



**Diocese of Chichester Academy Trust**  
**Scheme of Delegation**  
**Last updated December 2019**

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## 1.0 INTRODUCTION

The Diocese of Chichester Academy Trust is a Company Limited by Guarantee (Registration Number 09201845) registered at Companies House. As a company, it is legally responsible for the governance of all academies within the Trust in line with its Articles of Association. The Trust also takes account of any guidance as to the governance of academies that the Secretary of State may publish to the extent permitted by the Trust's governing documents.

The Trust is governed by a Board of Trustees who are responsible for all the management and administration of the Trust and all the academies in the Trust. The Members of the Trust (the Members) appoint the Trustees and hold the Board of Trustees to account for the performance of the Trust. The Trust has a Master Funding Agreement and Supplemental Funding Agreements with the Secretary of State. The Board of Trustees is, therefore, accountable to external government agencies, including the Charity Commission and the Department for Education, for the quality of the education it provides; the Board of Trustees is also required to have robust systems in place through which it can assure itself of quality, safety and good practice. For any academy in the Trust designated as a Church of England school, the Board of Trustees is accountable to the Chichester Diocesan Board of Education and the Bishop of Chichester to ensure that the academy is conducted as a Church of England school.

To enable the Board of Trustees to carry out its responsibilities, it appoints people in each academy who are more locally based to serve on a Local Governing Body which has been established to ensure the good governance of the academy. The Local Governing Body is legally 'an advisory body' for the academy, as set out in the Master Funding Agreement entered into by the Trust with the Secretary of State. The roles and responsibilities of the Board of Trustees in relation to those of the Local Governing Body, together with the commitments to each other to ensure the success of the academy, are outlined in the Scheme of Delegation.

**All academies in the Trust are expected to follow this scheme of delegation, based on the principle of 'earned autonomy'. Where the Board of Trustees is concerned about the effectiveness of the leadership and management of an academy, the financial position of an academy or there are concerns how the school is operating as an academy they may decide to change the levels of delegation. If there are serious concerns about the performance of an academy, the Board of Trustees may decide to vary the membership of the local governing body or replace the local governing body with a Core Executive Group with full responsibility for the running of the academy.**

## 2.0 THE VISION AND VALUES OF THE TRUST

Our **vision** for our Trust is we exist to:

***Help every child achieve their God-given potential***

I have come that they may have life, and have it to the full  
(John 10 vs 10)

Our **aims** are clear. We aim to be a Trust in which:

**D**eveloping the whole child means pupils achieve and maximise their potential

**C**ontinued development of staff is valued and improves education for young people

**A**ll schools are improving and perform above national expectations

**T**he distinct Christian identity of each academy develops and is celebrated

Our work as a Trust is underpinned by shared **values**. They are taken from the Church of England's vision for Education and guide the work of Trust Centre team. They are:

### **Aspiration**

I can do all things through Christ who strengthens me  
(Philippians 4 vs 13)

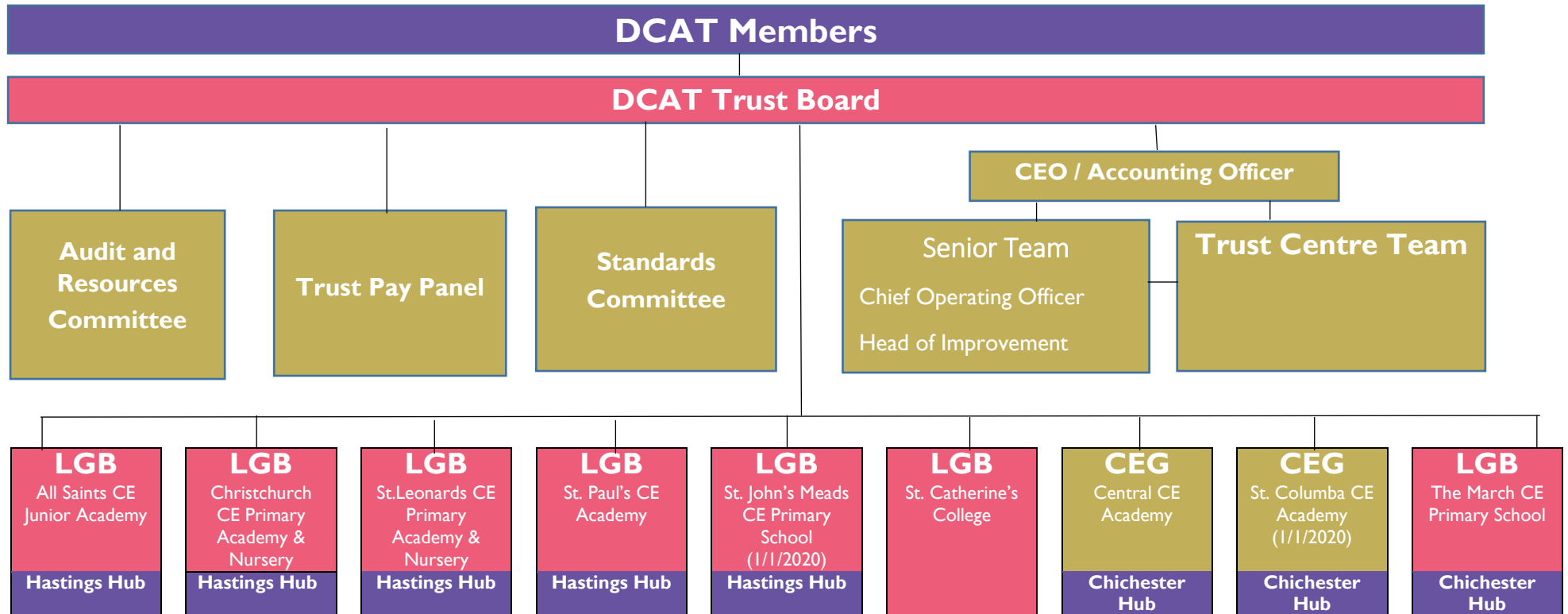
### **Wisdom**

Listen to advice and accept discipline, and at the end you will be counted among the wise  
(Proverbs 19 vs 20)

### **Respect**

So in everything do to others what you would have them do to you  
(Matthew 7 vs 12)

### 3.0 GOVERNANCE STRUCTURE



**Local Governing Board (LGB) Membership:** the Headteacher, up to 2 Parent Local Governors, 1 Staff Local Governor, Foundation Local Governors\*, Business and Community Local Governors

**Core Executive Group (CEG) membership** will be decided on a case by case basis.

\*The trust actively encourages the local Priest in charge to be a member of the LGB as a foundation local governor

Information regarding the [Scheme of Delegation](#) and the individuals holding the above positions can be found on the [DCAT website](#).

## 4.0 THE ROLE OF THE MEMBERS

The members of the trust are guardians of the governance of the trust and as such have a different status to trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association. The articles of association describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees 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.

The composition of the members of the trust is:

- (a) the signatories to the Memorandum, who shall be:
  - (i) the Diocese of Chichester Education Trust; and
  - (ii) one person appointed by the Diocese of Chichester Education Trust;
  - (iii) the Bishop or his representative;
- (b) the chairman of the Trustees; and
- (c) any person appointed under Article 16\*

\*The Members with the written consent of the Diocesan Board of Education may agree by passing a special resolution in writing to appoint such additional Members as they think fit and may agree by passing a special resolution in writing to remove any such additional Members provided that such appointment or removal is in the interests of the Company.

## 5.0 THE ROLE OF THE TRUSTEES

DCAT is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

The Board of Trustees is responsible for the effective operation of the Trust and each of its academies, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions. It provides ongoing challenge and support to the DCAT Senior Leadership Team and to the Local Governing Bodies. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the DCAT Senior Leadership to account for the educational performance of the trust's schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

The Board of Trustees meets regularly throughout the year and their mode of operation is set out in the Trust's Articles of Association. The basic composition of Board of Trustees is outlined in Sections 45, 46 and 47 of the Articles of Association:

- 45. *The number of Directors shall be not less than three, but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.*
- 46. *Subject to Articles 48-49, the Company shall have the following Directors: (a) No fewer than 5 Foundation Directors, appointed under Article 50; (b) Principals if appointed under Article 50A; (c) Academy Directors appointed under Article 51 and 52; (d) Chief Executive Officer if appointed under Article 50A; (e) Parent Directors if appointed under Articles 53-56 in the event that no provision is made for parent representatives on Local Governing Bodies under Article 101A.*
- 47. *The Company may also have any Co-opted Director appointed under Article 58.*

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

## 6.0 THE ROLE OF TRUST BOARD COMMITTEES

The trustees 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 and responsibilities of board committees are set out in the committee's terms of reference. It is usual for the trust board to appoint board committee chairs and committee members according to their skills.

## 7.0 THE ROLE OF THE CHIEF EXECUTIVE OFFICER (CEO)

The CEO has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the CEO will performance manage the Senior Leadership Team and may delegate Headteacher performance management to the Head of Improvement who has line management responsibility for them. As there is delegation of some governance functions to local governing bodies, this is usually undertaken with the Chair of the local governing body and / or a small performance management group.

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the Trust Senior Leadership Team of the academy trust, the Chief Operating Officer (COO) and Head of Improvement (HOI). The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the Trust Senior Leadership team.

A job description for the CEO, COO and HOI can be found in Annexes C, D and E.

## 8.0 THE ROLE OF THE LOCAL GOVERNING BODY

The trustees have established a Local Governing Body (LGBs) in each academy to carry out some of its school level governance functions. The trustees will appoint the chair and ensure that two parents and one member of staff are elected to the LGB.

### **Local Governing Bodies are accountable to the Board of Trustees for:**

- a) Ensuring that effective strategies are used which lead to the continual improvement in pupils' progress and the educational outcomes for pupils
- b) Ensuring local processes are in place and are adequate for safeguarding, health & safety, and overall compliance
- c) Ensuring the efficient and proper management of resources in line with the Trust's policies, including setting draft budgets and monitoring income and expenditure throughout the year
- d) Ensuring the Board of Directors are kept informed through agreed mechanisms and procedures, in line with the Scheme of Delegation
- e) Ensuring that the aims and objectives, vision and values and ethos of the Trust are faithfully upheld
- f) Ensuring, with the Headteacher, that the highest standards of pupil behaviour and learning are achieved and sustained
- g) Monitoring the effective provision of Religious Education and high quality Collective Worship is taking place within the academy.

**The composition of the Local Governing Bodies is determined by the Board of Trustees and would normally consist of:**

- (a) the Headteacher;
- (b) up to two Parent Local Governors;
- (c) one Staff Local Governor;
- (d) Foundation Local Governors;
- (e) Business and Community Local Governor(s).

The Trust actively encourages the local Priest-in-Charge to be a member of the LGB as one of the allocated Foundation Governors. It will be in order for the composition of the LGB to state that the Parish Priest will be one of the Foundation Governors.

Members of Local Governing Bodies are normally appointed for a four-year term of office which is renewable. Local Governing Bodies may after consulting with the Board of Trustees appoint up to three persons to be “Co-opted” as Local Governors, for a term of 2 years. The quorum for any meeting is 50% of those eligible to vote.

Local Governors shall act in the best interest of the Trust and their academy at all times. They uphold public trust in their roles and maintain high standards of ethics, behaviour and confidentiality, as set out in the Trust Handbook

As a committee of the board, delegation can be removed at any time. **Where the Board of Trustees is concerned about the effectiveness of the leadership and management of an academy, the financial position of an academy or there are concerns how the school is operating as an academy they may decide to vary the membership of the local governing body. If there are serious concerns about the performance of an academy, the Board of Trustees may decide to replace the local governing body with a Core Executive Group with full responsibility for the running of the academy.**

## **9.0 THE ROLE OF THE ACADEMY HEADTEACHER**

The academy Headteacher is responsible for the day to day management of the academy and is line managed by the Head of Improvement and accountable to the Chief Executive Officer. However, with maximum delegation they report to the LGB on matters which have been delegated, which should include all elements of monitoring and scrutiny of the school’s management processes as well as the strategic development of the academy.

The Trust sets out a number of non-negotiable ‘red lines’ (appendix F) which are reviewed annually and discussed with Headteacher and Chairs of the LGB at the Academy Improvement Review Meeting (AIR). It is expected that these be shared with the wider local governing body and followed at all times.

To support each academy, the Trust provides a clear Trust Handbook which sets out operational expectations. It is held electronically and typically will be reviewed annually. A link to this can be found in appendix G.

Each Headteacher will follow their job description and be ambassadors for their academy and the Trust. They should adhere to the Nolan Principles of public life as set out separately in appendix H and outlined in the aforementioned Trust Handbook.



## 10.0 DELEGATION LEVELS

### Key:

Column 1: Members

Column 2: Board of trustees of the multi academy trust

Column 3: Trust board finance committee

Column 4: Trust board standards committee

Column 5: Chief executive officer

Column 6: Academy committee

Column 7: Academy principal

### Sections:

- A. Governance Framework
- B. Reporting
- C. Being Strategic
- D. Holding to Account
- E. Ensuring Financial Probity

Decision		Delegation								
			Trust Board			Trust SLT			Academy	
		Members	Trust Board	Audit & Resources	Standards	CEO	COO	HOI	Local Governing Body	Academy Headteacher
A. Governance framework										
A1. People										
AI.1	Appoint/Remove Members	✓								
AI.2	Appoint/Remove Trustees	✓								
AI.3	Role descriptions for members	✓								
AI.4	Agree role descriptions for trustees/chair/ LGB specific roles e.g. Link Governors, Pay panel		✓			<A				
AI.5	Appoint and remove trust board committee chairs annually		✓	✓	✓	<A				
AI.6	Appoint and remove Company Secretary		✓			<A				
AI.7	Appoint and remove Clerk to trust board		✓			<A	<A			
AI.8	Appointment and removal of LGB chairs		✓			<A				
AI.9	Election and appointment of LGB Parent and Staff governors		✓						✓ - runs election	
AI.10	Appointment of LGB Foundation and Business & Community governors		✓						Recommends following skills audit	
AI.11	Appointment of “Co-opted” local governors after consultation with the trust board								✓	A
AI.12	Removal of LGB members		✓			<A			May recommend	
AI.13	Appointment and removal of Clerk to LGB					A>			✓	
Blue box      Function <b>cannot</b> be legally carried out at this level. ✓      Action to be undertaken at this level      ✓      Action to be undertaken at this level      A      Provide advice and support to those accountable for decision making      <>      Direction of advice and support										

Decision		Delegation								
		Trust Board			Trust SLT			Academy		
		Members	Trust Board	Audit & Resources	Standards	CEO	COO	HOI	Local Governing Body	Academy Headteacher
A2. Systems and Structures										
A2.1	Review and agree articles of association	✓	<A			<A	<A			
A2.2	Establish and review annually governance structure (committees) for the trust		✓			<A				
A2.3	Agree annually membership of trust committees		✓			<A	<A	<A		
A2.4	Agree annually the terms of reference for board committees and scheme of delegation for academy LGBs		✓	<A	<A	<A	<A	<A		
A2.5	Skills audit: complete and recruit to fill gaps: Trustees		✓			<A	<A			
A2.6	Complete annual self-review of trust board and committees		✓							
A2.7	Complete annual self-review of LGB, including skills audit and report to the CEO								✓	
A2.8	Review annually Trustee / LGB member contribution		✓						✓	
A2.9	Review succession for trust board and LGB roles		✓			<A			✓	A
A2.10	Agree the annual schedule of business for trust board		✓	✓	✓	<A				
A2.11	Agree the annual schedule of business for LGB					A>	A>		✓	A
A2.12	Submit copies of unapproved minutes to the trust within 10 working days of the date of the LGB meeting and approved minutes after each subsequent meeting								✓	

## B. Reporting

Blue box      Function **cannot** be legally carried out at this level.  
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Decision		Delegation								
		Members	Trust Board			Trust SLT			Academy	
			Trust Board	Audit & Resources	Standards	CEO	COO	HOI	Local Governing Body	Academy Headteacher
B1	Ensure publication on trust and schools' websites of all required details on governance arrangements		✓				<A		✓	A
B2	Submit to members and publish annual report on performance of the trust		✓			<A				
B3	Submit the annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money		✓	<A			<A			
<b>C. Being Strategic</b>										
C1	Overall strategy of the Trust		✓							
C2	Admission of new schools to join the Trust		✓			<A	<A	<A		
C3	School level strategy					A>	A>	A>	✓	✓
C4	Determine trust wide policies which reflect the trust's ethos and values including: admissions; complaints; expenses; health and safety, premises management; data protection and FOI; safeguarding and child protection; staffing policies including capability, discipline, conduct and grievance (facilitating discussions with unions where appropriate)		✓	✓	✓	<A	<A	<A		
C5	Determine school level policies and local processes which reflect the school's ethos and values to include e.g. admissions; SEND; curriculum; behaviour, health and safety; charging and remissions						A>	A>	✓	A
C6	Setting and review of the curriculum, to provide a broad and balanced curriculum					A>		A>	✓	A

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 ✓ Action to be undertaken at this level    ✓ Action to be undertaken at this level    A Provide advice and support to those accountable for decision making    <> Direction of advice and support

Decision		Delegation								
			Trust Board			Trust SLT			Academy	
		Members	Trust Board	Audit & Resources	Standards	CEO	COO	HOI	Local Governing Body	Academy Headteacher
C7	Agree central spend / retained management fees		✓	✓		<A	<A			
C8	Management of risk: establish register, review and monitor		✓	<A		<A	<A		✓	A
C9	Engagement with stakeholders	✓	✓	✓	✓	✓	✓	✓	✓	✓
C10	Determine the trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured		✓			A>	A>	A>		
C11	Determine the individual academy's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured						<A	<A	✓	A
C12	Appoint and dismiss the Chief executive officer and Trust Senior Leaders		✓							
C13	Appoint and dismiss the academy Headteachers					✓			<A	
C14	Agree budget plan to support delivery of trust key priorities		✓	<A		<A	<A			
C15	Agree budget plan to support delivery of school key priorities						A>	A>	✓	A
C16	Agree the trust's staffing structure		✓	<A	<A	<A				

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Decision		Delegation								
		Members	Trust Board			Trust SLT			Academy	
			Trust Board	Audit & Resources	Standards	CEO	COO	HOI	Local Governing Body	Academy Headteacher
C17	Agree the academy's staffing structure					A>	A>	A>	✓	A
C18	Appointment, job description, performance management and dismissal of all members of staff at the academy in line with the trust's terms of service					A>	A>	A>	✓	A
<b>D. Holding to account</b>										
D1	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	✓	<A	<A		✓	A
D2	Agree reporting arrangements for progress on key priorities		✓	<A	<A	<A			✓	A
D3	Undertake the performance management of the Chief Executive Officer		✓							
D4	Undertake the performance management of the Trust Senior Leadership team					✓	<A			
D5	Undertake the performance management of academy Headteacher and make pay recommendations to the Trust Board							✓	<A	
D6	Agree arrangements for Trustee monitoring		✓			<A	<A	<A		

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Decision		Delegation								
		Members	Trust Board			Trust SLT			Academy	
			Trust Board	Audit & Resources	Standards	CEO	COO	HOI	Local Governing Body	Academy Headteacher
D7	Agree LGB monitoring arrangements, including safeguarding, health and safety and provision of religious education and high quality collective worship.					A>			✓	A
D8	Arrangements for monitoring and performance of the LGB					✓				
E. Ensuring financial probity										
E1	Appoint Chief Operating Officer for delivery of trusts detailed accounting processes		✓	<A		<A				
E2	Establish and review the trust's scheme of financial delegation		✓	✓			<A			
E3	Receive and respond to the External auditors' report		✓	<A		<A	<A			
E4	Agree CEO pay award		✓			<A				
E5	Agree Trust Senior Leadership team pay award		✓			<A				
E6	Agree academy Headteacher pay awards		✓			<A			<A	
E7	Review and agree staff appraisal procedure and pay progression		✓			<A	<A			
E8	Ensure the efficient and proper use of academy resources in line with the trust's policies including setting draft budgets and monitoring income and expenditure throughout the year						A>		✓	A

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Decision		Delegation								
			Trust Board			Trust SLT			Academy	
		Members	Trust Board	Audit & Resources	Standards	CEO	COO	HOI	Local Governing Body	Academy Headteacher
E9	Benchmarking and trust wide value for money			✓		<A	<A			
E10	Benchmarking and academy value for money							✓	A	
E11	Review and approve trust wide procurement strategies and efficiency savings programme			✓			<A			

Blue box      Function **cannot** be legally carried out at this level.  
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## ANNEXES TO DOCUMENT

<b>Annex A</b>	Terms of reference – Audit and Resources committee
<b>Annex B</b>	Terms of reference – Standards committee
<b>Annex C</b>	Terms of reference – Pay Panel
<b>Annex D</b>	Job description – Chief Executive Officer
<b>Annex E</b>	Job description – Chief Operating Officer
<b>Annex F</b>	Job description – Head of Improvement
<b>Annex G</b>	Trust Red Lines
<b>Annex H</b>	Link to Trust Handbook
<b>Annex I</b>	Nolan Principles
<b>Annex J</b>	Financial Management and Levels of Delegation
<b>Annex K</b>	Human Resources levels of delegation