



Scheme of Delegation

Policy reviewed and adopted by Trustees	17th January 2020
Review frequency	Annually
Date of next review	January 2021
Responsible Officer	Director of Finance and Operations

1. Introduction

- 1.1. This Scheme of Delegation applies to all academies run by the Company.
- 1.2. The Trustees are accountable to external government agencies including the Charity Commission, Companies House and the Department for Education (including any successor bodies) for the quality of education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. Under the Trust's Articles of Association, the Trustees control the management and administration. The Trustees have responsibility for directing its affairs, and for ensuring that it is solvent, well-run, and delivering the Trust's charitable objects for the benefit of the public.
- 1.3. In order to discharge these responsibilities, the Trustees appoint people who are more locally based to serve on committees (the "Local Governing Bodies") which are established to ensure, on behalf of the Trustees, the good governance of the individual academies. The Local Governing Bodies are committees established by the Trustees and are at all times subject to any directions the Trustees may give.
- 1.4. This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the academies, the respective roles and responsibilities of the Trustees, Governors of the Local Governing Bodies, the Chief Executive Officer (CEO) and the Headteacher/Head of School and the commitment to each other to ensure the success of each academy.
- 1.5. It is intended that a Local Governing Body shall be established for each Academy. For the avoidance of doubt a Local Governing Body may have delegated responsibility for more than one academy.
- 1.6. The levels of delegation (see annex A for full governance structure) are as follows:
 - Board of Trustees (including any sub committees)
 - Local Governing Bodies
 - CEO – the CEO may delegate activities to other Trust employees
 - Headteacher
- 1.7. Certain decisions and actions in respect of the Company and the academies are reserved to the Trustees. In general terms responsibility for the local strategy, management and operations for each academy will be delegated to a Local Governing Body.
- 1.8. For the avoidance of doubt 'unsupported academies' are those schools within the Trust who are Ofsted Good and/or Outstanding. 'Supported academies' are those within the Trust which are Ofsted Requires Improvement or Inadequate or that are brand new Free Schools opening within the Trust.
- 1.9. This Scheme of Delegation has been put in place by the Trustees from the effective date in accordance with the provisions of the Company's Articles of Association (the "Articles") and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles.
- 1.10. The majority of delegations in the document are in relation to the financial affairs of the Trust and this document should be used in conjunction with the Financial Regulations of the Trust, Financial Procedures of the individual academies and the Academies Financial Handbook. Other delegations include:
 - Strategy and Leadership
 - HR/Staffing
 - Education
 - Asset Management
 - Estates

2. Ethos and Trust Commitment

PROSPER aims to secure and develop an holistic provision for vulnerable students.

We will treat every student as an individual, with personalised learning programmes designed to meet their learning, personal, social and emotional needs and the impact of their medical/mental health condition and linked behaviours on their ability to learn.

- 2.1. Each academy will have its own mission/vision and development plan agreed by the Trustees which the Local Governing Body will implement and monitor with school leadership.
- 2.2. Academies within the Company will work with each other in a co-operative and supportive manner; sharing expertise and specialisms. Academies within the Company will engage with other local schools and partners in order to ensure the best possible provision for children and families within a community.

3. Conflicts

- 3.1. In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

4. Annual review

- 4.1. The Scheme of Delegation shall operate from the Effective Date and shall in respect of each Academy.
- 4.2. The Trustees will have absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provision of it.
- 4.3. In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the Local Governing Bodies.

5. The role of Members

Trust Members have limited but very important powers within their remit. The main powers and rights include:

- Appointment of other members
- Change of name of the Trust
- Amendment of the Articles of Association
- Appoint and remove Trustees / Alterations to the governance structure
- Approve the appointment of the external auditors
- Receive the annual report and accounts from the Board
- Approve any service contracts with Trustees in accordance with the articles
- Give directions by special resolution to the Board
- Wind up the Trust

6. Key RACI

Responsible – independent decision making and control of the identified area whilst being answerable ultimately to those who are accountable. Those who are assigned to do the work/task/duty.

Accountable – answerable to the Members and Secretary of State. Expected to justify actions and decisions and ultimately makes the final decision and has ultimate ownership.

Consulted – seek information, advice and input to inform a final decision, action or paper.

Informed – the person/group who must be informed of a decision / outcome

STRATEGIC LEADERSHIP	Trustees	CEO	LGB		Academy Lead	
			Non-Supported	Supported	Non-Supported	Supported
Set strategic objectives of the Trust & Academies	Accountable & Responsible	Responsible	Consulted	Consulted	Consulted	Consulted
Deliver strategic objectives of the Trust & Academies	Accountable & Responsible	Responsible	Responsible	Responsible	Responsible	Responsible
Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs	Accountable	Responsible	Inform	Inform	Inform	Inform
Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	Accountable & Responsible	Responsible	Responsible	Responsible	Responsible	Responsible
Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Accountable & Responsible	Responsible	Responsible	Responsible	Responsible	Responsible
Compliance: Financial Oversight - 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	Accountable & Responsible	Responsible	Consulted	Consulted	Responsible	Consulted
Compliance: Internal Audit - to advise on the adequacy of financial and other controls and risk management arrangements, to direct a programme of internal scrutiny and to consider the results and quality of external audit. (section 1.17 & 3 of AFH)	Accountable & Responsible	Responsible	Responsible	Responsible	Responsible	Responsible

STRATEGIC LEADERSHIP	Trustees	CEO	LGB		Academy Lead	
			Non-Supported	Supported	Non-Supported	Supported
Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions. Update company membership and Trustee records. Report on Companies House, websites and Get Information About Schools (GIAS)	Accountable & Responsible	Responsible	Responsible	Responsible	Responsible	Responsible
Appointments of Trustees and Governors – ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies) a.Appointment of CEO b.Appointment of Trustees c.Appointment of Governors	a.Responsible b.Accountable (MEMBERS) c.Accountable	b. Informed c. Informed	b. Informed c. Responsible	b. Informed c. Informed	b. Informed c. Consulted	b. Informed c. Informed
Appointment of the Finance Director and Audit Committee	Accountable & Responsible	Responsible	Informed	Informed	Informed	Informed
Appointment of Clerk – Board and LGBs	Accountable & Responsible	Responsible	Consulted	Informed	Consulted	Informed
Policies	See Annex B					
Ensure the Trusts whistleblowing policy is approved and communicated clearly to staff	Accountable & Responsible	Responsible	Accountable & Responsible	Accountable & Responsible	Responsible	Responsible
Prepare and agree terms of reference for LGB's and Committees	Accountable & Responsible	Responsible	Consulted	Consulted	Consulted	Consulted
Training programme for trustees and governors	Accountable & Responsible	Responsible	Consulted	Consulted	Consulted	Consulted
Conduct due diligence on business / growth opportunities	Accountable	Responsible				

STANDARDS	Trustees	CEO	LGB		Academy Lead	
			Non-Supported	Supported	Non-Supported	Supported
Academy Development Plan - for each Academy in line with strategic aims of the Trust	Accountable	Consulted	Responsible	Responsible	Responsible	Responsible
Key Performance Indicators – setting and reviewing the performance of the Trust & the Academies	Accountable	Responsible (ALL)	Responsible (school only)	Consulted	Responsible (school only)	Consulted
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to deliver educational outcomes	Accountable	Accountable	Responsible	Responsible	Responsible	Responsible
Pupil Premium – reviewing and challenging the value for money of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Accountable	Responsible	Responsible	Responsible	Responsible	Responsible
Set admissions policy a. Individual school / academy b. Nursery	Accountable & Responsible (approval must be given to any changes of either policy)	Consulted	Consulted	Consulted	Consulted	Consulted
Collective worship arrangements for school without religious character		Responsible	Accountable	Consulted	Responsible	Responsible
School lunch – ensure provided to appropriate nutritional standards			Informed	Informed	Responsible	Responsible
Provision of free school meals to those meeting criteria			Informed	Informed	Responsible	Responsible
Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)		Informed	Informed	Informed	Responsible	Responsible
Academy Hours – setting the opening and closing times for the Academies	Consulted	Consulted / Responsible	Responsible			
Term Dates and length of school day	Consulted	Consulted / Responsible	Responsible			

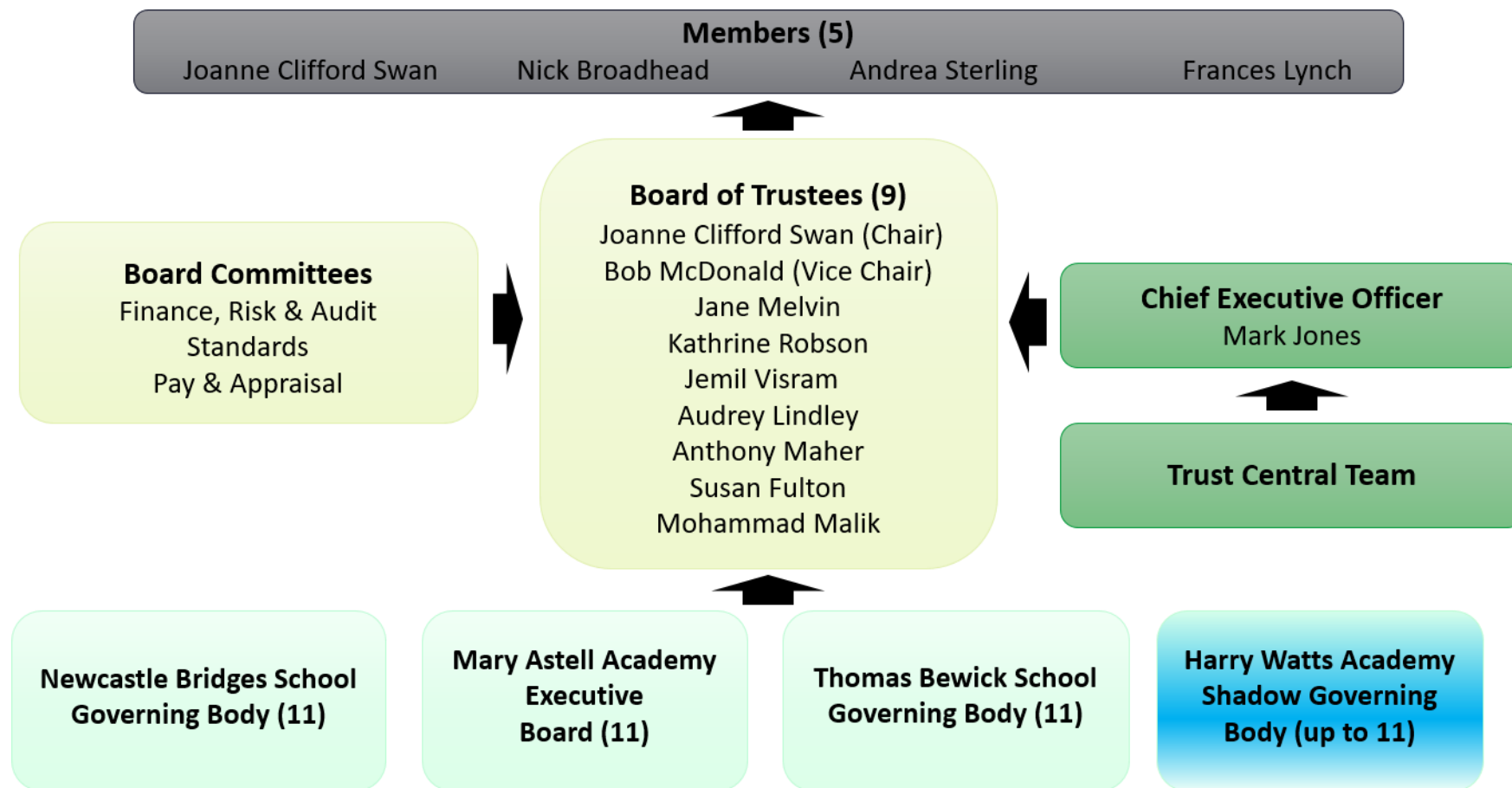
FINANCE & RESOURCES	Trustees	CEO	LGB		Academy Lead	
			Non-Supported	Supported	Non-Supported	Supported
Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Accountable & Responsible	Consulted	Consulted	Informed	Consulted	Informed
Trust Annual Budget – formulating and setting the Trust wide budget	Accountable	Responsible (ALL)	Responsible (school only)	Consulted	Responsible (school only)	Consulted
Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Accountable & Responsible	Responsible				
Agree annual Trust central charge	Accountable & Responsible	Consulted & Informed	Consulted & Informed	Consulted & Informed	Consulted & Informed	Consulted & Informed
Expenditure and ensuring delivery of Annual Budgets	Accountable & Responsible	Responsible	Responsible (for own academy)	Consulted	Responsible	Consulted
Reporting: financial reporting and KPIs including: <ul style="list-style-type: none"> - Preparation of monthly management accounts which clarifies the Trust position and viability - Scrutiny of financial planning and health - Ensuring regularity and propriety and value for money 	Accountable	Responsible	Responsible	Informed	Responsible	Informed
Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies (See the Trust's Finance Policy)	Accountable & Responsible	Consulted & Informed	Consulted & Informed	Consulted & Informed	Consulted & Informed	Consulted & Informed
Financial Policies –establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements (see annex B)	Accountable & Responsible	Consulted	Informed	Informed	Informed	Informed

FINANCE & RESOURCES	Trustees	CEO	LGB		Academy Lead	
			Non-Supported	Supported	Non-Supported	Supported
Approving annual accounts and issue a copy to Members	Accountable	Responsible (Trust wide)	Responsible (own academy)	Informed	Responsible	Consulted
Maintain a Risk Register which includes contingency and business continuity	Accountable	Responsible	Consulted	Consulted	Consulted	Consulted
Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal policies and controls	Accountable & Responsible	Consulted	Informed	Informed	Informed	Informed
Ensure related party transactions are communicated to the ESFA via the online form and approval sought if over £20k	Accountable & Responsible	Responsible				
Setting trust wide procurement policies (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	Accountable	Responsible	Informed	Informed	Informed	Informed
Determining and allocating central services provided to the Academies by the Trust	Accountable & Responsible	Responsible	Consulted	Consulted	Consulted	Consulted
Overseeing the effectiveness of services provided centrally by the Trust	Accountable	Responsible	Consulted	Consulted	Consulted	Consulted
Ensure Good estates management (2.14 of AFH) and associated checks are conducted	Accountable	Responsible	Accountable	Accountable	Responsible	Responsible
Report data breaches to the ICO within 72 hours of the incident occurring	Accountable	Responsible				

FINANCE & RESOURCES	Trustees	CEO	LGB		Academy Lead	
			Non-Supported	Supported	Non-Supported	Supported
Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained			Determine – academy plan in accordance with Trust strategy Review delivery of academy plan		Deliver – in accordance with Academy policy	
Acquiring and disposing of Trust land	Accountable & Responsible – Disposal must be approved in advance by the Secretary of State					
Changing use of Assets	Accountable & Responsible	Consulted	Consulted	Consulted	Consulted	Consulted
Ensure appropriate levels of insurance are in place for the Trust	Accountable & Responsible	Consulted & Informed			Consulted & Informed	Consulted & Informed
Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Accountable	Responsible (Trust Wide)	Informed	Informed	Responsible (academy specific)	Consulted
Academy Prospectus		Accountable	Consulted	Consulted	Responsible	Responsible
Trust Prospectus and website	Accountable	Responsible	Consulted	Consulted	Consulted	Consulted
Individual Academy Prospectus and website	Accountable	Accountable	Accountable	Accountable	Responsible	Responsible
Review of annual Contracts to ensure best value	Accountable	Responsible				

PERSONNEL	Trustees	CEO	LGB		Academy Lead	
			Non-Supported	Supported	Non-Supported	Supported
Appointing the CEO	Accountable & Responsible					
Appointing the Academy Leads at each Academy	Accountable	Responsible	Responsible (alongside CEO)	Consulted		
Appointing of cross-Trust Staff (in line with recruitment policy)	Accountable	Responsible	Informed	Informed	Consulted	Consulted
Appointing Academy Staff		Accountable	Responsible	Consulted	Responsible	Consulted
Establishing Trust-Wide HR Policies (including Pay, recruitment, discipline, capability, grievance and absence policies, SEE MASTER LIST IN ANNEX B in accordance with all appropriate regulations)	Accountable & Responsible	Consulted	Consulted	Consulted	Consulted	Consulted
Annual Board review of executive pay following a robust, evidence based process (2.30/31 AFH)	Accountable & Responsible					
Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Accountable & Responsible	Responsible	Consulted	Consulted	Consulted	Consulted
Management of appraisal of Headteachers and Head of Schools	Accountable/ Inform	Responsible	Responsible (with CEO)	Responsible (with CEO)	Consulted	Consulted
Appraisal of School staff	Accountable	Informed	Informed	Informed	Responsible	Responsible
Appraisal of Trust Central staff	Informed	Responsible				
Consult with Trade Unions	Accountable	Responsible	Informed	Informed	Consulted	Consulted
Authorisation of any compromise or settlement agreements	Accountable & Responsible – payments over £50,000 must be approved in advance by the Secretary of State	Consulted				

PERSONNEL	Trustees	CEO	LGB		Academy Lead	
			Non-Supported	Supported	Non-Supported	Supported
Setting Terms and Conditions of Employment and Staff Handbook	Accountable & Responsible					
Dismissing CEO, Academy Leads, senior/cross Trust staff (in accordance with the Trust disciplinary and capability policies) a.CEO b. Academy Leads c.Academy Staff	a.Accountable & Responsible b.Accountable c.Accountable	b. Consulted c. Consulted	b. Responsible c. Consulted	b. Informed c. Consulted	c. Responsible	c. Consulted
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)	Accountable	Responsible	Responsible	Informed	Responsible & Consult (must follow Trust process and AFH compliance)	Informed
Hear appeals linked to the dismissal of: a.CEO b. Academy Leads c.Academy Staff	a.Accountable & Responsible b.Responsible	b. Consulted c. Consulted	c. Responsible			
Reviewing discipline and grievance policy	Accountable	Responsible	Consulted	Consulted	Consulted	Consulted



Governance Arrangements – Members

Members (5)	Role
Joanne Clifford Swan Frances Lynch Andrea Sterling Nick Broadhead	<ul style="list-style-type: none">- The members appoint an agreed number of Trustees to the MAT board- Members rights are enshrined in company law and members may:<ul style="list-style-type: none">• wind up the MAT• amend the articles of association• appoint trustees• remove any trustees- In the event that the MAT is wound up without enough assets to satisfy the creditors each member will be liable up to £10 towards these- Each member could be asked to sign a letter confirming they agree to further the visions and values of the MAT and comply with the Academies Financial Handbook in so far as it relates to members- To ensure a suitable degree of independence between the membership and board, no more than one member will also be a trustee- Meet at least once a year- Appoint the external auditors

Governance Arrangements – Board of Trustees

Trustees	Role
Joanne Clifford Swan	<ul style="list-style-type: none">- Trustees are responsible for the management and administration of the MAT and are accountable to the Members who act as a check and balance on the performance of the MAT- Trustees have overall responsibility for the finance of the MAT- The board consists of 9 Trustees appointed by members- Trustees have signed an appointment letter confirming the basis on which they are acting- The Board's key responsibilities will be to ensure that through the governance structure and leadership the MAT:<ul style="list-style-type: none">• is making proper and effective use of public funds• has quality of provision• has effective strategy in place to meet its obligations- Each Academy has a Local Governing Body – a committee of the Board. The LGBs will only be able to establish sub-committees with the permission of the Board- The Board has established a Risk and Audit Committee- The Board will meet at least 3 times a year
R McDonald	
J Melvin	
K Robson	
J Visram	
S Fulton	
A Lindley	
A Maher	
M Malik	

Governance arrangements – Local Governing Body

LGB (11 appointments)

Role

Head Teacher / Head of School
Staff Governor
Parent Governor x 2
Co-opted Governor x 3
Board Appointed x 4

- The local governing body is responsible for making the ‘day to day’ decisions on the operation of the relevant Academy by way of the powers delegated to it by the Trustees in accordance with the appropriate terms of reference
- LGB terms of reference may be drafted to deliver “earned autonomy” where main Board has a range of powers to intervene depending on scale of any issues
- The level of financial contribution from an individual Academy’s GAG to central operating costs can be varied according to performance - this is likely to be around 5% to 7% with an increased cost for those Academies with increased needs
- LGB composition can vary between Academies, but the expectation is that each LGB comprises of no more than 11 members
- For a LGB with 11 members the composition would be as follows:
 - 2 x elected parent governors
 - 1 x staff governor
 - 1 x Head Teacher
 - 3 x governors co-opted by the LGB governors
 - up to 4 board appointed governors including the Chair of Governors (appointed for the skills they can bring/contribute to the effective governance and success of the Academy)
- The LGB will appoint one of the governors to act as the LGB chair
- The LGB will meet twice a term, either side of a full Board meeting
- The CEO and other members of the MAT’s management team will be expected to attend and speak at LGB meetings

Governance Arrangements – Summary

Members	Trustees	CEO	Local Governing Bodies	Headteachers / Head of School
<ul style="list-style-type: none"> - appointing trustees to MAT board - acting as “ambassadors” for the MAT - high level monitoring of the overall effectiveness of the MAT - acting as the last line of resort in holding the Board to account and acting as a sounding board for governance issues 	<ul style="list-style-type: none"> - strategic oversight, setting vision and policies for the MAT - ensuring appropriate governance and decision making - dealing with contractual relationships with third parties - ensuring compliance with all regulatory requirements - oversight of standards and outcomes at academies - oversight of finances and effective use of funds - setting appropriate targets and holding CEO and local leadership to account - agreeing and monitoring budgets - reviewing performance across the academies and the MAT 	<ul style="list-style-type: none"> - responsible for leading the development and delivery of the MAT’s long-term strategy - ultimate responsibility for all day-to-day management decisions and for implementing the MAT’s long and short term plans - acting as a direct liaison between the Board and Senior Management Team - key communication role on behalf of the MAT with local stakeholders, regulatory body and government - ultimate executive responsibility for delivering excellent educational provision - ultimate executive responsibility for ensuring the proper use of public funds and acts as the Accounting Officer - ultimate executive responsibility for assessing and reporting to the Board on risks 	<ul style="list-style-type: none"> - “day to day” oversight of running of the academies in terms of learning, standards, safety and wellbeing - carrying out the MAT’s vision, policies and priorities - holding local academy leadership to account for academic performance, quality of care and provision of education - overseeing and monitoring the effectiveness of learning strategies - supporting the Board and the committees in relation to proper use of funds and delivering high quality educational provision 	<ul style="list-style-type: none"> - provide professional leadership for the academy and secure its success and improvement, ensuring high quality education for all its pupils and good standards of learning and achievement - Implementing the agreed policies and procedures laid down by the LGB including the implementation of all statutory regulations - advising the LGB on forward planning and quality assurance - provide leadership and management of the academy and its staff - managing the delegated budget and resources agreed by the LGB - responsibility for delivering excellent educational provision at the academy

ANNEX B

Policy	Mandatory/ Optional/ Recommended	Website Academy/ Trust/ Both
Statutory		
Admissions Arrangements	M	A
Accessibility Plan	M	A
Biometric Information – Protection of Children’s Data	M	B
Capability of Staff	M	-
Careers Guidance: Details of Careers Programme and a Provider Access Statement	M	A
Central Record of Recruitment and Vetting Checks	M	-
Charging and Remissions	M	B
Children with Health Needs who Cannot Attend School	M	B
Child Protection Policy and Procedures/Safeguarding	M	B
Complaints Procedure Statement	M	B
Data Protection	M	B
Designated Teacher for Looked After and Previously Looked After Children	M	-
Early Years Foundation Stage (EYFS)	M	A
Equality Information and Objectives Statement for Publication	M	B
First Aid	M	B
Health and Safety	M	B
Minutes of, and papers considered at, meetings of the Governing Body and its committees	M	-
Newly Qualified Teachers	M	-
Premises Management	M	-
Register of Business Interests of Members, Trustees, Governors and Senior staff	M	B
Register of Pupils' Admission to School	M	-
Register of Pupils' Attendance	M	-
School Behaviour (Climate for Learning)	M	A
School Exclusion	M	A
School Information Published on Website	M	-
SEN	M	A
Single Central Record of Recruitment and Vetting Checks	M	-
Staff Discipline, Conduct, Grievance (Procedures for addressing)	M	-
Statement of Procedures for Dealing with Allegations of Abuse Against Staff	M	-
Supporting Pupils with Medical Conditions	M	B
Finance and Accounting (recommended within the Academy's financial handbook)		
Anti-bribery	R	T
Bad Debt	R	T
Business continuity	M	B
Expenses	R	T
Financial Regulations	M	-
Fixed Asset	M	T
Fraud	M	T
Gifts and Hospitality (anti bribery may cover this)	R	B
Investment	M	-
Procurement	M	T
Reserves	M	-
Scheme of Delegation	M	T

Website Requirements		
Trading disclosures (company number on website)	M	B
Cookie Policy (N/A)	M	B
Governors, Trustees names/profiles	M	B
Annual Accounts	M	T
Articles of Association	M	B
Funding Agreements	M	B
Academy Performance (KS2, KS4, KS5 results and tables)	M	A
Pupil Premium Report	M	A
Year 7 Sports and Literacy Grant Report	M	A
Curriculum Offer	M	A
School contact details, name of Headteacher, name and address for correspondence for the CoG	M	A
Ofsted Report	M	A
Request for Paper Copies	M	B
Governance Diagram - Trust Wide	M	B
Non Statutory		
Acceptable use of ICT	R	A
Anti-bullying	R	A
Behaviour Principles Written Statement	O	A
CCTV	O	A
Confidentiality	O	A
CPD	O	-
Freedom of Information	R	B
Gifted and Talented	O	A
Governors' Allowances (schemes for paying)	O	B
Guidance on access to student records	R	A
Healthy Eating	O	A
Home -School Agreement Document	O	A
Induction (New staff)	R	-
Instrument of Government	O	T
Intimate care	O	A
Managing Staff Reductions	R	-
Medical Treatment	R	A
Off site and residential visits	R	A
Pay Policy	R	-
Probationary Policy	O	-
PSHE	O	A
Recruitment Policy and Procedures	O	-
Risk management	O	T
Sex and Relationship Education	R	B
Teacher Appraisal	R	-
Teachers' Pay	R	-
Transport	O	A
Travel Plan	O	A
Uniform and appearance	O	A
Whistleblowing		B