

Ivybridge Academy Trust

Draft Scheme of Delegation

Introduction

Ivybridge Academy Trust (IAT) is the statutory body for all the academies in the Multi Academy Trust (MAT). Academies joining the MAT may be sponsored or unsponsored, but all will promote, adhere to and be guided by the underlying objectives and principles of the MAT as agreed by its Trust Board.

The proposed structure for the Multi-Academy Trust is set out in Appendix 1. In essence there will be:

1. Members

5 members of which no more than 20% can be trustees, and none can be employees of the Trust. They will be ultimately responsible for the MAT achieving its charitable objectives. They will agree the articles of association and have the power to appoint and remove trustees.

2. Trust Board

This will comprise of up to 13 trustees as follows:

- up to 4 appointees by the members as are considered necessary to ensure an appropriate, professional skill and experience mix on the Board;
- the Chair of Governors of Ivybridge Community College;
- up to 6 other Chairs of Governors of academies in the MAT;
- the CEO; and
- the Executive Primary Principal.

The Trust Board will deliver the three core functions common to academy governance namely:

- ensuring clarity of vision, ethos and strategic direction;
- holding the CEO and the academy leadership to account for the educational performance of the academy and its pupils, and the performance management of its staff; and
- overseeing the financial performance of the Trust and the academies within, making sure its money is well spent.

The Trust Board will fulfil some of its role through three sub-committees (each of will have at least three trustee members and one representative from each Local Governing Body) and a Remuneration Committee. The main roles and responsibilities of these committees are as follows:

2.1 Finance Committee

The key delegated responsibilities of the Finance Committee are to oversee the financial performance of the academies within the MAT, making sure the Trust's money is well spent and that there is proper and regular use of its public funds, and recommending an annual Trust budget to the Board for approval.

2.2 Audit Committee

The key delegated responsibilities of the Audit Committee are to ensure that the Trust has in place sound internal controls (financial and otherwise), risk management and assurance processes that adequately identify and manage risk across all academies in the Trust; and to monitor that these processes are operating effectively including receiving reports from the internal and external auditors.

2.3 HR Committee

The key delegated responsibilities of the HR Committee are to advise the Board on HR issues including determining the pay policy for the Trust; and reviewing and adopting other HR policies and procedures for the Trust.

2.4 Remuneration Committee

The key delegated responsibilities of the Remuneration Committee are to advise the Board on performance and remuneration issues including setting performance targets for, and remuneration of, the CEO and other members of the executive management and Central Services team (in conjunction with the CEO); and receiving and assessing the recommendations for pay progression from each academy ensuring consistency and equity across all academies.

The trustees must also ensure compliance with company and charity law and with the Trust's funding agreements with the Secretary of State.

3. Local Governing Board

Each academy within the Trust will have its own Local Governing Body (LGB) whose membership will include parental and staff representation as governors, and may also include members of the local community. Responsibilities of the LGB will include:

- monitoring whether the academy is:
 - a) meeting its agreed targets particularly in regard to the educational performance of its academy and its pupils;
 - b) working within its agreed policies; and
 - c) managing its finances within the agreed budget.
- building an understanding of how the academy is led and managed;
- engaging with stakeholders; and
- reporting to the Trust Board.

4. Chief Executive Officer

The Trust Board will appoint the Chief Executive Officer (CEO) of the Trust. He/she:

- has the delegated responsibility for the operation and performance of the academies including performance managing the Executive Primary Principal and the academy principals in collaboration with the LGBs;
- is the accounting officer so 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, avoiding waste and securing value for money.
- leads the executive management and Central Services team of the MAT. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management and Central Services team.

The CEO will be held to account by the Trust Board and an independent Academy Improvement Partner (AIP) appointed by, and reporting to, the Board. His/her annual performance management will be undertaken by the Remuneration Committee informed by the AIP.

The proposed executive management structure of the Trust (including the Central Services Team) is set out in Appendix 2The Trust's Scheme of Delegation is set out in Appendix 3.

Appendix 3 – Scheme of Delegation

Area	Decision	Delegation						
		Members	Trust Board	Trust committees	CEO	EPP	LGB	Academy Principal/Head
Governance Framework								
People	Appoint/remove members	✓						
	Appoint/remove trustees	✓	✓					
	Agree role descriptions for trustees/chair/specific roles/committee members		✓					
	Determine trustee members on trust committees		✓					
	Determine LGB representative on trust committees						✓	
	Appoint and remove trust committee chairs			✓				
	Appoint and remove LGB chairs						✓	
	Appoint and remove Clerk to trust board		✓					
	Appoint and remove Clerk to LGB						✓	
Systems and	Agree and review Articles of Association	✓	R					
	Establish and review annually which trust committees are required		✓		A		A	
	Agree annually terms of reference for trust committees		✓	R				

structures								
	Agree and review annually terms of reference for LGB				A	A	✓	A

Area	Decision	Delegation						
		Members	Trust Board	Trust committees	CEO	EPP	LGB	Academy Principal/Head
Governance Framework								
	Ratify changes to LGB terms of reference		✓		A	A	R	A
	Complete skills audit for trust board and recruit to fill gaps	✓	R					
Reporting	Complete skills audit for LGB and recruit to fill gaps				A	A	✓	A
	Agree annual schedule of business for trust board		✓					
	Ensure Trust governance details on Trust website		✓		A			
	Ensure academy governance details on academy website (or linked to Trust website)					A	✓	A
	Agree annual schedule of business for LGB				A	A	✓	A
	Establish and publish register of all interests, business, pecuniary, loyalty for members/trustees/governors		✓				✓	
	Submit to members and publish annual report on performance of the trust		✓	A	A			
	Submit annual report and accounts including accounting		✓	A	A			

policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money							
Submit to trust and publish annual report work of LGB				A	A	✓	A

Area	Decision	Delegation						Academy Principal/Head
		Members	Trust Board	Trust committee	CEO	EPP	LGB	
Governance Framework								
Being Strategic	Approve trust wide policies which reflect the trust's ethos and values including: charging and remissions, complaints, expenses, health and safety, premises management, data protection and Freedom Of Information, staffing policies including capability, discipline, conduct and grievance		✓	R	A			
	Approve academy level policies which reflect the academy's ethos and values to include e.g. SEND, safeguarding and child protection, curriculum, behaviour				A	A	✓	R
	Agree central spend/top		✓	R	A	A	A	

slice							
Establish, review and monitor trust risk register		✓	R				
Establish, review and monitor academy risk register			A	A	A	✓	R
Engage with stakeholders	✓	✓	✓	✓	✓	✓	✓
Determine trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured		✓	A	A	A	A	
Succession plan for Trust Board		✓		A			
Succession plan for LGB				A	A	✓	A
Succession plan for executive management and Central Services team		✓		A	A		
Succession plan for academy				A	A	✓	A
Appoint and dismiss Chief Executive Officer		✓					
Appoint and dismiss Executive Primary Principal		✓		A			
Appoint and dismiss academy Principal/Head		✓		A	A	R	
Agree new academy joining the trust (75% majority)		✓		A	A	A	

Area	Decision	Delegation						
		Members	Trust Board	Trust committee	CEO	EPP	LGB	Academy Principal/Head
Governance Framework								
Being Strategic	Agree budget plan to support delivery of trust key priorities and staffing structure		✓	R	A	A	A	A
	Agree budget plan to support delivery of academy key priorities and staffing structure		✓	A	A	A	R	A
	Set admissions policy		✓		A	A	R	A
	Set PAN for each academy		✓		A	A	R	A
	Approve academy development plan					A	✓	A
	Develop and approve trust premises/estates management strategy			✓	A	A	R	A
	Develop and approve trust IT strategy			✓	A	A	A	A
	Develop and approve trust PR/marketing strategy		✓	A	A	A	A	A
	Develop and approve academy PR/marketing strategy				A	A	✓	A
	Agree auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment)		✓	R	A	A	A	A
	Ensure auditing and				A	A	✓	A

Holding to account

reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment) are undertaken in academies							
Agree reporting arrangements for progress on key prioritise		✓	A	A	✓	✓	A
Undertake performance management of the Chief Executive Officer		✓	R				
Undertake performance management of the Executive Primary Principal				✓		A	A
Undertake performance management of executive management and Central Services Team			A	✓	A		A
Undertake performance management of academy principal				A	A	✓	
Undertake performance management of academy staff				A	A		✓
Complete annual self-review of trust board and committee performance		✓	A			A	
Complete annual self-review of LGB performance				A	A	✓	A
Review annual LGB self-review of performance		✓		A		R	
Carry out 360 review of Chair of Trust's performance		✓		A		A	

Carry out 360 review of Chair of Governor's performance				A	A	✓	A
Review annually trustee/committee member contribution		✓	A	A			
Review annually LGB member contribution				A	A	✓	A
High level monitoring of complaints across the trust		✓		A	A	A	
Detailed monitoring and actioning to resolve complaints				A	A	✓	A

Area	Decision	Delegation						
		Members	Trust Board	Trust committee	CEO	EPP	LGB	Academy Principal/Head
Governance Framework								
Ensuring financial probity	Appoint Chief Financial Officer for delivery of trusts detailed accounting processes		✓		A			
	Establish and review trust's scheme of financial delegation		✓	R	A	A		
	Establish and review academy's scheme of financial delegation			✓	A	A	R	A
	Receive and respond to external auditors report		✓	R	A			
	Agree CEO pay award		✓	R				
	Agree Executive Principal pay award		✓	R	A			
	Agree pay award of Central Services Team		✓	R	A			
	Agree academy principal pay award		✓	A	A	A	R	
	Agree appointments to academy staffing structure within agreed budget				A	A	✓	R
	Agree appointments to academy staffing structure outside agreed budget				✓	A	A	R
Monitor staff appraisal procedure and pay				✓	A	A	A	A

progression for consistency and equity							
Agree staff appraisal procedure and pay progression		✓	A	A	A	A	A
Benchmarking and trust wide value for money: ensure robustness		✓	A	A	A	A	A
Benchmarking and academy value for money: ensure robustness			A	A	A	✓	A
Develop trust wide procurement strategies and efficiency savings programme		✓	R	A	A	A	A
Agree virements between individual academy budgets (75% majority)		✓	A	A	A	A	A
Agree non-staffing virements within academy budget				A	A	✓	A
Monitor trust and academy monthly management accounts			✓	A	A	A	A

Approve curriculum policy				A	A	✓	R
Approve pupil behaviour policy				A	A	✓	R
Exclude a pupil for less than [15] days				A	A		✓
Exclude a pupil for more than [15] days or permanently exclude				A	A	✓	R

Appoint a named safeguarding governor						✓	
Appoint Senior Designating Safeguarding member of staff in academy						A	✓
Recommend times of academy day and dates of academy term				A	A	✓	A
Approve times of academy day and dates of academy term		✓		A	A	R	A
Determine what extended academy services to offer				A	A	✓	R

Key:

- ✓ responsible for decision
- R makes recommendation to those responsible for decision
- A provides advice and support to those responsible for decision



