



**Mercia**  
Learning Trust

# **Mercia Learning Trust Scheme of Delegation**

**Autumn 2020**

Governance		Members	Trust Board/ Trust Board Committees	CEO/Accounting Officer	Academy Committees	Headteacher
Governance Framework: People	Members: appoint/remove	✓				
	Trustees: appoint/remove	✓	✓			
	Parent LGB member appoint when elected		✓		✓	
	Board committee chairs: appoint and remove		✓			
	Named safeguarding Trustee: appoint/remove		✓			
	Academy Committee (LGB) chairs: appoint/remove		✓		✓	
	Academy committee (LGB) members: appoint/remove		✓		✓	
	Clerk to the Board: appoint/remove		✓			
	Clerk to the academy committee (LGB) appoint/remove		✓		✓	
Governance Framework: Systems and Structures	Articles of association: review and agree	✓				
	Governance structure for the trust: establish and review annually		✓			
	Committee terms of reference and scheme of delegation: agree annually		✓			
	Annual schedule of governance business: agree		✓		✓	
	Self review of trust board and committees: complete annually		✓			
	Self review of academy committees (LGBs): complete annually				✓	
	Chair's performance: carry out 360 review periodically		✓			
	Trustee/academy committee (LGB) member contribution: review annually		✓		✓	
	Training programme for directors and governors		✓		✓	

Governance Framework: Reporting	Ensure Governance arrangements are published on trust and schools' websites			✓		
	Annual report on the performance of the trust: submit to members and publish		✓	✓		
	Annual self review/triannual external review of board effectiveness: submit to members		✓			
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to Members and Companies House		✓	✓		
	ESFA required reports and returns: submit		✓			
	Annual report work of academy committee (LGB): submit to trust and publish				✓	

Ensuring clarity of vision, ethos and strategic direction		Members	Trust Board/ Trust Board Committees	CEO/Accounting Officer	Academy Committees	Headteacher
Strategy and Leadership	Set strategic objectives of the Trust and Academies.	Monitor and make changes (subject to DFE approval)	Determine – for the Trust and Academies	Develop – in the case of the academies in consultation with LGB and Headteacher	Recommend	Consult – in the case of their academy
	Deliver strategic objectives of the Trust and Academies.	Monitor	Review	Deliver	Review	Deliver
	Scrutiny – review and challenge the progress of the Trust against its strategic objectives and KPIs.		Review progress of the Trust and Academies	Report  Review reports from the LGB/Headteacher	Review progress of the academy.  Report progress to the CEO and Board	Report progress of the academy to the LGB.
	Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook.	Monitor/challenge	Review/comply	Deliver/comply	Comply	Comply
	Compliance: Regulatory – with all regulations affecting the trust (including all Charity Law, Company Law, Employment Law and Health and Safety).	Monitor/challenge	Review/comply	Deliver/comply Report to the Board	Review	Deliver/comply Report to the CEO and LGB
	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.	Receive annual audit report	Sign off monthly and annual reports. Determine policies to ensure compliance. Review	Deliver  Report to the Board	Review	Deliver  Report to the CEO and LGB

Strategy and Leadership	Compliance: completing the register of business interests and put in place a procedure to deal with any conflicts of interests and connected party transactions.		Determine policies to ensure compliance.  Deliver	Deliver  Report to the Board	Deliver	Deliver
	Policies – review and approval of Trust Wide Policies (including admissions, DBS, charting and remissions policies, health and safety, safeguarding and equality)		Determine	Deliver – presenting policies to the Board for approval.  Report – material non-compliance to the Board	Review – all policies approved by the Board and approve Academy specific policies.	Deliver – representing Academy specific policies for approval by the LGB.  Report non-compliance to the CEO and LGB.
	Media and PR – overseeing public relations activities to project the activities of the trust and the academies to the wider community.		Review	Deliver Trust wide activities	Comply	Comply
	Academy prospectus			Review	Deliver	Recommend
	Trust prospectus and website		Review	Deliver		

Holding Executive Leaders to Account for the educational performance of the organisation, its pupils and the effective and efficient performance management of staff		Members	Trust Board/ Trust Board Committees	CEO/Accounting Officer	Academy Committees	Headteacher
Education and Curriculum	Academy Development Plan – for each academy in line with strategic aims of the Trust		Determine the Academy Development Plan in consultation with the appropriate LGB.	Deliver – drafting and agreeing the Academy Development Plan	Recommend – Academy Development Plan to the Board	Work with the CEO in producing the Academy Development Plan.  Review the Academy Development plan
	Key Performance Indications (KPIs) – setting and reviewing performance of the Trust and the Academies	Monitor/Challenge	Determine – Trust wide and Academy KPSs.  Review performance against KPIs	Consult with the LGBs and propose KPIs to the Board.  Receive reports from the LGBs and report performance of the LGB against KPIs	Recommend targets for the performance of the Academy to the CEO.  Review performance of the Academy and report to CEO.  Deliver – holding Headteacher to account for deliver against KPIs	Deliver performance of the Academy against KPIs.  Report performance of the Academy to LGB.

Education and Curriculum

<p>Quality of Teaching – ensuring appropriate level of support, challenge and intervention to support delivery of education outcomes.</p>		<p>Review the work of the CEO</p>	<p>Deliver supporting the Academies and intervening where appropriate.</p>	<p>Review for their Academy</p>	<p>Review – management of staff to ensure teaching and learning objectives are met.  Report – strengths and concerns in the quality of teaching to CEO and LGB.</p>
<p>Curriculum – setting the curriculum for the Academies and reviewing its effectiveness.</p>		<p>Approve the Curriculum Framework and Standards  Review the effectiveness of the curriculum across the Trust</p>	<p>Recommend the Curriculum Framework.  Deliver</p>	<p>Consult and review the curriculum for their Academy.</p>	<p>Deliver</p>
<p>Pupil premium – reviewing and challenging the value for money/ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap.</p>		<p>Review</p>	<p>Report to the board effectiveness of use of the Pupil Premium across the trust.</p>	<p>Determine and Review how Pupil Premium is spend at the Academy and monitor impact.</p>	<p>Deliver</p>

HR and Operations	Setting Terms and Conditions of Employment and Staff Handbook		Determine and consider any proposals by LGB to make amendments.	Recommend	Consult – report to Board on any suggested changes to the Academy’s terms and conditions.	Comply
	Dismissing the CEO, Headteachers, Senior/Cross Trust staff (in accordance with the Trust disciplinary and capability policies)		Review in respect of CEO	Review in respect of Headteacher, cross academy staff and senior leadership teams of the Academies.  Report any dismissals to the Board.	Review in respect of the Headteacher of the Academy.	
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)			Review  Report to the Board	Review in consultation with the CEO.  Report to the CEO.	Comply
	Reviewing discipline and grievance policy		Review delivery	Recommend	Review in line with Trust policy	



HR and Operations	Performance Management of Staff		<p>Performance Management of the CEO</p> <p>Remuneration Committee to determine the process of pay progression for Executive Leadership Team</p>	Performance Management of Headteachers	<p>Jointly with the CEO, Performance Management of the Headteacher.</p> <p>Pay Committee to determine the process of pay progress for staff in the academy.</p>	Performance Management of all staff in their academy
-------------------	---------------------------------	--	--	--	---	--

<b>Overseeing Financial Performance of the organisation and making sure money is well spent.</b>		<b>Members</b>	<b>Trust Board/ Trust Board Committees</b>	<b>CEO/Accounting Officer</b>	<b>Academy Committees</b>	<b>Headteacher</b>
<b>Financial</b>	Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Monitor/Challenge	Determine – in consultation with the LGBs	Recommend a funding model to the Board for approval	Consult – with the Board	Comply
	Trust Annual Budget – formulating and setting the Trust wide budget			Review	Review - compliance with the overall financial plan for the Academy	
	Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)		Determine	Deliver – on preparation of Trust budget and present to the Board for approval		
	Expenditure and ensuring delivery of Annual Budgets			Review – submission of Trust budget to the EFA		
	Reporting: financial reporting and KPIs		Determine	Deliver – on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval	Consult – with CEO in respect of the Academy's requirements	Deliver

Financial	Financial Policies –establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements					Comply
	Approving annual accounts			Review – submission of Academy budgets to the EFA	Comply	
	Corporate Risk Register	Monitor/Challenge	Review	Report – to the board any material issues with delivery against the Annual Budget by the Academies	Review	Report – to the LGB any need for any matters of concern in respect of the Academy’s annual budget
	Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls					
	Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust’s procurement policy		Determine	Review	Deliver – in accordance with Trust policy	Recommend
	Determining and allocating central services provided to the Academies by the Trust		Determine (in consultation with the LGBs)	Deliver– on recommending the allocation of services to the Board	Consult	Consult

Financial	Overseeing the effectiveness of services provided centrally by the Trust		Review	Deliver and report to Board	Report – to the Board	
	Asset and Premises Maintenance Strategy – determining use of Academies’ premises and ensuring premises are adequately maintained		Determine – Trust wide policy	Determine – academy plan in accordance with Trust policy Review delivery of academy plan		Deliver – in accordance with Academy policy
	Acquiring and disposing of Trust land		Deliver	Recommend	Consult	Consult
	Changing use of Assets		Deliver	Recommend to the Board of any changes to fixed assets used by the Academy		
	Arranging insurance for the Trust		Review	Deliver	Consult	