

Scheme of Delegation

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1. Vision, Aims and Objectives

We are an inclusive and ambitious Trust, striving to achieve the best possible outcomes for our children. We do this by:

- Providing the highest quality learning experiences for every child every day
- Creating an ethical culture of empowerment and continuous growth
- Nurturing strong partnerships with our local communities and beyond.

Together with our values, we will ignite the spark, reveal the champion.



2. Scheme of Delegation

This Scheme of Delegation for the Woodland Academy Trust sets out where responsibilities and accountabilities sit within the current governance and leadership structure for specific core duties.

This Scheme applies in conjunction with the Trust's Articles of Association and Terms of Reference.

The Board of Trustees will review the Scheme of Delegation on an annual basis, or more frequently if required.

3. Overview of Responsibilities

3.1 The Board of Trustees

The Board has overall legal responsibility for the operation of the Trust and the schools within it and are accountable to the Department for Education ('the DfE').

The Trust is a company limited by guarantee and an exempt charity. Therefore, Trustees must comply with company, education and charity law requirements.

The Board may decide to form committees to carry out certain of its functions. The term "Board of Trustees" will therefore include any such committees.

The Board of Trustees has the right to take any necessary action where it feels there is cause for concern within a school and has the unequivocal right to revoke any existing delegations.

3.2 The Chief Executive Officer (CEO)

A significant number of responsibilities under the Scheme of Delegation lie with the Chief Executive Officer. The term "CEO" includes the Chief Executive Officer and other staff employed centrally to whom he/she may delegate specific functions. Accountability however always remains with the CEO.

In the absence of the Chief Executive Officer, the Chief Finance and Operating Officer (CFOO)/Deputy CEO will assume fully delegated operational responsibility. Where decisions of the CEO relate to the performance of the CFOO/Deputy CEO, the Board of Trustees will be responsible (or a panel derived from the Board of Trustees).

3.3 The Accounting Officer

The CEO has overall executive responsibility for the Trust's activities including financial activities and is the Accounting Officer overseeing regularity.

Much of the financial responsibility has been delegated to the CFOO/Deputy CEO who is the Chief Financial Officer. The Accounting Officer will maintain an annual log of financial management actions and evidence for audit inspection.

3.4 The Chair of Trustees

The chair, with support from the vice chair and the clerk/governance professional, is responsible for ensuring the effective functioning of the board and has a vital role in setting the highest of expectations for professional standards of governance. It is the chair's role to give the board clear leadership and direction, keeping it focused on its core strategic functions. A chair should encourage the board to work together as an effective team, building their skills, knowledge and experience. They need to ensure that everyone is actively contributing relevant skills and experience, participating constructively in meetings, and actively involved in the work of any committees. It is their role to make

sure everyone understands what is expected of them and receives appropriate induction, training and development. It is for the chair to have honest conversations, as necessary, if anyone appears not to be committed or is ineffective in their role. The chair must not exercise as an individual any of the functions of the board except where this has been sanctioned by the board. The chair is elected on an annual basis.

4. Governance Structure

The Trust's three core layers of governance are Members, Trustees (and their sub-committees) and Local Academy Committees.

The following sections provide an overview of the key roles and responsibilities across the different layers of governance.

4.1 Members

The Members have ultimate control over the Trust, with the ability to appoint some of the Trustees and the right to amend the Trust's Articles of Association (a document that sets out the powers of the Trust itself and those of the Members and Trustees).

Members shall act in a way which they decide, in good faith, will be most likely to further the Objects of the Academy Trust.

Members cannot take money or assets from the company.

The Articles of Association describe how Members are recruited and replaced and how many of the Trustees can be appointed to the Board of Trustees by the Members. The Members can also remove Trustees.

The majority of members must not be Trustees.

An Annual General Meeting must be held, attended in person or remotely by the majority of Members. Additional general meetings may be attended by phone or other electronic means.

The appointment of a senior executive leader as a Trustee must have the approval of Members. Whilst Members can decide to appoint the CEO as a Trustee, no other employee should be appointed as a Trustee in order to retain clear lines of accountability through the Trust's single executive leader.

4.2 Board of Trustees

The Trust Board is responsible for:

- Strategic leadership of the academy trust:
 - The board defines the trust vision for high quality and inclusive education in line with its charitable objects.
 - It establishes and fosters the trust's culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier.

- Accountability and assurance:
 - The board has robust and effective oversight of the operations and performance of the academy trust, including:
 - The provision of education
 - Pupil welfare
 - Overseeing and ensuring appropriate use of funding
 - Effective financial performance
 - Keeping their estate safe and well-maintained

- Engagement:
 - The board has strategic oversight of relationships with stakeholders.
 - The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.
 - The Board of Trustees is permitted to exercise all the powers of the Trust. The Board of Trustees will delegate, to the CEO, responsibility for the day-to-day operations of the Trust.

The Trustees (with the consent of the Members where changes to the Board of Trustees are at issue) have the right to review and adapt the Trust's governance structure at any time, which includes revoking delegation.

The Board of Trustees meets termly, (or more frequently if necessary) either in person or by virtual means. The CEO and CFOO will attend the meetings in order to provide information in accordance with the agenda. Trustees may invite additional members of the Trust strategic team to present information as required.

The Board may invite Local Academy Committee members to observe at their meetings where appropriate. Observers do not have voting rights.

4.3 Trustees Committees

The Board of Trustees has two committees that meet on a termly basis (or more frequently if necessary). The purpose of each committee is to enable detailed scrutiny and healthy challenge and to make recommendations to the Board of Trustees on key areas of decision.

Committee members are Trustees who have put forward expressions of interest to attend a specific committee based on personal interests and relevant skills. Each Board appointed committee must have a minimum of three Trustees in attendance at every meeting and will be supported by relevant members of the Trust and, where appropriate, external advisors, providing information in accordance with agenda items.

The Trustee committees may invite Local Academy Committee governors to observe at their meetings where appropriate.

4.3.1 Education Committee

The Education Committee will consider the success of the Trust in improving the life chances of pupils attending our schools in terms of attainment and progress, inclusion, disadvantage, pupil wellbeing, equality and diversity and attendance.

They will review the effectiveness and outcomes of curriculum, inclusion and safeguarding policies and strategies and will consider the data that evidences progress and success.

The Education Committee will review and approve relevant statutory policies requiring Trustee approval.

The Education Committee must have a minimum of three Board of Trustees members to be quorate.

The Accounting Officer, where a Trustee, may also be a member of the Education Committee. The Chair of the Board of Trustees may attend to observe each meeting.

The Director of Education and other relevant senior staff will routinely attend the committee to provide information and participate in discussions.

4.3.2 Finance, Audit & Risk Committee

The Finance, Audit and Risk Committee will have delegated powers to undertake financial scrutiny and oversight on behalf of the Trust Board to ensure the Trust is financially secure and complies with statutory financial reporting, compliance regulations, the Academies Financial Handbook and Accounts Direction. The Committee will also monitor the integrity of the Trust internal controls, compliance and risk management.

The Committee will consider:

- the success of the Trust in managing its financial and estates resources to achieve maximum effectiveness and best value.
- the risks to the Trust and ensure appropriate actions are in place to ensure the Trust is a going concern.

The Committee will report to the full Trust Board:

- Key financial outcomes and findings
- How the Committee has discharged its responsibilities in order to inform the Governance statement for the statutory accounts.

The Committee will review and approve relevant statutory policies requiring Trustee approval.

The Committee must have a minimum of three non-executive Trustees to be quorate. The Accounting Officer, where a Trustee, may also attend the Committee to give information but must not be counted as quorum or be part of the discussions.

The Chair of the Board of Trustees may attend to observe each meeting.

The CFOO and other relevant senior staff will routinely attend the committee to provide information and participate in discussions.

4.3.3 Local Academy Committees

Each school has a Local Academy Committee (LAC) which provide the community link between each school and the Board of Trustees and its committees. There are two places reserved for parent governors and two places reserved for community governors per LAC. There will also be one staff governor per LAC.

The LAC will review the delivery of teaching and learning and any barriers to success. They will also support the school in H & S management and community/parental engagement.

The focus of the LAC will include:

- Pupil Attendance;
- Behaviour and exclusions;
- Curriculum delivery including provision for vulnerable groups i.e. SEND and PPG;
- Student demographics;
- School website quality assure content re curriculum offer;
- Single Central Record compliance;
- H & S site issues;
- Community links;
- Parental engagement and communication;
- Investigation of parent complaints;
- Sit on appeal panels related to disciplinary, grievance, probation, sickness absence and flexible working;
- Review permanent exclusion and suspension data.

In the event of appeal hearings, the LAC Chairs will convene the panel, three Chairs are required in order to be quorate. If circumstances arise where three chairs are not available; panel members may be drawn from the Community Governors.

Each LAC member has a designated role with priorities given to:

- Safeguarding/Looked After Children
- SEND

4.3.4 Chair of LAC

The chair of the Local Academy Committee ensures the business of the Committee is conducted properly, in accordance with legal requirements. They ensure meetings are run effectively, focusing on priorities and making the best use of time available and make certain that all members have an equal opportunity to participate in discussion and decision-making. They are responsible for ensuring any decisions taken are done so in accordance with the scheme of delegation.

5. Governance Chart

First Tier

Members

Second Tier

Board of Trustees

Third Tier

Education Committee

Finance, Audit & Risk Committee

Fourth Tier

Local
Academy
Committee
(NHP)

Local
Academy
Committee
(PWP)

Local
Academy
Committee
(WBP)

Local
Academy
Committee
(KHP)

Local
Academy
Committee
(LWP)

6. Table of Responsibilities

Key:	
✓	Action to be undertaken at this level
A	Provide advice and support those accountable
< >	Direction of advice and support

People	Responsibility	Members	Trustee Board	Trustee Committee	Local Academy Committees	CEO and Executive Leaders
	Members: appoint and remove	✓				
	Trustees (Article 50): appoint and remove	✓				
	Co-opted Trustees (Article 58): appoint and remove		✓			
	Chair and Vice Chair of Board of Trustees: appoint and remove		✓			
	Chief Executive Officer: appoint and dismiss		✓			
	Chief Financial Operating Officer: appoint and dismiss					✓
	Headteachers: appoint and remove					✓
	Executive Leaders: appoint and remove			✓		< A
	Committee Chairs: appoint and remove			✓		

People	Responsibility	Members	Trustee Board	Trustee Committee	Local Academy Committees	CEO and Executive Leaders
	Local Area Committee Community governors and Chairs of the LAC: Appoint and remove		✓			< A
	Governance Professional: appoint and remove		✓			< A
	Governance Structure: (Committees) establish and review		✓			
	Staff appointments, suspensions, approve applications for retirement and dismissals (including severance not subject to ESFA approval)					✓
	Severance requiring ESFA approval		✓			< A
	Hear appeals for school staff in relation to Trust HR policies related to: <ul style="list-style-type: none"> ○ Disciplinary ○ Grievance ○ Probation ○ Sickness Absence ○ Flexible working 				✓	< A
	Hear appeals for Central/Executive Trust staff in relation to Trust HR policies related to: <ul style="list-style-type: none"> ○ Disciplinary ○ Grievance ○ Probation ○ Sickness Absence ○ Flexible working 		✓			
	Hear appeals for all staff in relation to Trust HR policies related to: Pay		✓			

Systems and Structures	Responsibility	Members	Trustee Board	Trustee Committee	Local Academy Committees	CEO and Executive Leaders
	Articles of Association: review and approve	✓	< A			< A
	Governance structure: establish and review		✓			< A
	Terms of reference for Committees: Establish and review annually		✓	< A (all)		
	Scheme of delegation: establish, review and approve annually		✓			< A
	Annual review of Governance performance		✓			
	Skills audit: complete and recruit to fill gaps		✓		< A	
	Terms of reference for the Local Academy Committees: establish and review annually		✓			< A
	Annual schedule of business for the Board of Trustees: agree		✓			< A
	Annual schedule of business for the Local Academy Committees: agree		✓			< A
Emergency Decisions undertaken by Chair of the Board of Trustees		✓ (Ratify Chair decision)			< A	

Reporting	Responsibility	Members	Trustee Board	Trustee Committee	Local Academy Committees	CEO and Executive Leaders
	Website compliance for all statutory documents			✓ (Finance, Audit & Risk)		< A
	School website: quality assure content re educational offer				✓	
	Register of Business Interests: establish and update on GovernorHub	✓	✓	✓ (Finance, Audit & Risk)	✓	✓
	Annual report to Members on performance of the trust	✓	< A			< A
	Statutory Annual report and accounts: Approve, submit to ESFA and publish on Company House		< ✓	< A (Finance, Audit & Risk)		< A
	SEN information report (meeting Special Educational Needs and Disability Regulations 2014): approve and publish website				✓	✓ (Publish on website)

Strategy	Responsibility	Members	Trustee Board	Trustee Committees	Local Academy Committees	CEO and Executive Leaders
	Trust vision and strategy: determine and performance manage		✓			< A
	Three year plan and strategy for the improvement and growth of the trust: determine and review		✓			< A
	Ensure a broad and balanced curriculum is in place		✓	< A (Education)		
	Three year budget and forecast to support delivery of the trust key priorities: agree submission to ESFA		✓	< A (Finance, Audit & Risk)		< A
	School Improvement: determine, deliver and performance manage		✓	< A (Education)	<A	<A
	SEND statutory responsibilities: review and monitor provision and policies		✓	< A (Education)		
	Safeguarding/Pupil welfare: review and monitor provision/policies		✓	< A (Education)		
	Statutory policy review cycle: approve		✓	< A (Finance, Audit & Risk)		
	Statutory policies - determine, review & approve		✓ (Where this cannot be delegated)	✓ (Relevant Committee)		
	Admission arrangements: annually review & consult on changes (must consult at least every 7 years)		✓			
	School sessions and school terms/holidays dates: determine annually			✓ (Education)		
	Staff restructuring requiring formal consultation and redundancy: agree		✓			< A

Responsibility	Members	Trustee Board	Trustee Committees	Local Academy Committees	CEO and Executive Leaders
To establish and agree a pay policy		✓			
Senior staff with a salary of £100,000 or above: appoint		✓			< A
Other staff: appoint					✓
Data Protection/GDPR: review and report (breaches)			✓ (Finance, Audit and Risk)		
Trust Risk register: establish. Monitor at each meeting and approve annually		✓	< A (Finance, Audit & Risk)		
School Risk Registers and Business continuity: establish, review and monitor			✓ (Finance, Audit & Risk)	< A	
Reserves Policy: review and agree			✓ (Finance, Audit & Risk)		< A
Acquisition and Disposal of Land: agree subject to Secretary of State approval		✓			

Holding to Account	Responsibility	Members	Trustee Board	Trustee Committees	Local Academy Committees	CEO and Executive Leaders
	Ofsted Inspections: responsibility		✓			< A
	Compliance auditing and controls (i.e. safeguarding, H & S and employment): review			✓ (Finance, Audit & Risk)		
	Incorporation of the necessary procedures and practices outlined in the Prevent duty into the Child Protection policy: oversee			✓ (Education)		
	School Health and Safety Regulations compliance: oversee				✓	
	School lunch nutritional standards: oversee					✓
	Register of pupil attendance: maintain and review			✓ (Education)	< A	
	Hear permanent exclusions & fixed term exclusions for pupils who either are excluded for more than 15 days in a term or would lose opportunity to sit a public examination.				✓	
	Trust central record of recruitment and vetting checks: oversee and audit			✓ (Finance, Audit & Risk)		
	Procedures for addressing staff discipline, conduct and grievance: establish and review					✓
Performance management of the CEO		✓				

Performance management of Headteacher					✓
Performance management of all other staff					✓
CEO probation or capability undertake, terminate, hear appeal		✓			
Staff probation or capability: undertake, terminate					✓
Changes to conditions and terms of employment for individual members of staff and hearing appeals: agree and undertake				A >	✓
Changes to conditions and terms of employment for 20 members of staff or more and hearing appeals: agree and undertake		✓			
Allegations against CEO: manage		✓			
Allegations against staff: manage					✓
Parent/carer complaints: hear appeal				✓	

Ensuring Financial Probity	Responsibility	Members	Trustee Board	Trustee Committee	Local Academy Committees	CEO and Executive Leaders
	Review high cost procurement strategies and approve tenders in line with agreed financial procedures			✓ (Finance, Audit & Risk)		
	Monthly Management Accounts: receive and review		✓	✓ (Finance, Audit & Risk)		
	Responsibility	Members	Trustee	Trustee Committee	Local Academy Committees	CEO and Executive Leaders
	School/Centre budget monitoring and virement receive, review and approve			✓ (Finance, Audit & Risk)		
	PE/Sports premium and Pupil Premium action plans and outcomes: agree and monitor				✓	
	Charging and remissions policy: establish and agree			✓ (Finance, Audit & Risk)		
	Buildings insurance and personal liability: ensure adequate cover			✓ (Finance, Audit & Risk)		