

Scheme of Delegation

Reach Academy Trust

2021/22 – Approved September 2021



About this Scheme of Delegation

Reach Academy Trust is a one-school multi-academy trust with several layers of governance – Members, the Trust Board (including the Finance and Audit Committee), the Executive Leadership Team, and Local Governing Body. This reflects the academy trust's status as an education organisation, registered company and unregistered charity.

This Scheme of Delegation outlines the delegated responsibilities between each layer of governance. It aligns with the Trust's Articles of Association, Terms of Reference for each governance layer, and relevant government guidance for academy trusts.

The Scheme of Delegation is written according to the **RASCI** framework and outlines who is **R**esponsible for delivery, **A**ccountable for completion, **S**upporting delivery, **C**onsulted for input/ opinion and **I**nformed of progress in relation to each key area of delivery.

Governance roles and responsibilities at Reach Academy Trust

The overarching responsibilities of each layer of governance within the Trust is as follows:

- **Members** – the Members play an objective role to oversee the trust's governance and finance through amending the articles of association, appointing and removing Members and Trustees, appointing the trust's external auditors and receiving the annual report and accounts. The Education & Skills Funding Agency (ESFA) emphasise that this is an 'eyes on and hands off' role and that Members should be kept informed about the trust's activities to be assured that the Trust Board is exercising effective governance.
- **Trust Board** – the Trust Board exercises on three core governance functions – ensuring clarity of vision, ethos and strategic direction; holding executive leaders to account for educational performance and performance management of staff; and overseeing effective financial performance. The Trust Board hold legal accountability and statutory duties both as company Directors, charity Trustees and as the school's 'proprietary body'. At Reach Academy Trust the Trust Board takes particular oversight of HR, health & safety, strategic financial management and appointing the Executive team.
- **Finance and Audit Committee** – this Committee undertakes detailed review of the trust's financial, external audit and internal scrutiny activities on behalf of the Board.
- **Pay and Performance Committee** – this Committee meets annually to review and approve the Pay Policy and receive an update on the appraisal and performance management process.
- **Executive Leadership Team** – the Trust Board delegate authority and responsibility to others including the Executive Leadership Team who undertake the day to day management of the academy. The Team are responsible for the operational running of the organisation across all delivery areas as shown in the Scheme of Delegation below.
- **Local Governing Body (LGB)** – the Local Governing Body undertake detailed challenge and support to ensure that the school's leadership team fulfil their responsibilities for educational outcomes. At Reach Academy Trust the LGB holds particular responsibility for educational standards, curriculum, safeguarding, special educational needs and disabilities (SEND), exclusions, admissions,

This Scheme of Delegation is subject to annual review and approval by the Trust Board to reflect organisational delivery and statutory legislation. Reach Academy Trust is a registered company limited by guarantee in England and Wales number 07634106.

This table outlines roles and responsibilities across key delivery areas between the Trust Board **[TB]** (incl. Finance and Audit Committee **[F&AC]**), Executive Leadership Team **[ELT]** (incl. Executive Principal **[EP]**), and Local Governing Body **[LGB]**. The Trust's Members have an overarching oversight role. *The Trust has a detailed Financial Scheme of Delegation and Policy Framework.*

Vision, ethos and strategy (including compliance)				
Delivery area	Task	TB	ELT	LGB
Trust vision, strategy, culture	Setting trust vision, culture and values	A+R	R+C	
	Setting trust strategy	A+R	R+C	
Governance structures <i>*Members appoint and remove Member-appointed trustees; Board appoint and remove co-opted Trustees</i>	Appointing and removing trustees*	A+R		
	Electing Trust Board Chair and Vice-Chair; appointing SEND, Safeguarding and Whistleblowing Link Trustees	A+R		
	Setting Scheme of Delegation and Terms of Reference incl. establishing and appointing to Board Committees	A+R		
	Appointing LGB Chair and Vice-Chair, SEND and Safeguarding Link Governors	A+R		C
	Appointing governance professional as Clerk	A+R		
Policies and compliance (education and curriculum)	Setting curriculum policies (religious education, sex & relationships education [SRE], collective worship)	A	R	
	Setting SEND policy and Information Report ensuring compliance with SEN Code of Practice and local offer	A	R	C
	Appointing SEN Coordinator (SENCo)	A	R	I
	Setting behaviour and welfare policies (behaviour, exclusions) [EP]	A	R	C
Policies and compliance (safeguarding)	Setting safeguarding policies (safeguarding and child protection, Prevent, looked after children (LAC) and post-LAC, safer recruitment, allegations against professionals)	A		R
	Setting trust safeguarding practices, with regard to statutory guidance and local procedures, incl. appointing designated safeguarding lead (DSL)	A	R	I
	Carrying out pre-appointment and DBS checks	A	R	I
	Appointing teacher to support for LAC and PLAC [EP]	A	R	I
Policies and compliance (governance and operations)	Setting admissions policies and arranging consultation in line with Admissions Code	A	R	C
	Setting governance policies (data protection [DP], Freedom of Information [FOI], ICT user agreement, complaints) incl. convene complaints panels	A	R	R
	Delivering DP, FOI and SAR activities	A	R	
	Setting health and safety (H&S) policies (H&S, premises, lettings, first aid, food safety, accessibility plan, ICT)	A	R	
	Setting HR & Recruitment policies (appraisal/ performance management (PM), capability, disciplinary, grievance, recruitment, equality objectives, equal opportunities, pay)	A	R	
	Setting finance policies (charging and remission, procurement) in line with ESFA requirements [F&AC]	A	R	

Vision, ethos and strategy (including compliance)				
Delivery area	Task	TB	ELT	LGB
Stakeholder engagement	Engaging with parents incl. Home-School Agreement	A	R	I
	Engaging with community	C	R	I
	Attending trust inspections	R		R
	Keeping compliant trust website incl. publishing policies	A	R	
Educational performance and staff performance management				
Academy improvement	Setting academy improvement plan and targets		R	A
	Producing and analysing educational data	A+R	R	I
Curriculum, assessment and data	Setting overarching trust approach to curriculum and assessment, with regard to statutory requirements [EP]	A	R	C
	Deciding subject options and extra-curricular activities [EP]		R	I
	Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements	A	R	
	Delivering high-quality teaching and learning		R	
	Setting individual pupil achievement targets		R	
	Monitoring effectiveness of SEND provision		R	I
	Ensuring delivery of independent careers guidance, with regards to statutory requirements for Year 8 to Year 13 [EP]	A	R	I
Attendance, admissions and exclusions	Setting term dates and INSET days	A	R	C
	Setting length of school day	A	R	C
	Keeping admission and attendance registers	A	R	
	Determining academy's admissions arrangements annually incl. age range, published admission number (PAN) and oversubscription criteria	A	R	C
	Establishing independent appeals panels for admissions appeals	A	R	
	Setting approach and processes for directing pupils offsite in accordance with exclusions policy	A	R	I
	Reviewing use of exclusion and decide whether or not to confirm permanent and fixed term exclusions of 15+ days/ where a pupil would lose the opportunity to sit a public examination	A	R	
	Arranging full-time education for any pupil who has fixed-term exclusion (FTE) of more than five days [EP]	A	R	
	Convening panel to consider reinstating excluded pupil	A		R
	Directing reinstatement of excluded pupil	A		R
	Arranging independent review panel (IRP) to consider permanent exclusions	A	R	R
HR and pay	Setting staffing structure	A	R	I
	Approving restructures	A	R	I
	Implementing approach to staff appointment, dismissal, appraisal and PM in line with approved policies [EP]	A	R	
	Maintaining Single Central Register (SCR)	A	R	I
	Appointing/ suspending/ dismissing Executive Principal	A+R		

Educational performance and staff performance management (contd.)				
Delivery area	Task	TB	ELT	LGB
HR and pay (contd.)	Appointing/ suspending/ dismissing teaching staff [EP]	A		
	Appointing/ suspending/ dismissing support staff [EP]	A	R	
	Approving dismissal/ early retirement payments in line with Trust policies and ESFA guidance	A+R	R	
	Convening HR panels (disciplinary, capability) [EP]	A+R		
	Holding EP performance management meeting	A	R	
	Setting pay levels, incl. executive pay	A		
Financial performance and premises				
Key appointments <i>*Trust Members formally appoint external auditor</i>	Appointing senior leader as Accounting Officer	A		
	Appointing Chief Finance Officer (CFO) (at Reach – held by Operations Director role)	A		
	Appointing external auditor to prepare accounts in line with Academies Accounts Direction*	R	R	
	Appointing person in charge of first aid [EP]	A	R	
Budget and monitoring	Developing annual budget and three-year budget outturn and submitting to ESFA	A	R	
	Approving annual budget and three-year outturn prior to ESFA submission	A		
	Delivering monthly management accounts and forecasts	A	R	
	Reviewing monthly management accounts (at least 6 times per year)	A		
	Managing cash position	A	R	
	Monitoring pupil premium spend inc. catch-up and PE and sport premiums [EP]	A	R	
Internal controls and audit	Setting delegated authority limits for financial transactions [F&AC]	A	R	
	Establishing controls framework including internal audit	A	R	
	Delivering annual report and accounts, with regard to accounts consolidation exercises required by ESFA	A	R	
	Appointing internal scrutiny provider	A		
	Delivering programme of internal scrutiny	A	R	
	Receiving internal scrutiny reports [F&AC]			
	Managing conflicts of interest and related party transactions incl. maintaining published register of interests for all governance layers	A	R	R
	Referring any potentially novel or contentious transactions to ESFA for prior authorisation	A	R	
	Ensuring adequate insurance cover is in place	A	R	
	Maintaining risk register [F&AC]	A	R	
Premises, health & safety	Developing premises and buildings strategy		R	
	Approving major capital projects	A	R	
	Approving long-term lease or disposal of assets	A	R	
	Maintaining buildings incl. using school capital allocations		R	

Financial performance and premises (contd.)				
Delivery area	Task	TB	ELT	LGB
	Setting and managing lettings arrangements [F&AC]		R	
	Managing IT infrastructure and devices [F&AC]		R	
	Ensuring provision of first aid	A	R	
	Making arrangements for supporting pupils with medical conditions	A	R	
	Ensuring food safety	A	R	
	Providing free school meals		R	I