



# **St Barnabas Multi Academy Trust**

## **Scheme of Delegation**

AGREED BY THE MAT BOARD ON 18 SEPTEMBER 2024

APPROVED BY THE DIOCESE on

## St Barnabas Multi Academy Trust Scheme of Delegation

### Introduction

As a charity and company limited by guarantee, St Barnabas Multi Academy Trust (MAT) is governed by a Board of Directors (Board) which has overall responsibility and ultimate decision making authority for all the work of the Trust.

St Barnabas MAT comprises the following C of E primary schools: Antony; Braddock; Lerryn; Millbrook; Quethiock; St Dominic; St Mabyn; St Martin's; St Mellion; St Nicolas; St Petroc's; St Tudy; and St Winnow, and the following non-C of E primary school: St Germans.

In order to assist with the discharge of its responsibilities, the Board is supported by committees and local governing bodies.

This Scheme of Delegation should be read in conjunction with the Trust's Articles of Association, and where there is an unintended conflict the Articles shall take precedence. It should also be read in conjunction with the terms of reference for each committee, which have been approved by the Board.

The Scheme of Delegation is the key document defining the delegated lines of responsibility and accountability within the MAT. It aims to be a simple yet systematic way of ensuring that the Members, Directors, CEO, local governing bodies (LGBs) and the Heads of Schools are clear about their roles and responsibilities. It is vital that the decision to delegate a function is made by the full Board and is recorded. Without such delegation, there is no delegated power to act.

This Scheme of Delegation will be reviewed annually to reflect any changes as the Trust continues to develop.

### Purpose of the Scheme of Delegation

- Ensure the executive leadership is clear about those decisions which must be made by the Board
- Identify responsibility for the appointment and performance management of the CEO and school leaders
- Ensure that the role of the executive leadership is fully understood throughout the MAT
- Identify responsibility for both policy and practice
- Identify responsibility for oversight of educational performance
- Identify responsibility for oversight of the Trust's and schools' budgets
- Identify responsibility for assessment of risk
- Promote a culture of honesty and accountability.

## **Responsibilities of the Diocesan Bishop and the Diocesan Education Service**

Church law provides that each Diocesan Bishop has strategic responsibility to commission sufficient school places to meet the needs of baptised Anglican children resident in his area. An Anglican school is one which is recognised as such by the Diocesan Bishop. All Anglican schools are subject to the jurisdiction of the Diocesan Bishop, even those that are not in Diocesan trusteeship.

In respect of his schools, which includes academies, the bishop has the legal right to appoint (and remove) an overall majority of directors and governors, who are known as foundation directors and foundation governors. In addition to all the other legal responsibilities of the academy trust and the Local Governing Bodies, the law recognises that foundation directors/governors are appointed specifically to ensure:

- That the Anglican character of the school is preserved
- That the school is conducted in accordance with its trust deed
- That the religious education curriculum is in accordance with the bishop's policy for his Diocese.

The Diocesan Bishop, acting through the Diocesan Education Services, is responsible for:

- The provision and future development of excellent Anglican education throughout the Diocese
- The oversight of high educational standards, progress and outcomes in all Diocesan schools
- The appointment, development and training of foundation directors and governors and their removal
- The inspection of religious life of schools and RE (SIAMS/Section 48 inspections)
- The development of teachers and leaders (and all appointments should be made in accordance with Diocesan protocol)
- The oversight of school buildings/estate and capital projects
- Planning of school place provision
- Engaging with the RSC and Ofsted.

The MAT can update this Scheme of Delegation to reflect their particular governance arrangements but any such changes will need to be made in accordance with any Diocesan policy and will need to be approved, in writing, by the Diocese before they take effect.

## **Explanation of the roles of the different layers of governance in the St Barnabas MAT structure**

### **Members**

The members of the Trust are guardians of the governance of the Trust and as such have a different status to Directors. Originally they will have been the signatories to the Memorandum of Association and will have agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Articles of Association also describe how Members are recruited and replaced, and how many of the Directors the Members can appoint to the Trust Board. The Members appoint Directors to ensure that the Trust's charitable object is carried out and so must be able to remove Directors if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

There must be at least three Members, although the DfE prefers five. The Chair of the Trust Board will be an ex officio Member. No other Directors will be Members in order to retain a degree of separation of powers between the Members and the Trust Board. Members are not permitted to be employees of the Academy Trust.

### **Trust Board**

The Directors are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Articles of Association and its Funding Agreement, it is legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust, and must approve a written Scheme of Delegation of financial powers that maintains robust internal control arrangements. In addition, the Trust Board must carry out the three core governance functions:

- Ensure clarity of vision, ethos and strategic direction.
- Hold the CEO to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff.
- Oversee the financial performance of the Trust and make sure its money is well spent.

The Board of Directors has the right to review and adapt its governance structure at any time which includes removing delegation.

The Board of Directors must also:

- Appoint the CEO, to whom it delegates responsibility for delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the trust, including the performance of the schools within the trust, and for its financial management.

- In turn, the CEO line manages the MAT's Chief Financial Officer (CFO), Chief Operating Officer (COO), Head of Governance and the Heads of School, setting their targets and performance managing them.
- The Board delegates some of its school level monitoring to the local governing bodies and also uses them to promote stakeholder engagement and as a point of consultation and representation. Directors do not sit on local governing bodies but a Link Director is assigned to each LGB and attends their meetings.
- Directors should be linked to schools in the MAT through their specific responsibilities to enable the directors to understand their schools well.
- As the Heads of Schools are being line managed by the CEO, Directors must be confident that the Trust's performance management systems are working well.

### **Committees of the Trust Board**

The Board may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three directors and each decision must have a majority of directors voting for it) and responsibilities of the Board committees are set out in each committee's terms of reference.

The main roles and responsibilities of each the Trust Board's committees are as follows:

#### **Education Standards Committee (ESC)**

The key delegated responsibility of the Education Standards Committee is to advise the Trust Board on the performance of the children in its schools and to assist the decision making of the Trust Board, by enabling more detailed consideration to be given to the best means of fulfilling its responsibility for educational standards.. This would include performance against key indicators such as children's attainment, progress, attendance and exclusions.

#### **Finance, Audit & Risk Committee (FARC)**

The key delegated responsibilities of the committee is to oversee:

- The financial performance of the schools 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 Trust Board for approval
- Advise the Trust Board on HR issues including the processes for the appointment of staff and reviewing and adopting other HR policies and procedures for the Trust
- Ensure that all capital estate is fit for purpose; ensure that appropriate legal legislation for Health and Safety is being adopted and followed; and to receive relevant reports form Trust staff.

- 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 schools in the Trust, and to monitor that these processes are operating effectively, including receiving reports from the internal and external auditors.

### **Remuneration Committee**

- The remit of the committee includes dealing with remuneration issues including arranging the completion of the annual appraisal for the Chief Executive Officer (CEO) and approving the resulting pay award, and maintaining oversight of the Trust's governance of pay progression and system of annual appraisal for all Trust employees. It must establish a control framework that recognises public expectations about governance, standards and openness.

### **Vision and Values Committee**

The Vision and Values Committee has no statutory basis for governance but most of the Trust's schools, being Church of England schools, are subject to Statutory Inspection of Anglican and Methodist Schools (SIAMS). Self evaluation of each school's christian distinctiveness remains as important as ever, and the Trust and its C of E schools are encouraged to be creative as they seek to demonstrate the impact of their christian character on the daily life of the Trust and its schools.

The role of the Vision and Values Committee is:

- To preserve and develop the Christian character and distinctiveness of the Trust and its schools in accordance with the principles of the Church of England and in partnership with the church at all levels, and to ensure that this is communicated to all stakeholders in appropriate communications, including the Trust and schools' websites.
- To assess and monitor evidence of Christian distinctiveness in the Trust and its schools.
- To develop, monitor and evaluate the delivery of each school's SIAMS improvement plan, reporting annually to the Board, and to ensure that the schools are prepared for inspection by SIAMS.
- To monitor and evaluate the effectiveness of collective worship and teaching in RE, and seek to share good practice across the MAT.

### **Chief Executive Officer (CEO)**

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

- Has delegated responsibility for the operation and performance of the schools including appraising the Senior Leadership Team in collaboration with the relevant LGB
- Is the accounting officer so has overall responsibility for the operation of the 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 Senior Leadership Team of the MAT. The CEO will delegate executive functions to the Senior Leadership Team and is accountable to the Trust Board for the performance of the Senior Leadership Team. This team comprises CEO, CFO, COO, Head of Governance and all Heads of School.

The CEO will be held to account by the Trust Board and an independent School Improvement Advisor appointed by, and reporting to, the Trust Board. The Trust Board, together with the CEO, has ultimate accountability and responsibility for all aspects of the schools in the Trust.

The Board delegates aspects of its responsibility in accordance with the following principles:

- The overriding aim of working together to build great schools is best achieved by each school developing its own individual identity and ethos within the overall framework, policies and ethos of the Trust
- Responsibility is delegated in accordance with the ability of the school and its staff to meet the Trust's expectations. The Scheme of Delegation can be adjusted by the Board for an individual school if required
- Those to whom responsibility is delegated exercise that authority in line with good leadership practice, the DfE's Governance Handbook guidelines, consulting with staff and governors as appropriate.

### **Heads of School**

Each Head of School is responsible for the day to day management of the school and reports to the CEO on matters which have been delegated to them which will include monitoring and scrutiny of the school's standards. They are responsible for the performance management of the school staff.

### **Local Governing Bodies (LGBs)**

The MAT has seven LGBs which represent the schools and are organised as follows:

- Lerryn & St Winnow
- Liskeard Hub (St Martin's, Braddock and Quethiock schools)
- Rame Hub (Antony, Millbrook and St Nicolas schools)
- St Germans
- St Mabyn & St Tudy
- St Petroc's
- Tamar Valley Hub (St Dominic and St Mellion Schools)

LGBs are appointed/elected to in accordance with the Articles of Association and are accountable to the Board of Directors. They are a vital link to the local community and are a key part of the overall system for school accountability. LGBs have a vital role to play in propelling school and pupil performance and ensuring resources are well used to give every child the best possible education.

LGB membership will include parental representation as governors, and should include members of the local community.

Responsibilities of the LGB are more precisely defined in the LGB Terms of Reference and will include:

- Monitoring whether the school is meeting agreed targets;
- Ensuring the school is working within its agreed policies;
- Monitoring safeguarding in the school;
- Building an understanding and supporting how the school is led and managed;
- Engaging with stakeholders; and
- Reporting to the Trust Board.

### **The Seven Principles of Public Life (The Nolan Principles)**

In 1994, the UK government established a Committee on Standards in Public Life. The committee was chaired by Lord Nolan, and was tasked with making recommendations to improve standards of behaviour in public life. The first report of the committee established the seven principles of public life, also known as the 'Nolan Principles'. The fact that the Nolan Principles are still widely used suggests that they are indeed relevant and useful. The seven principles are therefore included in this document and are as follows:

- **Selflessness** – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- **Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- **Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** – Holders of public office should promote and support these principles by leadership and example.

## Scheme of Delegation Table

NB This Scheme of Delegation should be used in conjunction with committee terms of reference and relevant role descriptions.

### Key

Body/individual officer to whom responsibility is delegated	
Body/individual that must be consulted as a minimum	

Key Function	No.	Responsibility	Members	Directors	CEO	CFO	LGBs	Heads of School
Governance	1.01	Set vision and strategic objectives						
	1.02	To protect, project and develop the Christian character and distinctiveness of the Trust and its schools in partnership with the church at local and Diocesan level						
	1.03	Ensure that the Trust and its schools continue to strongly demonstrate their distinctiveness as a C of E MAT and church schools as evaluated by SIAMS						
	1.04	Agree and review the Articles of Association						
	1.05	Set Scheme of Delegation (but approved by Diocese)						
	1.06	Submit to members and publish Trust annual report						
	1.07	Submit annual report and accounts to the ESFA						
	1.08	Annually review the Board's committee structure						
	1.09	Annually agree Terms of Reference for Trust Board and Trust Committees						
	1.10	Annually agree Terms of Reference for LGBs						
	1.11	Admissions of new academies to the MAT (75% majority)						
	1.12	Approve the dates of term and holidays						
	1.13	Approve the times of school day						
	1.14	Appoint and dismiss Members						
	1.15	Appoint and dismiss Trust committee members including Chair and Vice Chair						

Key Function	No.	Responsibility	Members	Directors	CEO	CFO	LGBs	Heads of School
	1.16	Appoint and dismiss Trustees and co-opted Trustees						
	1.17	Publish register of interests for members and trustees						
	1.18	Publish register of interests for local governors						
	1.19	Appoint link Trustees						
	1.20	Appoint link local governors						
	1.21	Appoint and dismiss the Head of Governance						
	1.22	Appoint and remove Local Governors, Chair and Vice Chair						
	1.23	Appoint and dismiss the Clerk to the LGBs						
	1.24	Regulate LGB procedures where not set out in law						
	1.25	Entering into funding agreements						
	1.26	Acquisition of legal entities						
	1.27	Succession plan including audit of skills for Trust Board						
	1.28	Succession plan including audit of skills for LGBs						
	1.29	Succession plan including audit of skills for Heads, Senior Leadership Team and Central Team						
	1.30	Succession plan including audit of skills for other school staff						
Continuous Improvement	2.01	Approve and monitor three year strategic and annual Trust Improvement Plan						
	2.02	Approve three year strategic and annual School Improvement Plan ensuring alignment with the Trust's strategic plans						
	2.03	Monitor three year strategic and annual School Improvement Plan						
	2.04	Action the Trust Improvement Plan, evaluate and report to Members on the impact						
	2.05	Action and report to LGB on regular school self-evaluation and submit to the Trust annually						
Finance	3.01	Appoint external auditor						
	3.02	Formulate school budgets						
	3.03	Recommend annual school budgets						
	3.04	Approve all school and other budgets						
	3.05	Monitor Trust budgets						

Key Function	No.	Responsibility	Members	Directors	CEO	CFO	LGBs	Heads of School
	3.06	Monitor school budgets					REMOVE	
	3.07	Approve planned capital expenditure						
	3.08	Agree budget plan and principles to support delivery of Trust key priorities and staffing structure						
	3.09	Approve Central Services recharge and budget						
	3.10	Approve banking and investment decisions						
	3.11	Approve annual accounts						
	3.12	Agree financial decision level limits including virements						
	3.13	Ensure appropriate systems are in place for staff insurance and well being						
	3.14	Provide assurance to the Board over the suitability of, and compliance with, statutory and other systems and controls						
Personnel and Staffing	4.01	Approve and review Personnel Policies (see Appendices)						
	4.02	Approve annual pay and conditions framework for all staff						
	4.03	Appoint, line manage and dismiss the Executive Leadership Team:						
	4.04	Appoint, line manage and dismiss the CEO						
	4.05	Appoint, line manage and dismiss the CFO						
	4.06	Appoint, line manage and dismiss the COO						
	4.07	Appoint, line manage and dismiss the Heads of Schools						
	4.08	Appoint, line manage and dismiss those staff on leadership spine						
	4.09	Appoint, line manage and dismiss those staff not on leadership spine and non-teaching staff						
	4.10	Approval of pay recommendations						
	4.11	Approval of early retirement, dismissal and settlement payments						
	4.12	Agree appointments to staffing structure within the allocated school or central budget						
	4.13	Agree appointments to central staffing structure outside the allocated budget up to £35,000						
	4.14	Agree training and costs for staff development						

Key Function	No.	Responsibility	Members	Directors	CEO	CFO	LGBs	Heads of School
	4.15	Use of apprentice levy						
Admissions	5.01	Set admissions policy						
	5.02	Agree PAN for each school						
Curriculum	6.01	Ensure an appropriate curriculum is taught to all pupils						
	6.02	Curriculum development						
	6.03	Ensure the effectiveness of RE teaching in the schools and disseminate good practice across the Trust						
	6.04	Ensure the effectiveness of collective worship in the schools and disseminate good practice across the Trust						
Teaching and Learning	7.01	Set KPIs for Trust academic achievement						
	7.02	Set KPIs for each school's academic achievement						
	7.03	Standards of academic achievement with a school						
	7.04	Monitor, challenge & support academic standards in a school						
Pupil Personal Development and Well-Being	8.01	Ensure the social, moral, spiritual and cultural development of pupils						
	8.02	Prohibit political indoctrination, extremism and ensure the balanced treatment of political and global issues						
	8.03	Make arrangements for collective worship						
Disadvantaged and SEND	9.01	Appoint "responsible person" to discharge duties in respect of pupils with special needs ensuring their requirements are fully met						
	9.02	Designate a teacher for Looked After Children who is responsible for ensuring their needs are fully met						
	9.03	Approve a Trust wide strategy for Disadvantaged Children and monitor the impact on outcomes						
	9.04	Ensure additional funding for Pupil Premium and Sports Premium are spent appropriately and have an effective impact						
	9.05	Ensure provision of Free School Meals for those meeting the criteria						
Safeguarding	10.01	Data protection						
	10.02	Disclosure and Barring Service Checks for Trust employees, trustees, governors and members						

Key Function	No.	Responsibility	Members	Directors	CEO	CFO	LGBs	Heads of School
	10.03	Disclosure and Barring Service Checks for school employees and volunteers						
	10.04	Ensure the Single Central Record for the Trust is compliant with present up to date regulations						
	10.05	Ensure the Single Central Record for the school is compliant with present up to date regulations						
	10.06	Overview Safeguarding practice across the Trust						
Pupil Attendance, Behaviour and Exclusions	11.01	Set KPI for pupil attendance						
	11.02	Agree Flexi Schooling						
	11.03	Manage Flexi Schooling and report to Board						
	11.02	Monitor pupil attendance and persistent absence data report to the Trust annual						
	11.03	Report to the Board annually on pupil attendance and persistent absence						
	11.04	Monitor suspensions and permanent exclusions of pupils						
	11.05	Report to Board termly on suspensions/permanent exclusions						
Risk, Safety, Security and Premises	12.01	Establish and update the Trust Risk Register						
	12.02	Review and monitor the Trust Risk Register						
	12.03	Establish and update the school risk registers						
	12.04	Review and monitor the school risk registers						
	12.05	Ensure appropriate reporting systems are in place to ensure the health and safety in all schools						
	12.06	Ensure schools implement health and safety procedures						
	12.07	Monitor/challenge standards of health & safety in schools						
	12.08	Determine the capital strategy including ICT						
	12.09	Develop the Trust's estate management strategy						
	12.10	Approve the Trust's estate management strategy						
	12.11	Procure all insurance, capital works and maintenance						
Parent, Community Relations and Marketing	13.01	Monitor and resolve higher level complaints across the Trust						
	13.02	Publish school Prospectus						
	13.02	Legal compliance and maintenance of Trust website						

Key Function	No.	Responsibility	Members	Directors	CEO	CFO	LGBs	Heads of School
	13.04	Legal compliance and maintenance of school website						
	13.05	Overall marketing strategy						
Central services	14.01	Determine the scope of core services provided for schools						
	14.02	Ensure efficient, cost effective and high quality services						
	14.03	Monitor and evaluate the standard of services						