



# Tove Learning Trust

## TLT 1.8 Scheme of Delegation

(Revised September 2023)

<b>Approved by:</b>	TLT Board of Trustees	<b>Date:</b> 25 Sept 2023
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<b>Last reviewed on:</b>	September 2023
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<b>Next review due by:</b>	September 2024
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# **Tove Learning Trust - Scheme of Delegation**

(Revised September 2023)

This Scheme of Delegation has been developed to clarify strategic level accountabilities and responsibilities across the Trust. It takes into account the Funding Agreement, Corporate and Charity law, Academy Trust Handbook and other DfE guidance.

The separate Finance Scheme of Delegation sits alongside this to provide detail of delegated financial authorities around key controls.

## **Introduction**

The Board of Trustees of Tove Learning Trust has accountability for ensuring the Trust meets its charitable objectives and responsibility for setting the direction of the Trust, ensuring that it is solvent, compliant, and delivers the Trust's charitable objects for the benefit of the public.

The Board may under the Trust's Articles of Association, delegate such powers and functions as they consider are required by the Chief Executive Officer and Principles for the internal organisation, management and control of the Academies. This document reflects the delegations that have been made.

The levels of delegation are as follows:

- Board of Trustees
- Committees of Board of Trustees
- Local Governing Bodies
- CEO
- Headteachers and Principals

Where Trustees have delegated responsibility for areas they are accountable for, the scope of delegated responsibilities will be documented, along with reporting requirements and when Trustees may intervene. Whilst some delegated responsibilities may be further delegated, others, including those of Accounting Officer are for the CEO alone.

This document is intended to ensure a consistent approach across the Trust and demonstrate transparency. As far as possible all academies will have the same levels of decision making, though supported academies will, in some instances, be required to 'defer to the CEO'.

## Summary of Roles

Tove Learning Trust has a structure which has evolved since 2016. At each level there are specific accountabilities and functions which combine to form the leadership of the Trust. This summary outlines the key differences in these roles

Members	Trustees	Board Committees	CEO	CFO	LGBs	Headteachers/ Principals
<p>Guardians of the governance of the Trust.</p> <p>Appointing Trustees to the Board.</p> <p>Acting as ambassadors for the Trust.</p> <p>Removing trustees.</p> <p>High level monitoring of the overall effectiveness of the trust.</p>	<p>Responsible for the general control and management of the administration of the trust in accordance with the provisions set out in the memorandum and articles of association.</p> <p>Ensure clarity of vision, ethos and strategic direction.</p> <p>Hold the executive to account for the educational performance of the schools and their pupils, and the performance management of staff.</p> <p>Administer the financial performance of the trust and make sure its funds are well spent.</p> <p>Legally responsible for compliance with company and charity law.</p> <p>The trust board will delegate to the chief executive officer responsibility for the day-to-day operations of the trust. The trustees can determine whether to delegate any governance functions.</p>	<p>The trustees may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the trust board.</p> <p>Committees are not legally accountable for statutory functions – the trust board retains overall accountability and the Accounting Office also holds responsibility.</p>	<p>The CEO is the accounting officer and responsible for all areas that are encompassed in this role.</p> <p>They are personally responsible to Parliament and to ESFA for the Trusts Financial Resource. 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 team.</p> <p>Ultimate executive responsibility for delivering excellent educational provision. Responsible for leading and development and delivery of the Trusts strategy</p>	<p>Executive responsibility for delivering all services other than education</p> <p>Supports CEO in delivery of Trust strategy.</p> <p>Line manages TLT managers.</p>	<p>Oversight of running of the academies in terms of teaching, learning, standards, behaviour, safety and wellbeing.</p> <p>Along with the CEO, holding local academy leadership to account for the impact of academic performance, quality of care and provision.</p> <p>Use skills, expertise, and local knowledge to the benefit of the academy.</p>	<p>Provide professional leadership for the academy and secure its success and improvement.</p> <p>Ensuring high quality education for all its pupils and good standards of learning and achievement.</p> <p>Provide leadership and management of the academy and its staff.</p>
<p>MONITORS/ RECEIVES REPORTS FROM: Trustees</p>	<p>REPORTS TO: Members</p> <p>MONITORS/ RECEIVES REPORTS FROM: Committees/ CEO and LGBs</p>	<p>REPORTS TO: Trustees</p> <p>MONITORS/ RECEIVES REPORTS FROM: CEO, Exec team and LGBs</p>	<p>REPORTS TO: Trustees and Committees</p> <p>MONITORS/ RECEIVES FROM: Exec Team and Heads</p>	<p>REPORTS TO: CEO and Trustees</p> <p>MONITORS/ RECEIVES REPORTS FROM: TLT Managers, SBMs</p>	<p>REPORTS TO: Trustees/ Committees</p> <p>MONITORS/ RECEIVES REPORTS FROM: Headteachers</p>	<p>REPORTS TO: CEO</p> <p>MONITORS/ RECEIVES REPORTS FROM: Academy SLT/ALT</p>

The Scheme of Delegation sets out key activities of the Trust and the roles of key roles and groups.

<b>R</b>	<p>Means <b>Responsible</b>. The individual that has been delegated responsibility to ensure an activity is undertaken within defined and agreed time, cost and quality constraints; reporting progress as required.</p> <p>In the case of the CEO, this reporting will be at board level. In the case of the Headteacher, this will be at Academy LGB level.</p>
<b>A</b>	<p>Means <b>Accountable</b>. The individual that has ultimate accountability for ensuring completion of a task.</p>
<b>S</b>	<p>Means <b>Support</b>. The individual/group who should provide support to those responsible for the task, during the implementation of the task.</p>
<b>C</b>	<p>Means <b>Consult</b>. The individual/group that should be consulted as part of the process of completing the task because they can provide valuable advice and/or input.</p>
<b>I</b>	<p>Means <b>Inform</b>. The individual/group that should be kept up-to-date about the progress of the task and/or the decisions in the task.</p>

1		Overarching Governance						
Member Matters								
Item		Members		Trust Board	CEO	CFO	LGB	Headteacher / Principal
1.1	Signatories to amendment of Articles of Association	A		R	S			
1.2	Right to amend Articles of Association	A		C				
1.3	Call Members' Meetings	A		S				
1.4	Appoint/remove Members and Trustees	A		S	I			
1.5	Ensure appropriate procedures are in place for the recruitment of Member Appointed Trustees both in terms of finding suitable candidates and putting in place an open and robust selection process for candidates.	A	R					
1.6	Complete Member Register of Interests, and keep under regular review	R		I	A			
1.7	Hold Trustees to account for achieving the Trusts objectives, effective governance and working with the law and any guidance on the governance of academy trusts	A	R					
1.8	Determine the name of the Trust	A	R					
1.9	Appoint Auditors	A		R				
1.10	Receive Statutory Accounts	A		R				
1.11	Dissolve the company	A	R	R	S	S	S	S

## Board Matters

Item		Members	Trust Board		CEO	CFO	LGB	Headteacher / Principal
1.13	Appoint/remove Trustees	R	A	R	S	S		
1.14	Ensure that each Trustee completes on appointment the Trustee Code of Conduct		A	R				
1.15	Complete Director/Trustee Board skills audit and training plan annually	I	A	R				
1.16	Appoint/Remove Chair of Trustees	I	A	R				
1.17	Appoint clerk to the Trustees		A		R	S		
1.18	Appointment of CEO		A	R				
1.19	Appoint Headteachers of Academies		A	R	R		C	
1.20	Determine and allocate specific Trustee roles in safeguarding/child protection and health & safety and others as required		A	R				
1.21	Agree Scheme of Delegation	I	A	R	S	S	C	
1.22	Complete Trustee Register of Interests and keep under regular review	I	A		I	R		
1.23	Approve Board of Directors/Trustees' Annual Schedule of Business		A	R	S			
1.24	Determine policy review process and schedule		A	R	S			
1.25	Annual Review of Governance and Board Effectiveness		A	R	S			S
1.26	Delegate powers and functions to the CEO, Headteachers and committees including the LGB and any other holder of an executive office , ensuring delegated powers, arrangements for reporting and rescinding powers are documented		A	R	S			S
1.27	Ensure expertise is used in furtherance of Charitable objectives, deferring to the expertise of others		A	R	S	S		S
1.28	Ensure the Secretary of State gives consent for changes to Articles and Charities Commission are informed of changes		A		R			

## LGB Matters

Item		Members	Trust Board		CEO	CFO	LGB	Headteacher / Principal
1.29	Determine and allocate role, rules and reporting requirements of LGBs by way of Scheme of Delegation		A	R	S	S		S
1.30	Determine LGB composition		A	R	S	S		S
1.31	Appointments to LGB		A	R	S		R (Co-opted)	C
1.32	Hold Staff and Parent Governor elections for LGB		A		I		R	C
1.33	Appoint Chair of LGB		A	R	I		C	
1.34	Allocate governor specific roles						A   R	C
1.35	Complete LGB register of interests and keep under regular review					S	A	R
1.36	Review of LGB effectiveness		A		S		R	S
1.37	LGB Skills audit		A		S		R	S
1.38	Ensure effectiveness of leadership and management in individual Academies		A		R		S	R
1.39	Ensure the quality of teaching, learning and assessment		I		A		S	R
1.40	Ensure personal development and appropriate behaviour		A		R		S	R
1.41	Ensure best outcomes for children and learners		A		R		S	R

2 Strategy and Leadership							
Item	Members	Trust Board		CEO	CFO	LGB	Headteacher
Set strategic objectives of the Trust		A	R	S			
Set strategic objectives of the Academies		I		S		R	S
Develop the character, mission & ethos of Trust		A	R	S			
Develop the character, mission & ethos of Academies		I		S		R	S
Deliver strategic objectives of the Trust		A		R	S	S	S
Deliver strategic objectives of the Academies		A		S	S	I	R
Scrutiny: Performance		A		R	S	S	S
Scrutiny: Ethos – character, mission & ethos		A		R	S	S	S
Compliance: Funding Agreement		A	R	S	S		
Compliance: Regulatory		A	R	S	S	S	S
Compliance: Financial Oversight		A	R	S	S	S	S
Compliance – Register business interests		A	R	S	S	S	S
Trust Risk Register		A		S	R	S	S
Appointment of Clerk – LGBs					S	R	S
Policies – review and approval of Trust wide policies		A		R	S		
Policies – review and approval of local school policies		I		S		A	R
Prepare terms of reference for LGB's and Committees		A		R	S		
Training programme for governors		I		R	S	S	S

3 Education and Curriculum						
Item	Members	Trust Board	CEO	CFO	LGB	Headteacher
Academy Development Plan			I		R	S
Key Performance Indicators – setting and reviewing performance of the Trust & the Academies	I	A	R	S	S	S
Quality of Teaching - support, challenge and intervention		I	R		A	R
Curriculum – setting the curriculum for the Academies and reviewing its effectiveness		I	R		A	R
Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.		I	R		A	R
Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		I	R		A	R
Collective worship arrangements for school without religious character		I	S		A	R
Set admissions policy			S		A	R
Admission decisions			S		A	R
Review <ul style="list-style-type: none"> <li>▪ progress against agreed KPIs</li> <li>▪ holding each academy’s leadership to account for academic performance, quality of care and quality of provision</li> <li>▪ monitoring the overall effectiveness of L&amp;M</li> </ul> receiving reports on the quality of teaching and learning and making recommendations	I	A	R		A	R
Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria		A	R		A	R
Review priorities - considering the aims and priorities for raising standards of achievement		A	R	S	A	R
Report – termly to Board on performance		I	R	S	S	S
Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)			I		A	R
Academy Hours – setting the opening and closing times		A	R		C	S

Item	Members	Trust Board	CEO	CFO	LGB	Headteacher
Term Dates and length of school day		A	R		C	S
School lunch – ensure nutritional standards					A	R
Provision of free school meals to those meeting criteria					A	R
Safeguarding – including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.		A	R	S	A	R
Stakeholder Engagement <ul style="list-style-type: none"> <li>▪ promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students</li> <li>▪ consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation ensuring that such feedback is used to support the development of best practice</li> </ul>			I		A	R
Ofsted Inspections Trust Support <ul style="list-style-type: none"> <li>▪ liaise with Ofsted where MAT is inspected</li> <li>▪ CEO will ensure Trust is prepared for inspection and manage the process</li> </ul> CEO will support LGBs and headteachers for individual Academy inspections		A	R	S	S	S
Ofsted Inspections: Academies		I	S	S	A	R

4 Financial							
Item	Members	Trust Board		CEO	CFO	LGB	Headteacher
Appointment of the Audit & Risk Committee		A	R				
Appointment of the Accounting Officer & Chief Financial Officer		A	R	S			
Recommend appointment of External Auditors to the Members	A	R		S	S		
Appointment of the Internal Auditors		A	R	S	S		
Approve Annual Accounts		A	R	S	S		
Scheme of Financial Delegation & Financial Policies –establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements		A	R	S	S		
Bank Accounts – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust		A	R	S	S		
Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to secure the Trust’s financial health in the short term and the long term		A	R	S	S		
Trust Annual Budget – formulating and setting the Trust wide budget		A	R	S	S	C	C
Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)		A	R	S	S	C	S
Expenditure and ensuring delivery of Annual Budgets		A		S	R	S	S
Reporting: financial reporting and KPIs		A		R	S	S	S
Investments – agreeing the investment policy		A	R	S	S		

5	HR and Operations						
Item	Members	Trust Board		CEO	CFO	LGB	Headteacher
Appointing the CEO	I	A	R				
Appointing the Principals at each Academy		A	R	S		S	
Appointing of cross-Trust Staff (in line with recruitment policy)		A		R	S		
Appointing Academy SLT (excluding Principal/Head)		I		S	S	A	R
Appointing Academy Staff (excluding SLT & Principal/Head)				S	S	A	R
Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations		A	R	S	S	C	C
Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)		A	R	S	S		S
Setting Terms and Conditions of Employment and Staff Handbook		A		R	S		S
Dismissing CEO, Principals/Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	I	A	R				
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		A		R	S	S	S
Reviewing discipline and grievance policy		A	R	S	S		C
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		A	R	S	S		
Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy		A	R	S	S	C	C
Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation				A	R	S	S
Determining and allocating central services provided to the Academies by the Trust		A		R	S	C	C
Overseeing the effectiveness of services provided centrally by the Trust		A		R	S	C	C
Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained		A		S	R	I	S
Acquiring and disposing of Trust land		A		S	R	C	C

Item	Members	Trust Board	CEO	CFO	LGB	Headteacher
Changing use of Assets		A	S	R	I	S
Arranging insurance for the Trust		A	S	R		
Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community			A R	S	S	S
Information management – including adopting and following policies for information security and compliance with FoI and GDPR legislation and maintaining accurate records (staff, student)			A	R	S	S
Academy Prospectus			I		A	R
Trust Prospectus and website		A	R	S	S	S