE/RDOE
	Management of risk: establish & monitor Trust Risk Register & risk management systems		√	<A						<A DF
	Management of risk: establish & monitor Academy Risk Register			A>				A>	√	<A DF/DOE/ RDOE
	Management of Trust resources – financial, human etc		√	<A	<A	<A	<A			
Communication	Provide a national voice for the Trust, managing reputation & identity with national & regional parties		A>							√ CEO
Communication	Provide a local voice for Trust & academies, managing reputation & identity with local & regional parties							√	√	√ DOE/ RDOE/DC
Financial & Operational Management	Budget plan for Trust/Academies: agree & approve		√		<A					<A CEO/ DF
Financial & Operational Management	Budget plan for Trust: monitor		√		√					<A CEO/ DF
Financial & Operational Management	Budget plan for Academy: develop				A>			A>	√	<A DF
Financial & Operational Management	Budget plan for Academy: monitor				√			<A		<A DF
Financial & Operational Management	DfE indicative funding of Academies: consider & assess implications				√					<A DF
Financial & Operational Management	Academy budget headings & areas of expenditure: receive & recommend, incl. level & use of contingency funds or balances				√					<A CEO/DF

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	Income & expenditure: monitor, review & ensure compliance with Trust Financial Plan & Academies Financial Handbook				√			<A		<A DF
	Financial procedures: approve in accordance with legal & DfE requirements, best practice & auditor recommendations		√							<A DF
	Financial procedures: monitor & review to ensure effective implementation & operation incl. bank account arrangements; recommend improvements			√	√					<A DF
	Financial Statements/Annual Report: approve		√							<A DF
	Financial Statements/Annual Report: receive	√								<A DF
	Financial Statements/Annual Report: receive, review & make recommendations to Board			√	√					<A DF
	Auditors' reports: receive, consider & recommend action to findings & good practice			√						<A DF
	External Audit: determine nature & scope			√						<A DF
	Internal control systems: establish		√	<A						<A DF
	Internal control systems of Trust & Academies: review effectiveness			√						<A DF
	Internal Audit provision: ensure it meets relevant standards & is compliant with guidelines			√						<A DF

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	Appointment of external auditors	√	√	<A						<A DF
	Trust's internal and external financial statements & reports: review to ensure sound financial management & good practice				√					<A DF
	Security of premises & equipment: establish								√	<A DE
	Security of premises & equipment: oversee & monitor academy activities				√			<A	<A	<A DE
	Premises related funding bids: oversee				√					<A DF
	Building Development Programme & Asset Management Plan: approve		√		<A					<A DE
	Capital development projects: monitor academy activities, advise & make recommendations to Board				√			<A	<A	<A DF
	Insurance arrangements: oversee			√						<A DF
	Health & Safety: oversee & monitor Trust/ Academy policies & procedures			√				√	<A H&SC	<A DE
	Health & Safety: ensure risk assessment processes in place			√				√	<A H&SC	<A DE
	Health & Safety: receive reports and delegate necessary actions		√							<A DE

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	Risk Management: approve policy framework, receive & consider reports			√						<A DF
	IT: receive reports and delegate necessary actions		√							<A DIT
	IT: oversee & monitor Trust / Academy strategy, developments & implementation				√					<A DIT
	Information Security: receive reports and delegate necessary actions		√							<A DIT
	Information Security: oversee & monitor policies & procedures			√						<A DIT
	Information Security: monitor & review procedures for ensuring effective implementation & operation of information security control processes			√						<A DIT
	Governance Members: appoint/remove	√								<A DG/Clerk to Board
	Member-appointed Trustees: appoint/remove	√								<A DG/Clerk to Board
	Co-opted Trustees: appoint/remove		√							<A DG/Clerk to Board
	Trust-appointed Academy Council members: appoint/remove									VDOE <A Clerk to Board
	Co-opted Academy Council members: appoint/remove							√		<A DOE/Clerk to Board

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Area	Function	Members	Board	Audit	F&R	HR&PM	Ed. Comm	AC/IEB	Principal	Executive Team
	Board/ Board Committee Chairs/Vice Chairs: appoint/remove		√							<A DG/Clerk to Board
	Academy Council Chairs: appoint/remove		√							<A DOE/Clerk to Board
	Company Secretary: appoint/remove		√							<Clerk to Board
	Clerk to Board: appoint/remove		√							<A DG
	Clerk to Academy Council: appoint/remove									√DG
	Articles of Association: agree & review	√	<A							<A DG/Clerk to Board
	Governance Structure (Committees) for the Trust: Establish & Review		√							<A DG/Clerk to Board
	Scheme of Delegation: Agree & Review		√							<A DG/Clerk to Board
	Terms of Reference for Trust Committees: Agree & Review		√							<A DG/Clerk to Board
	Policies & procedures: establish, approve & review (delegated in accordance with Policy Approval Schedule)		√	D	D	D	D	D	<A	<DOE/ RDOE/DG/ Clerk to Board

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Area	Function	Members	Board	Audit	F&R	HR&PM	Ed. Comm	AC/IEB	Principal	Executive Team
	Financial Regulations and Procedures: Approve		√	A>	<A					<A DF
	Register of Business & Pecuniary Interests for Members/Trustees/Academy Council members: Establish, maintain & publish									√ Clerk to Board
	Register of Business & Pecuniary Interests for Central Trust Staff: Establish & maintain									√ Company Secretary
	Register of Business & Pecuniary Interests for Academy Senior Staff: Establish & maintain								√	
	Skills Audit of Board: Complete & recruit to fill gaps		√							< A DG/Clerk to Board
	Skills Audit of AC: Complete & recruit to fill gaps							√		<A DOE
	Self-review of Board performance		√							<A Clerk to Board
	Self-review of AC performance							√		<A Clerk to AC
	Annual schedule of business for Trust Board: Agree		√							<A Clerk to Board
	Annual schedule of business for AC: Agree							√		<A Clerk to AC
	Annual Report and Financial Statements: approve		√	<A						
	Compliance with legislative requirements		√							
	Standards of Conduct & Values: establish		√							
	Accounting Officer: Appoint		√							

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HR & Staffing	Chief Executive Officer: Appoint/Remove		√							< A DHR
	Chief Financial Officer: appoint		√							< A DHR
	Academy Principals: Appoint/Remove		√							<A CEO/ DHR
	Executive Directors & Senior Central Post Holders: Appoint/Remove		>A							√ CEO ^A DHR
	Trust Senior Staffing Structure: agree & review		√			<A				< A DHR
	Academy Staffing Structure: agree				A>	√			<A	< A DHR
	Performance Management of CEO: undertake									√ Chair of Board
	Performance Management of Academy Principals & Senior Central Post Holders: undertake									√ Line Managers
	Performance Management of staff (other than Principals & Senior Central Posts)									√ Line Managers
	Pay Policy: approve		√			<A				< A DHR
	Cost of living pay awards for teachers & leadership including related allowances: approve		√			<A				< A DHR
	Cost of living pay award for support staff: approve		√			<A				< A DHR

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	Cost of living pay award for Trust senior postholders on management contracts & outside the pay review mechanisms above: approve		✓			<A				< A DHR
	Outcomes of annual performance appraisal processes in relation to incremental progression for teachers, leadership and support staff: approve					✓				< A DHR
	Outcomes of annual performance management and appraisal processes for central Trust senior postholders on management contracts: approve		✓			<A				< A DHR
	Terms & conditions including remuneration for central Trust senior post-holders on management contracts: approve		✓			<A				< A DHR
	Terms & conditions including remuneration for central Trust staff posts (other than central Trust senior post-holders on management contracts): determine					✓				< A DHR
	Staff Appraisal Policy: agree policy & review process & procedure in line with policy					✓				< A DHR
	Personnel Policies: develop, review, oversee implementation & monitor impact via KPIs					✓				< A DHR
	Pay outside Pay Policy guidelines: approve		✓			<A			<A	< A DHR

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	Additional payments awarded by Principals outside set budget parameters: monitor					√				<A CEO
	Appoint/remove staff (other than Principals & Senior Central Posts or as mentioned above)								√	VCEO
Safeguarding	Safeguarding Policy & Procedures: approve		A>			√D		<A		<A DOE/ RDOE
	Safeguarding Policy & Procedures: review & monitor					√		<A	<A	<A DOE/ RDOE
	Safeguarding Annual Report: receive		√			<A				<A DOE/ RDOE
	Safeguarding Systems: ensure systems in place to ensure implementation			√						<A DOE/ RDOE
	Safeguarding Audits of Academies									√DOE/ RDOE
	Safeguarding Training: provision and monitoring								√	<A DHR/ DOE/ RDOE
	Safeguarding: ensure local procedures are in place							√	√	<A DHR/ DOE/ RDOE
Student Development	Academic Performance: setting targets		√				<A	<A	<A	<A DOE
	Academic Performance: monitor & review student progress, attainment & achievement against targets						√	<A	<A	<A DOE/ RDOE
	Academy Improvement/ Raising Standards						A>	A>	√P	<A DOE/ RDOE
	Holding the Principal & staff to account for performance		√				<A	<A		<A DOE/ RDOE

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	Admissions		√					<A	<A	<A DOE/ RDOE
	Behaviour, Attendance & Wellbeing of Students: review & monitor						√	<A	<A	<A DOE/ RDOE
	Curriculum: review & monitor scope, impact & implications						√	<A	<A	<A DOE/ RDOE
	Curriculum: develop/ ensure compliant with legal requirements & funding agreement							A>	√	<A DOE/ RDOE
	Spiritual, Moral, Social & Cultural (SMSC)/ Personal Social Health Education & Citizenship (PSHE)/: development							A>	√	<A DOE/ RDOE
	British Values & strategies to avoid radicalisation: promote & monitor impact							A>	√	<A DOE/ RDOE
	Teaching & Learning: monitor quality							>A	√	<A DOE/ RDOE
	Selected Groups e.g. SEND/EAL/Pupil Premium/Most Able: monitor progress & provision						√	<A	<A	<A DOE/ RDOE
	Inclusion, equality & diversity: promote & monitor		√					A>	√	<A DOE/ RDOE
	Pupil Exclusions: policy & procedure						√	<A	<A	<A DOE/ RDOE
	Complaints: approval of policy & procedure			√				<A	<A	<A DHR/ DOE/ RDOE
	Term time dates: set						√	<A	<A	<A DOE/ RDOE