



**Mercia**  
Learning Trust

# **Scheme of Delegation**

September 2018

		Members	Directors/Trustees	CEO	LGB	Headteacher
<b>STRATEGY AND LEADERSHIP</b>	<b>Set strategic objectives of the Trust &amp; Academies</b>	Monitor and make changes (subject to DFE approval)	Determine – for the Trust & Academies	Develop – in the case of the Academies in consultation with LGB & Headteacher	Recommend	Consult – in the case of their Academy
	<b>Deliver strategic objectives of the Trust &amp; Academies</b>	Monitor	Review	Deliver	Review	Deliver
	<b>Scrutiny</b> – review & challenge progress of the Trust against its strategic objectives and KPIs		Review – progress of the Trust & Academies	Report  Review - reports from the LGBs/Headteachers	Review – progress of the Academy  Report – progress to the CEO & Board	Report – progress of the Academy to the LGB
	<b>Compliance: Funding Agreement</b> – comply with all obligations including the Academies Financial Handbook	Monitor/Challenge	Review	Deliver	Comply	Comply
	<b>Compliance: Regulatory</b> – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Monitor/Challenge	Review	Deliver  Report – to Board	Review	Deliver  Report – to LGB & CEO

<b>Compliance: Financial Oversight</b> - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Receive annual audit report	Determine – policies to ensure compliance	Deliver	Review	Deliver
		Review	Report – to Board		Report – to LGB & MLT Executive Headteacher
<b>Compliance</b> – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions		Determine – policies to ensure compliance		Deliver	
		Deliver			

	Members	Directors/Trustees	CEO	LGB	Headteacher	
<b>STRATEGY AND LEADERSHIP</b>	<b>Appointments of Directors and Governors</b> – ensuring processes in place for appointment of directors (including ensuring that the Directors and Governors have the skills to run the Trust and the Academies)	Appoint and remove directors	Determine – policies and criteria for the selection of Directors and Governors	Report - to the Board on the performance of the LGBs	Review - procedures for the election of staff and parent governors of the LGB	
			Review – the Board’s own performance	Review - annually the size, structure and composition and skill Determines of LGBs	Review – own performance	
			Review – performance of the LGBs	Recommend – if appropriate changes to the size and composition of the LGBs		
	<b>Appointment of the Responsible Officer and Audit Committee</b>		Deliver - appoint Responsible Officer and (if necessary) the Audit Committee	Deliver – the Responsible Officer role		
	<b>Appointment of Clerk – Board and LGBs</b>		Deliver - appoint the clerk to the Board & LGBs-if required		Consult – in connection with the appointment of the LGB clerk	
<b>Policies – review and approval of Trust Wide Policies</b> (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)		Determine	Deliver – presenting polices to the Board for approval	Review – all policies approved by the Board and Academy specific policies	Deliver – presenting Academy specific policies for approval by the LGB	
			Report – material non-compliance to the Board		Report – non-compliance to the LGB and the CEO	
<b>Prepare terms of reference for LGB’s and Committees</b>		Deliver	Develop	Review		
		Review - annually				

	<b>Training programme for directors and governors</b>	Deliver	Develop	Deliver	Develop
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EDUCATION AND CURRICULUM

	Members	Directors/Trustees	CEO	LGB	Headteacher
<b>Academy Development Plan</b> - for each Academy in line with strategic aims of the Trust		Determine - the Academy Development Plan in consultation with the appropriate LGB	Deliver – drafting and agreeing the Academy Development Plan	Recommend – Academy Development Plan to the Board	Work with the CEO in producing the Academy Development Plan  Review – the Academy Development Plan
<b>Key Performance Indicators – setting</b> and reviewing performance of the Trust & the Academies	Monitor/Challenge	Determine – Trust wide and Academy KPIs  Review – performance against KPIs	Consult – with the LGBs and propose KPIs to the Board  Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend – targets for performance of the Academy to the CEO  Review – performance of the Academy and report to the CEO  Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs  Report – performance of the Academy to LGB
<b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		Review - the work of the CEO	Deliver - supporting the Academies and intervening where appropriate.	Review - at the Academy	Review – management of staff to ensure teaching and learning objectives are met  Report- strengths and concerns in the quality of teaching to LGB
<b>Curriculum</b> – setting the curriculum for the Academies and reviewing its effectiveness		Determine - curriculum & standards	Deliver	Consult	Deliver
		Review – effectiveness of the curriculum across Trust	Recommend	Review	

<b>Pupil Premium –</b> reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		Review	Report – to Board effectiveness of use of the Pupil Premium across Trust	Determine & Review – how Pupil Premium is spent at the Academy	Deliver
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		Members	Directors/Trustees	CEO	LGB	Headteacher
<b>FINANCIAL</b>	<b>Funding Model</b> - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Monitor/Challenge	Determine – in consultation with the LGBs	Recommend a funding model to the Board for approval  Review	Consult – with the Board  Review - compliance with the overall financial plan for the Academy	Comply
	<b>Trust Annual Budget</b> – formulating and setting the Trust wide budget		Determine	Deliver – on preparation of Trust budget and present to the Board for approval  Review – submission of Trust budget to the EFA		
	<b>Academy Annual Budgets</b> – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)		Determine	Deliver – on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval  Review – submission of Academy budgets to the EFA	Consult – with CEO in respect of the Academy's requirements  Comply	Deliver  Comply
	<b>Expenditure and ensuring delivery of Annual Budgets</b>	Monitor/Challenge	Review	Report – to the board any material issues with delivery against the Annual Budget by the Academies	Review	Report – to the LGB any need for any matters of concern in respect of the Academy's annual budget



				Receive reports – on matters of concern in connection with compliance with the Annual Budgets	Report – to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy	
	<b>Reporting:</b> financial reporting and KPIs	Monitor/Challenge	Determine	Deliver	Review	Deliver
	<b>Delegated Budgets and Finances</b> – in the form of a scheme of delegation of financial authority to the Academies		Determine	Deliver – on recommending financial limits to the Board  Review – effectiveness of limits	Review Delivery– Academy  Comply – adherence to limits	Comply – adherence to limits

		<b>Members</b>	<b>Directors/Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Headteacher</b>
<b>FINANCIAL</b>	<b>Financial Policies –</b> establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Monitor/Challenge	Determine	Review – compliance with policies  Report – any issues or non-compliance to the Board	Review delivery – compliance with policies  Report – any issues or non-compliance to the CEO	Deliver – compliance with finance policies
	<b>Approving annual accounts</b>	Receive	Approve	Deliver – arrange for auditing and filing of annual report and accounts	Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts	
	<b>Corporate Risk Register</b>	Monitor/Challenge	Review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
	<b>Investments –</b> agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls		Determine and review delivery	Deliver		

		Members	Directors/Trustees	CEO	LGB	Headteacher
<b>HR AND OPERATIONS</b>	<b>Setting Terms and Conditions of Employment and Staff Handbook</b>		Determine – and consider any proposals by LGBs to make amendments	Recommend	Consult - report to Board on any suggested changes to the Academy's terms and conditions	Comply
	<b>Dismissing the MLT Executive Headteacher, Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)</b>		Review – in respect of CEO	Review – in respect of Headteachers, cross academy staff and senior leadership teams of the Academies  Report – any dismissals to the Board	Review – in respect of the Headteacher of the Academy	
	<b>Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)</b>			Review  Report – to the Board	Review (in consultation with the CEO  Report – to the CEO	Comply
	<b>Reviewing discipline and grievance policy</b>		Review delivery	Recommend	Review - in line with Trust policy	
	<b>Setting trust wide procurement policies</b> (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy		Determine	Deliver	Comply	Comply

	Members	Director/Trustees	CEO	LGB	Headteacher	
<b>HR AND OPERATIONS</b>	<b>Setting academy specific procurement policies</b> - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy		Determine	Review	Deliver – in accordance with Trust policy	Recommend
	<b>Determining and allocating central services provided to the Academies by the Trust</b>		Determine (in consultation with the LGBs)	Deliver– on recommending the allocation of services to the Board	Consult	Consult
	<b>Overseeing the effectiveness of services provided centrally by the Trust</b>		Review	Deliver and report to Board	Report – to the Board	
	<b>Asset and Premises Maintenance Strategy</b> – determining use of Academies' premises and ensuring premises are adequately maintained		Determine – Trust wide policy	Determine – academy plan in accordance with Trust policy  Review delivery of academy plan		Deliver – in accordance with Academy policy
	<b>Acquiring and disposing of Trust land</b>		Deliver	Recommend	Consult	Consult
	<b>Changing use of Assets</b>		Deliver	Recommend to the Board of any changes to fixed assets used by the Academy		
	<b>Arranging insurance for the Trust</b>		Review	Deliver	Consult	
	<b>Media and PR</b> - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community		Review	Deliver – Trust wide activities	Comply	Comply

<b>Academy Prospectus</b>			Review	Deliver	Recommend
<b>Trust Prospectus and website</b>		Review	Deliver		