



Middlesex Learning Trust – Scheme of Delegation

Last reviewed: May 2020

Next review: May 2021

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- should be read in conjunction with the Trust's Committee Terms of Reference;
- is reviewed annually to be agreed by trustees in the summer term;
- may only be altered or revoked by the Trustees.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under re Academies Financial Handbook, is set out in a separate document (Financial Leadership Policy) and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into sections as follows:

- A. Strategy & Leadership;
- B. Education & Curriculum;
- C. Financial;
- D. HR Operations;
- E. Operations;
- F. List of Policies.

In this Scheme the headings have the following meanings:

Own: the individual/group with overall responsibility

Determine: the individual/group that has primary responsibility for writing the procedures/documents for a particular element of the Trust's work

Deliver: the individual/group who has responsibility for undertaking the particular task delegated to them

Monitor/review: the individual/group who checks the completion of key tasks and review its effectiveness (QA role)

KEY:

AO	Accounting Officer (role fulfilled by the CEO: Teresa Tunnadine)
BA	Business & Audit Committee
C	Clerk to Trustees (Errin Keefe)
CEO	Chief Executive Officer (Teresa Tunnadine)
CFO	Chief Financial Officer (Sarah Ewins)
COO	Chief Operating Officer (Zoe Merritt)
CoT	Chair of Trustees (Steve Eddy)
CST	Central Service Team (CEO/CFO/COO)
DS	Director of Standards (Ann Marie Mulkerins)
DSL	Designated Safeguarding Lead (in each school)
EA	External Auditors (Buzzacott)
EMG	Executive Management Group
ESFA	Education and Skills Funding Agency (DFE)
HR	Human Resources Partner (John Sear part of CST)
HT	Headteachers
IA	Internal Auditors (Price Bailey)
LG	Link Governor
LGB	Local Governing Body
M	Members
PPP	Pay, Performance & Personnel Committee
QAR	Quality Assurance Review (external by Challenge Partners)
SS	Students & Standards Committee
TB	Trust Board

A. STRATEGY AND LEADERSHIP				
	Own	Determine	Deliver	Monitor/review
1. Set strategic objectives of the Trust & Academies to ensure the alignment of character, mission and ethos across the Trust	TB	CEO	CEO/HT	TB
2. Develop the Growth Strategy for the MAT including schools joining the Trust	TB	CEO	CEO/TB	TB
3. Set and deliver Trust Improvement Plan	TB	CS	CEO/HT	TB LGBs
4. Trust Development Plans	CEO/TB	CEO	HT/CST	TB /External MAT Review
5. Scrutiny: Ethos & Performance – review & challenge progress of the Trust against its strategic objectives and KPIs	TB	CEO	TB LGBs	TB LGBs CEO
6. Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	TB BA	CEO/CFO	CEO/CFO	TB/BA EA/EFSA
7. Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety	M/TB	CEO/COO	CEO/COO	TB LGBs
8. Compliance: Regulatory- appointment of Trust’s Legal advisers	TB	CEO	TB	n/a
9. 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	TB BA	CEO/CFO	CEO/CFO	TB LGBs
10. Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	TB	CFO	C	CoT/EA

A. STRATEGY AND LEADERSHIP				
	Own	Determine	Deliver	Monitor/review
11. Trust Risk Registers	TB	CEO	CST/LGBs	TB LGBs
12. Appointments of: a) Trustees b) Governors c) Members 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)	M TB	a) M b) TB c) M	CEO/COO	a) M b) TB c) M
13. Appointment of Clerk – Board and LGBs	TB	CS	COO	TB
14. Prepare terms of reference for LGBs and Committees	TB	COO	COO	TB
15. Induction and training programme for trustees and governors	PPP	CS	COO	PPP
16. Establish, review and implement a Code of Conduct for Trustees and Governors	PPP	CS	COO	PPP
17. Create and maintain the Trust Self-Evaluation processes	TB	CEO/CoT	TB/LGB	TB
18. Key Performance Indicators – setting and reviewing performance of the Trust & the Academies	CEO & TB	CS	EMG	TB

B. EDUCATION AND CURRICULUM				
	Own	Determine	Deliver	Monitor/review
1. Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	TB LGBs	CEO	EMG	TB Ofsted/QAR
2. Curriculum – setting the curriculum for the Academies and reviewing its effectiveness	SS	EMG	EMG	SS Ofsted/QAR
3. Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.	SS	EMG	EMG	SS Ofsted/QAR
4. Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	LGBs	EMG	EMG	LGBs/ Ofsted/QAR
5. Collective worship arrangements for school without religious character/RE policy including link with SACRE	SS	EMG/DS	EMG/DS	SS CEO LGB
6. Set admissions policy	SS	CS	EMG/DS	SS CEO LGB (review implementation)
7. Maintain registers of admissions and attendance	HT	HT	HT	LGB
8. Review – considering and evaluating performance of the Academies by reviewing progress against agreed KPIs	TB	EMG	TB LGBs	TB CEO Ofsted/QAR
9. Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	LGBs	EMG/DS	HT	CEO –Ofsted

B. EDUCATION AND CURRICULUM				
	Own	Determine	Deliver	Monitor/review
10. Term dates, length of school day and academy hours – setting the opening and closing times for the Academies	TB – in consultation with LGBs	COO/EMG	EMG	CEO
11. School lunch – ensure provided to appropriate nutritional standards	LGBs	HT	HT	LGBs
12. Provision of free school meals to those meeting criteria	LGBs	HT	HT	LGBs
13. Safeguarding and Health & Safety – including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	TB	COO	EMG	CEO TB LGBs
14. Stakeholder Engagement – <ul style="list-style-type: none"> • Promoting partnership working between parents and the Academies • Undertaking consultation with students, parents and other stakeholders • Ensuring that such feedback is used to support the development of best practice 	PPP	CEO	EMG	PPP LGBs
15. Agreeing Complaints Procedures	SS	EMG	EMG	CEO LGBs

C. FINANCIAL				
	Own	Determine	Deliver	Monitor/review
1. Appointment of the Business and Audit Committee	TB	TB	TB	TB
2. Appointment of the Accounting Officer & Chief Financial Officer	TB	TB	TB	TB
3. Recommend appointment of External Auditors to the Members	TB	BA	BA	TB
4. Appointment of the Internal Auditors	BA	BA	BA	BA
5. Approve Annual Accounts	TB	AO/CFO/BA	AO/CFO	TB/M/BA/EA
6. Bank Accounts – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	TB	AO	CFO	TB
7. Funding Model to the secure the Trust’s financial health	TB	BA/AO	CFO	TB/EA
8. Trust Annual Budget – formulating and setting the Trust wide budget including budget delegated to each academy (LGBs approve & recommend to BA)	TB	AO/CFO	CFO/HT/SBMs/LGBs	TB /BA LGBs
9. Expenditure and ensuring delivery of Annual Budgets	TB	AO/CFO	CFO/HT/SBMs/LGBs	TB/BA/EA
10. Reporting: financial reporting and KPIs	TB	AO/CFO	CFO/HT/SBMs/LGBs	TB/BA
11. Investments – agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation	BA	AO/CFO	CFO	BA
12. Management Accounts a Trust b School	TB	BA/AO/CFO	CFO/HT/SBMs	a. TB b. LGB/LG

D. OPERATIONS				
All procedures according to Trust Policies	Own	Determine	Deliver	Monitor/review
1. Appointing the CEO	TB	TB (with support from CST)	TB	TB
2. Appointing the Headteachers at each Academy	CEO	CEO/COO	CEO TB LGB	CEO/LGB
3. Appointing of cross-Trust Staff	CEO	CEO/COO	CEO/COO	CEO
4. Appointing Academy SLT (excluding Headteacher/Head)	LGB/HT	HT	LGB/HR	LGB/HT
5. Appointing Academy Staff (excluding SLT & Headteacher/Head)	HT	HT	HT	HT/LGB
6. Appraisal and Performance Management: a) Setting Policy b) Conducting Pay Reviews <ul style="list-style-type: none"> • CEO • MAT Staff • HTs • SLT/Transitioning staff • School staff 	PPP	CEO/COO/EMG	a. PPP b. <ul style="list-style-type: none"> • TB (plus external advisor) • CEO & TB • CEO & LGB • HTs & LGB • HTs 	PPP
7. Setting Terms and Conditions of Employment and Staff Handbook	PPP	CEO	CEO/COO/HR	PPP
8. Dismissing CEO, Headteachers, senior/ cross Trust staff	TB (CEO)	CEO/COO/HR	CEO/COO/HR	TB

D. OPERATIONS				
All procedures according to Trust Policies	Own	Determine	Deliver	Monitor/review
	CEO (HT & cross trust staff) HT (SLT)			
9. Dismissing all other staff	HT/LGBs	CEO/COO HT/HR	LGBs -	LGBs CEO
10. Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation	BA/LGBs	CEO/CFO	CFO/SBMs/ HT	BA/LGBs
11. Determining, allocating and reviewing central services provided to the Academies by the Trust	CEO	CEO/COO/CFO/ EMG	EMG	BA/SS
12. Asset and Premises Maintenance Strategy – determining use of Academies' premises/fixed assets and ensuring premises are adequately maintained	BA	BA/CFO	CFO/HT/SBMs	BA LGBs
13. Acquiring and disposing of Trust land	TB	CEO/CFO	CFO	TB
14. Arranging insurance for the Trust	BA	BA	CFO	BA
15. Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	PPP	CEO/COO	CEO/COO	PPP
16. Information management – including adopting and following policies	BA/PPP	CEO/COO	CEO/COO/ HT	TB
17. CEO annual report to stakeholders	CEO	CEO/COO	COO	TB
18. Academy Prospectuses	CEO/ HT	COO/ HT	HT	LGBs
19. Trust marketing materials and website	PPP	CEO/COO	COO	PPP

Middlesex Learning Trust Policies

Business and Audit Committee	Pay, Performance and Personnel Committee	Students and Standards Committee
Charging Data Protection Financial Leadership FOI and GDPR Fraud Gifts and Hospitality Health and Safety Investments Policy Register of Business Interests Reimbursement of Expenses Risk Management Whistleblowing	Equalities Grievance policy and procedure Pay and Appraisal policies Safer Recruitment Staff Discipline/Dismissals/Capability Staff Attendance (including Leave of Absence) Staff Wellbeing	Admissions Attendance Behaviour Careers Education, Information, Advice and Guidance Complaints Continuing Professional Development Curriculum Policy to include: <ul style="list-style-type: none"> • Sex & Relationships Education • Political Indoctrination • Collective Worship • Religious Education • Homework • Most Able Students Home School Agreement Safeguarding SEND Student Wellbeing Teaching & Learning