



**Scheme of Delegation
Decision Matrix**

Monitoring and Evaluation	
Original implementation date:	August 2019
Review frequency:	Annual
Date of next Review:	September 2023

Document Version control

Version	Changes made	Date
Draft	For Trustees final comments	April 2019
1.0	Operational version implemented	August 2019
2.0	Revised version implemented	December 2020
3.0	Revised version to reflect committee changes	October 2022

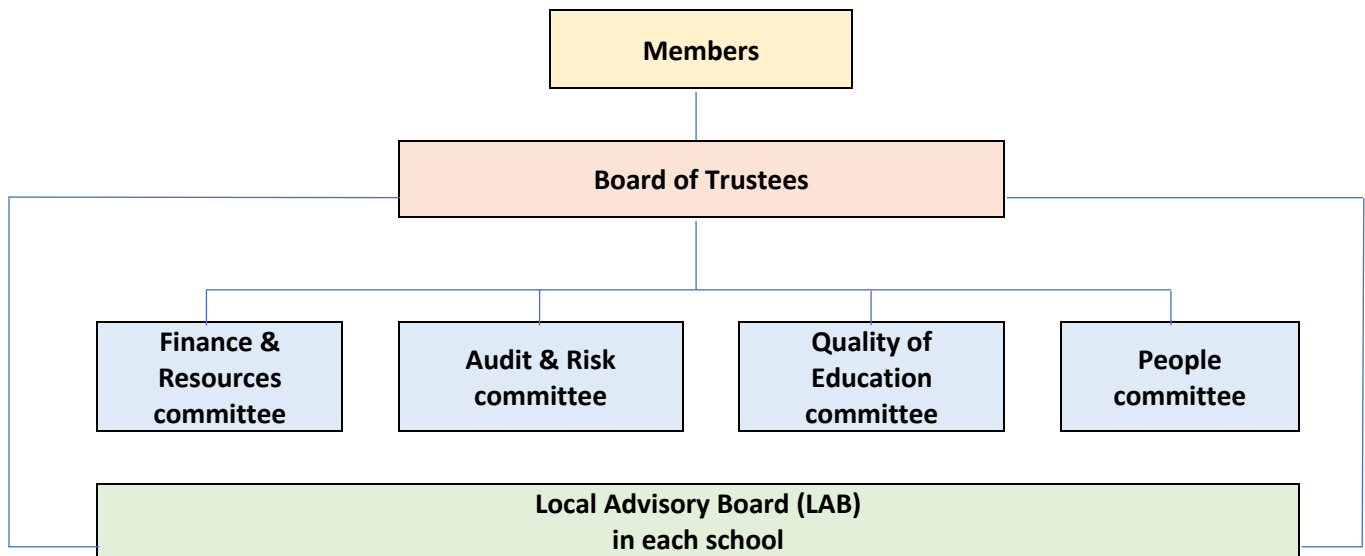
1. Introduction

The board of trustees is accountable in law for all major decisions about the schools within SAND Academies Trust. This does not necessarily mean that the board is required to carry out all the trust's governance functions and many functions can and should be delegated elsewhere, including to the CEO, the board's committees and to Local Advisory Boards (LABs). It is vital that the decision to delegate a function is made by the full board of trustees and is recorded. Without such delegation, the individual or committee (board or LAB) has no power to act.

The Scheme of Delegation is an essential requirement for effective governance and clear decision making. It sets out the delegated powers between the Trust Board, the Board Committees, individual members of the SAND Executive team and LABs within SAND Academies Trust. The document purely focuses on the delegations from the Trust Board within the Trust.

2. Summary of Governance layers

SAND Academies Trust has several layers of governance set out in the chart below.



The overarching role and responsibilities of each governance layer is as follows:

Members:

- The Members of the Trust are the guardians of the governance of the Trust and must ensure it carries out its charitable objective.
- The Members agree the Trust's Articles of Association, appoint trustees and appoint the Trust's external auditors.
- The Members should receive information about the Trust's business and receive the annual reports and accounts.
- Members have an overarching oversight role and perform a strategic 'eyes on, hands off' role.
- If Members have concerns that the trust is not carrying out its charitable objective, Members will remove trustees that are failing to fulfil this responsibility.

Trustees

- The Trust is a charitable company and so trustees are both charity trustees (within the terms of the Charities Act 2011) and company directors (within the terms of the Companies Act 2006). Trustees are bound by both charity and company law.
- The Trust Board hold ultimate legal accountability for all aspects of operational delivery, as well as being responsible for Trust policy and decision-making.
- Trustees are responsible for the general control and management of the Trust, and in accordance with the provisions set out in the memorandum and Articles of Association and its Funding Agreement, are legally accountable for all statutory functions and for the performance of all the schools within the Trust; they do this by carrying out the core governance functions.
- Trustees oversee the management and administration of the Trust and the schools run by the Trust and delegate authority and responsibility to others, including executive officers and school leadership teams who undertake the day-to-day management of the schools.
- Key matters reserved to the Trust Board include strategic direction, vision and values, and approval of the Trust business plan and educational targets.
- The Trust Board is supported by the Finance & Resources Committee, Audit & Risk Committee, Quality of Education Committee and People Committee.

Executive Team

- The Executive team is comprised of the CEO, Finance Director, Operations Director, Lead for School Improvement and Governance Professional and are responsible for the operational running of the organisation at Trust level and supporting Trust schools with school level operational matters.
- Trustees delegate the day-to-day management of the Trust to the CEO, line managing them in line with the Trust's appraisal and performance management policies.
- The CEO is also the Accounting Officer and so is not only responsible for the performance of the Trust as a whole but has a personal responsibility to parliament for the regularity, propriety and value for money.
- The CEO is responsible for the leadership and management of the central executive team and the schools' Headteachers and will report to the Trust Board and its committees.

Local Advisory Board (LAB)

- The LAB is responsible for monitoring Headteachers, ensuring that they are fulfilling their responsibilities for educational outcomes of children and young people; safeguarding; and health and safety.

Headteacher

- The Headteacher is responsible for all operational delivery areas within their school.

3. Scheme of Delegation format

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:

- Approve (A)
- Recommend (R) (*Extensive feasibility study, internal consultation and expert view have been consulted prior to recommendation*)
- Consult (C)

- Implement (I)

The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant body.

4. Trust Policies

A key task for the Trust is to develop and monitor a range of policies that constituent schools are required to adopt.

Where a Headteacher seeks any local adjustment to a Trust policy, they will agree any change necessary with their Local Advisory Board prior to seeking Trust approval of the variance. Until that Trust approval is gained, the Trust policy remains fully in force.

5. Approval and Renewal

SAND Academies Trust Scheme of Delegation is renewed and approved by the Trust Board on an annual basis, so that roles and responsibilities outlined continually reflect organisation realities and updates to statutory legislation.

Note: Members are not included within the matrix – refer to page 3 for the roles/responsibilities of this governance layer.

Decision		Delegation								
		Trust Board	Finance & Resources	Audit & Risk	Quality of Education committee	People committee	CEO/FD OD/SI Lead	Governance Professional	LAB	School HT
Governance Framework - People										
1.	Co-Opted Trustees: Appoint / Remove	A, R					I			
2.	Chair of Trust Board: Appoint / Remove	A, I								
3.	Elect Parent LAB member							I		
4.	Board committee chairs: Appoint / Remove		A	A	A	A		I		
5.	Named Safeguarding Trustee: Appoint / remove	A, I								
6.	Named Safeguarding LAB member: appoint / remove								A, I	
7.	Named H&S LAB member: appoint / remove								A, I	
8.	LAB Chairs: Appoint / Remove	A						I	R	
9.	LAB Vice-Chair: Appoint								A, I	
10.	LAB Vice-Chair: Remove	A							R, I	
11.	LAB Community members					A		I	R	
12.	Trust Governance Professional: Appoint / Remove	A					I			
13.	Clerk to LAB: Appoint						C	C, R, I	A	
14.	Clerk to LAB: Remove	A					C	C, I	R	
Governance framework – Systems and structures										

Key to delegation level: A – Approve, R- Recommend, C – Consult, I - Implement

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	Decision	Delegation								
		Trust Board	Finance & Resources	Audit & Risk	Quality of Education committee	People committee	CEO/FD OD/SI Lead	Governance Professional	LAB	School HT
15.	Governance structure: establish and review annually	A					C	C, I		
16.	Terms of Reference for committees: agree annually	A	C, I	C, I	C, I	C, I		C, R		
17.	Terms of Reference for LAB: agree annually	A						C, R	I	
18.	Scheme of Delegation: review and agree annually	A, I					C	C	I	
19.	Skills audit: complete regularly and recruit to fill gaps	I						C	I	
20.	Self-review of Trust Board and committees: complete annually	A	C	C	C	C		I		
21.	Self-review of LAB: complete annually								I	
22.	Chair's performance: carry out 360 review periodically	I							I	
23.	Trustee involvement: review annually	I, A								
24.	LAB member involvement: review annually								I	
25.	Succession planning: consider periodically	I					C	R	I	C
26.	Annual schedule of business for trust board: agree	A						R, I		
27.	Annual schedule of business for LAB: agree	A					C	R	I	C
28.	Establish LAB working groups								I	C
29.	Organise calendar of Trust Board and LAB meetings	A					C	R, I	A	
Reporting										

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	Decision	Delegation								
		Trust Board	Finance & Resources	Audit & Risk	Quality of Education committee	People committee	CEO/FD OD/SI Lead	Governance Professional	LAB	School HT
30.	Publication on Trust and Schools' websites of all required details of governance arrangements							I, R		I
31.	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	R				C	I		
32.	ESFA required reports and returns: submit		A				I			
33.	LAB Annual report: submit to trust	A							I	
Being Strategic										
34.	Determine Trust wide policies which reflect the Trust's ethos and values (facilitating discussions with unions where appropriate): policy review schedule in place	A	A	A	A	A	C, R	I		
35.	Establish school level policies which reflect a specific need: policy review schedule in place						C	C	A	I
36.	Management of risk register: review and monitor	A	I	I	I	I	I		I	C
37.	Engagement with stakeholders	I					I	I	I	I
38.	Determine Trust's vision, strategy and key priorities	A					I			
39.	Determine School's key priorities						A		I	I
40.	Chief Executive Officer: Appoint / Dismiss	A, I								
41.	School Headteacher: Appoint / Dismiss	A					R, I		C, R	

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	Decision	Delegation								
		Trust Board	Finance & Resources	Audit & Risk	Quality of Education committee	People committee	CEO/FD OD/SI Lead	Governance Professional	LAB	School HT
42.	Budget plan to support delivery of Trust key priorities: agree	A	R				I			
43.	Budget plan to support delivery of school key priorities: agree		C				A, I			C
44.	Trust staffing structure: agree	A				R	I			
45.	School staffing structure: agree					C	A		C	R, I
46.	New schools joining the Trust: agree	A					R, I			
47.	Timings of the school day, terms and holidays: agree						A		C	R, I
48.	Expansion of the school provision or PAN: agree	A					R, I		C	R
49.	Change of age range for schools: agree	A					R, I		C	R
50.	Staff wellbeing					A	R, I		I, A	I, R
Holding to account										
51.	Auditing and reporting arrangements for matters of compliance (eg: safeguarding, H&S, employment): agree	A	R	R	R	R	C, I			
52.	Complete regular H&S monitoring walks and reporting						C		I	
53.	Monitoring progress on key trust priorities	A					I			
54.	Performance management of the CEO: undertake	A, I								
55.	Performance management of school Headteacher: undertake					A	I, R, C		C	

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Decision		Delegation								
		Trust Board	Finance & Resources	Audit & Risk	Quality of Education committee	People committee	CEO/FD OD/SI Lead	Governance Professional	LAB	School HT
56.	Performance management of school staff: undertake						A		C	I, R
57.	Trustee monitoring: agree arrangements	A	I	I	I	I	C			
58.	LAB member monitoring: agree arrangements	A					R	C	I	
Ensuring financial probity										
59.	Appoint Finance Director for delivery of Trust's detailed accounting processes	A	C				I			
60.	Trust's scheme of financial delegation: establish, monitor and review	A	R				R, I			
61.	External Auditors' report: receive and respond	A	R				I			
62.	CEO Pay award: agree	A				R	I			
63.	School Headteacher pay award: agree					A	R, I		R	
64.	Staff appraisal procedure and pay progression: review and agree					A	A		R	R, I
65.	Annual staff pay awards (not appraisal based): agree	A	R			C	R, I			
66.	Benchmarking and Trust wide value for money: ensure robustness		A				R, I			
67.	Review and approve Trust wide procurement strategies and efficiency saving programme		A				R, I			
68.	Monitoring budget: agree reporting		A				I			
School procedures, curriculum and teaching										
69.	Performance targets for pupil progress				A		A		C	I, R

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	Decision	Delegation								
		Trust Board	Finance & Resources	Audit & Risk	Quality of Education committee	People committee	CEO/FD OD/SI Lead	Governance Professional	LAB	School HT
70.	Performance review (SEF)				C		A		C	I, R
71.	1 year School Development Plan (SDP)				C		A		C	R, I
72.	Panel meetings for Permanent Exclusions								I	
73.	Appeals against Permanent Exclusions	I								
74.	School trips and visits						A		A	C, R, I
75.	Admissions arrangements						A		R	R, I
76.	Allocation of places against admissions policy						C		A	R, I
77.	Admissions appeals	I								
78.	School website						C	A	A	I
79.	School logo and branding	C					A		C	R, I
80.	School uniform	C					A		C	I
81.	Pupil Premium funding: report and action plan				C		C		A	I
82.	Sport Premium funding: report and action plan				C		C		A	I
83.	Estates Management strategy		A				A, R, I		C	C
84.	Staff Disciplinary panels: school staff								I	
85.	Staff Disciplinary appeals panels: school staff					I				

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86.	Staff Disciplinary panel: HTs and SAND central staff					I				
87.	Staff Disciplinary appeals panel: HTs and SAND central staff	I								
88.	Lettings: agree who can hire school buildings								R	I
89.	Lettings: agree charges		A				R			R, I