



**Coastal Academies Trust**

**Scheme of Delegation**

January 2019 V12

## **Rationale**

The underlying principles for this Scheme of Delegation are;

That all academies are in a partnership of equals irrespective of their length of membership

- Coastal Academies Trust (CAT) is a registered charity.
- CAT has ultimate responsibility to ensure that all statutory obligations are met.
- CAT believes that, within the framework of the Trust Board's (TB) aims and objectives and its scheme of Delegation, the members of each Academy's School Board (SB) are best able to service the needs of their Academy and their local community.

## **General Information**

CAT is a group of schools in the Thanet area that have joined together as a company to provide an excellent education for young people in this area.

The aims of CAT are:

AIM 1. To be a partnership of equals, with each member school accepting collective responsibility for the education of all students in the Trust.

Objectives:

- a) Recruit and retain Headteachers that share the Trust's vision.
- b) Require that the Chair of each SB be a Trust Director, attending TB meetings and representing their school.
- c) Develop effective talent management and succession planning schemes to nurture effective leaders.

AIM 2. To provide a system of governance that will enable excellent educational progress for all students.

Objectives:

- a) Maintain a TB with Directors that possesses the necessary range of expertise and experience to deliver our aims.
- b) Develop and maintain the membership of SB's to ensure they possess a range of expertise suitable to hold their schools to account.
- c) Ensure that there is a clear scheme of delegation that differentiates between the roles of the TB & the SB.

AIM 3. To be a mechanism for providing support for each other in order to improve continuously the quality of education provided, through collaboration and the sharing of good practice and ideas.

Objectives:

- a) Maintain an executive team currently Executive Head Teacher (EH), Chief Operations Manager (COM) and Chief Finance Officer (CFO) with the capacity to provide support to Head Teachers and to oversee the implementation of the TB's priorities.
- b) Maintain a Head Teachers' working group that identifies priorities for improvement and required actions and shares capacity in order to deliver improvement, including sharing practice, challenge and peer monitoring.
- c) Maintain a Data and other working groups that identify strengths and weaknesses in practice, learns from each other and external sources about best practice and uses peer monitoring to challenge each other to improve performance.

AIM 4. To seek to contribute to the social and economic development of the region through the provision of high quality education.

Objective:

Align the curriculum in each school to the needs of the local economy, including employers, ensuring that all students are socially responsible, law abiding and fit to contribute to society.

AIM 5. To maintain a collaborative partnership with the Local Authority and Regional Commissioner for Schools in order to play a constructive part in building a school led, self-sustaining state education system in which no school is allowed to fail and no child receives an education that is less than good.

Objectives:

- a) Seek to play a leadership role within Kent Association of Heads and Kent and Medway teaching Schools Association.
- b) Seek to play a leadership role in the Thanet Heads Forum.
- c) Provide advice and support to other schools wishing to form closer associations with each other, including as multi academy trusts.

AIM 6. To maintain the individual character of each school whilst reporting as a single company and taking full advantage of opportunities provided by economies of scale.

Objective: Operate by a Scheme of Delegation that allows SB's to decide on the ethos and culture of their school, whilst complying with the stated vision and aims of the CAT.

AIM 7. To ensure, in partnership with the Education Funding & Skills Agency, that CAT manages its resources in such a way as to provide the best education possible in each school and to achieve each of the aims above.

#### Objectives:

- a) Comply with the Academies Financial Handbook in order to ensure value for money with public resources.
- b) Have effective short, medium and long term financial and educational plans.
- c) Organise in order to share resources in order to meet agreed priorities and reduce costs through collective bargaining.
- d) Ensure that all risks are identified and plans in place (where possible) to mitigate these risks.
- e) Recruit the best possible staff to deliver our aims and recruit sufficient students to ensure that our financial base is secure.

Each school is ultimately governed by the TB. The TB will have regard to any guidance as to the governance of schools that the Secretary of State may publish. CAT will establish a SB for each member school, which will oversee the running of the school on behalf of the CAT. The majority of the members of the SB are appointed by the TB. This document sets out the responsibilities of each SB and of the TB.

#### **Communication between the Trust Board and School**

The TB meets regularly and as often as necessary. The Chair of each SB will be an ex officio Director of the TB. The Head Teacher / Head of School of each member school will also be expected to attend TB meetings. In this way, each member school will be represented at Trust level.

#### **Composition of the Coastal Academies Trust Board**

**Members:** Mr Robin Curtis (Chair of TB)

Neil Smith (Vice Chair of TB)

Mr Roy Copper

**Directors:** Mr Chris Argent (co-opted & Chair of Hartsdown)

Mr Neil Buchanan (Associate, Chair of Royal Harbour Academy)

Mr Paul Luxmoore (EH)

Mrs Claudine Murray (Chair Cliftonville Primary & Pre-School)

Prof Carl Parsons (co-opted)

Mr Dave Roberts (Chair of Dane Court and King Ethelbert School)

**Chief Operations Manager:** Mrs Heidi Russell

**Chief Finance Officer:** Mrs Judy Brace

**Clerk to the TB:** Mrs Christina Jones

**Head Teachers:** Ms Kate Greig, King Ethelbert and Dane Court Grammar School (Exec.Head)

Mrs Vicky Willis, King Ethelbert School (Head of School)

Mr Simon Pullen, Royal Harbour Academy (Associate Member)

Mr Matthew Tate, Hartsdown Academy

Mrs Jane Troth, Cliftonville Primary & Pre-School

### **CAT TB structure:**

#### **Members**

The TB currently contains 3 Members. Members may appoint another Member by a majority of 75%, but there will be no more than five Members at any one time.

Members have the right to appoint up to eight Directors, without reference to the other Directors. Although it is understood that this power should not have to be used, its intention is that the Members should have the ultimate power to exert their will in carrying out the aims of the CAT.

Members will meet at least once a year to receive the Directors report and decide that the CAT can continue in its current form.

#### **Directors**

Directors may appoint one member of staff as a Director (usually the EH) and may co-opt up to three other Directors in order to improve the range of skills on the TB. The Chairs of the SBs are required to be ex officio Directors of CAT and their role is to represent the interests of their school, whilst taking collective responsibility as a TB for all schools in CAT. Directors will be responsible for:

- **Strategic leadership** that sets and champions vision, ethos and strategy.
- **Accountability** that drives up educational standards and financial performance.
  - Ensuring that SBs are effective in delivering on the roles delegated to them

- Ensuring that an effective Business Plan is constructed and maintained that will ensure that the TB's priorities are implemented
- Oversight of standards and outcomes for students
- Agreeing and monitoring budgets, through the CAT Finance Committee
- **People** with the right skills, experience, qualities and capacity.
  - Procuring development, improvement and consistency through the sharing of good practice
- **Structures** that reinforce clearly defined roles and responsibilities.
  - Ensuring that a mechanism exists to monitor performance across CAT
  - Providing appropriate challenge to ensure that SB and Head Teacher judgements are accurate
  - Setting appropriate targets and holding the EH, CFO and COM to account
  - One Director (Roy Copper) will take overall responsibility for safeguarding
- **Compliance** with statutory and contractual requirements.
  - Ensuring that CAT maintains constructive relationships with the community, including other schools, the Local Authority (LA), DfE, media, business, industry and other stakeholder bodies
- **Evaluation** to monitor and improve the quality and impact of trust governance.

## **The Chair**

An election will be held each year in order to choose a Chair of the TB, usually during the first meeting of the academic year. The Chair of the TB will be elected by a simple majority of Directors and together with the EH, will represent CAT to the wider community and stakeholders.

## **Meetings**

The TB will have a number of calendared meetings and will call extraordinary meetings as appropriate. Directors may request agenda items at the Chair’s discretion. Calendared meetings will include a written report from each school and associate schools, as required by Directors and using an agreed pro forma, reporting on student progress and outcomes. The TB will also receive reports from committees, as required by the Chair of the TB.

### Central Functions

CAT does not currently top slice its member schools. However, to deliver CAT priorities, the pooling of some funding may be necessary and, when this applies, member schools will contribute as proposed in advance by the Heads’ Committee, CAT Finance and agreed by the TB. Any such collective funding cannot be vetoed by a SB. CAT will also constantly seek to take advantage of economies of scale, by pooling functions to cut costs, such as payroll, as proposed by the Heads’ Committee, CAT Finance Committee and agreed by the TB. Member schools (and Associate Member schools, where appropriate) share the costs of the EH, the COM and the CFO, together with any costs associated with their employment. Secondary Schools each currently pay 2/9ths of these costs and Cliftonville Primary & Pre-School pays 1/9th. This will be reviewed regularly.

All other costs will be traded. Bespoke support by one school for another will be costed and agreed by the schools involved. Where staff work across more than one CAT school, costs will be agreed by the schools involved. Costs associated with services provided (or required) by the TB will be paid for by the receiving school. CAT is a single company. Although each school’s income is entirely delegated, it remains a part of the single company. Although the TB will always seek to ensure that income delegated to a school is only used for the benefit of students in that school, in extreme circumstances, as defined by the TB, delegated funds may be diverted for the use of another member school. In such unusual circumstances, any funds diverted will be expected to be repaid by the receiving school.

### Reserved and Delegated Authority

Subject	Reserved to the Trust Board (TB)	Delegated to School Boards (SB)
<b>Governance</b>	Overall control of all CAT schools. Responsible for monitoring the efficiency and effectiveness of SBs in carrying out the responsibilities delegated to them. Agree CAT Scheme of Delegation.	Responsible for structuring the SB to perform its delegated responsibilities, including the delegation of responsibilities to sub committees. Monitoring school performance in every area with accountability to the TB via the Chair of the SB.

	<p>Agree terms of reference for CAT committees, including the SBs.</p> <p>Agree and monitor CAT-wide policies.</p> <p>Legal accountability for employment of all staff across CAT.</p> <p>Approve and monitor all Directors for ability and competence.</p> <p>Agreeing Job descriptions for the Chair of the TB and EH (To be appended to this Scheme of Delegation).</p> <p>Review, approval and monitoring of governance arrangements including:</p> <ul style="list-style-type: none"> <li>• Levels of delegated authority including limits of financial authority;</li> <li>• Policy on Director induction &amp; appraisal, &amp; TB review &amp; development;</li> </ul> <p>Director Code of Conduct &amp; Conflict of Interest Policy.</p>	
<b>Strategy and Planning</b>	<p>Overall strategic direction of CAT.</p> <p>Approval and monitoring of a CAT Business Plan.</p> <p>Monitoring SBs to ensure effective implementation of their school improvement plans.</p>	<p>Agreeing school improvement plan, taking into account CAT Business Plan and monitoring its implementation and impact. Chair of SB reports to TB on progress of plans.</p>
<b>Curriculum and Standards</b>	<p>Overall responsibility for standards in all CAT schools.</p> <p>Monitoring the effectiveness of SBs.</p>	<p>Responsible to TB for standards in individual schools and for having an appropriate scheme of delegation for subcommittees to monitor standards effectively and to ensure that the school has an appropriate curriculum.</p> <p>Propose school policies, including curriculum, sex education, religious education and collective worship, public examinations, admission procedures, safeguarding and promotion of students' health and welfare, health and safety, student records, reporting, school terms dates, and</p>

		any other requirements set out in the CAT Articles or by legislation.
<b>Government Education Policy</b>	Monitoring the implementation of government policy. Ensuring all schools are compliant with statute and taking account of DfES guidelines	Implementing government education policy
<b>Management of Trust performance</b>	Approval and monitoring of CAT's performance through a CAT business plan	
<b>Finance</b>	<p>TB has ultimate control of all income and expenditure across the member schools, using the CFO to monitor schools' financial performance and financial systems. Agrees CAT budget, which includes all school budgets.</p> <p>Monitors the implementation of the Academies Financial Handbook.</p> <p>Approves and monitors CAT policy on investment, reserves, insurance, central services and pooling.</p> <p>CAT Finance Committee monitors expenditure across all schools against budgets, provides peer challenge and benchmarking, recommends budgets to the TB.</p> <p>Approves Annual Report &amp; Accounts.</p>	<p>Recommends school budget to CAT Finance Committee, undertakes regular monitoring, agrees expenditure above £x, and ensures the school comes in on budget. Chair of SB</p> <p>*Finance Committee represents school at CAT Finance Committee.</p> <p><i>*at local SB level these may be referred to as 'Resources Team'</i></p>
<b>Fundraising</b>	Approval of the CAT's Fundraising Strategy & Policy.	
<b>Internal control and risk management</b>	Responsible for ensuring that internal controls are effective for regularly reviewing and reporting on risks.	Responsible for the effectiveness of school systems to manage risk and for alerting TB to issues likely to become a CAT-wide risk.
<b>Audit</b>	Appoint CAT auditors, receive reports and approve decisions re actions arising.	Provide all necessary access by Auditors to school records etc. and implement Auditors findings.
<b>Asset management</b>	Overall responsibility for all CAT assets, including buildings, as set out in the Funding	Responsible to the TB for the day to day maintenance of school buildings.

	<p>Agreement. Approval of the sale or disposal of any capital asset &gt;£50k. Approval of any proposed capital programme of &gt;£50k.</p>	Propose capital programmes for submission to the TB for approval.
<b>Information Systems</b>	Approval of Information Systems Strategy & Policy.	
<b>Staff</b>	<p>Approval of all CAT-wide employment policies, including pay, grievances, redundancy, ill health, discipline and recruitment. Approval of staff cost of living pay rise. Approving performance pay awards (or otherwise) of EH following recommendations from the Remuneration Committee.</p>	Responsible for performance related pay to deliver priorities within budget. Responsible for monitoring staff and managing employment issues prior to the appeal stage, as outlined in each policy relevant to employment.
<b>Safeguarding</b>	Overall responsibility for safeguarding, compliance, monitoring effectiveness of safeguarding procedures in schools.	Responsible for implementing statutory regulations on safeguarding in schools and for reporting on safeguarding to TB.
<b>Admissions</b>	As Admissions Authority, approve and monitor CAT Admissions policies.	Recommend school admissions code / policy to the TB.
<b>Contracts</b>	Review, and where appropriate approve recommendations of CFO re which contracts should be centralised / CAT contracts.	With guidance from the CFO responsible for agreeing necessary school based contracts, monitoring their effectiveness and their renewal.
<b>Advisers</b>	Appointment of the CAT's main legal advisers, investment advisers, & approving the terms of their appointment.	

## **Operational Working Groups**

- Data
- Head Teachers
- Safeguarding
- Chairs of SB
- Business Manager/Bursar

These groups will share practice and expertise on key operational areas across CAT. In addition they will provide an opportunity for peer to peer support and challenge. Each group will consist of the lead personnel responsible for that particular area in each of the CAT-schools. They will meet as and when necessary throughout the academic year and will be responsible for setting their own agenda and delivering on actions identified by the group.

## **CAT Committees**

1. Finance Committee
2. Remuneration Committee (new to be defined)
3. Appeals Committee
4. School Boards

### **1. Finance Committee (FC)**

The FC will meet five times a year and at any other time considered necessary.

The FC will consist of the Chairs of Finance from each SB, the Accounting Officer and a [co-opted] Director as Chair of the FC. The Accounting Officer may not participate as a member when audit matters are discussed but may remain in attendance to provide information and participate in discussions. The CFO is to work with and support the Chair of the FC to provide information, an agenda, organise meetings etc.

The FC will be quorate if three members are present.

The clerk, in consultation with the FC Chair, will agree the agenda for each meeting. The clerk will normally issue the agenda at least 7 days in advance of each meeting.

## Powers:

The FC is an advisory body with no executive powers. However, in order to exercise its role, the FC is authorised by the TB to:

- Investigate any activity within its terms of reference.
- Seek any information it requires direct from the Directors, school employees and to relevant third parties.
- Obtain external professional advice, normally in consultation with the Chair of the TB. It may not incur expense without the prior approval of the TB.

Attendance: as a matter of course - Business Managers/Bursars

and when invited to provide advice and information:

- Chairs of School Boards SBs
- Head Teachers
- External auditors

## Duties:

### Financial Function

- Advise the TB and SBs on issues of strategic financial planning and best financial practice
- Approve the annual budget plans of SB
- Keep a check on the CAT's expenditure by monitoring of schools' quarterly outturns, ensuring corrective action is taken where necessary
- Evaluate and benchmark spending to ensure that schools' expenditure provides value for money in terms of raising standards of education
- Act as an independent reviewer of proposals for the possible addition of schools to CAT and advise the TB as appropriate
- Promote co-ordination between schools for joint purchasing, harmonisation of financial procedures and the planning and optimisation of the use of CAT's collective financial resources
- Encourage the adoption of best practice in financial management across CAT and its financial management staff and SBs Finance Committees.

## Audit Function

- Advise the TB and Accounting Officer on the adequacy and effectiveness of the CAT's governance, risk management, internal control and value for money systems and frameworks. An annual report will be produced by the FC in this regard.
- Monitor and review the effectiveness of the company's internal audit function.
- Ensure that CAT operates within all financial regulations.
- Monitor the integrity of the external auditor, review the auditor's annual planning document and approve the planned audit approach.
- Receive reports (annual reports, management letters etc.) from the external auditor and other bodies, for example the EFSA and NAO and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the TB or other committee for information and action.
- Monitor, within an agreed timescale, the implementation of agreed audit recommendations from whatever source.
- Review arrangements by which staff of the schools may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters.
- Ensure that all allegations of fraud and procedural irregularities are properly followed up.
- Receive the draft Directors' Report and financial statements each year and, once agreed, submit this to the TB for formal agreement.
- Recommend to the TB the appointment of external auditors for the year following the last agreed financial report and statement.

## **2. Remuneration Committee**

The Remuneration Committee, consisting of 3 Directors/Members of the TB including the Chair of the TB, will meet as required to agree and recommend to the TB any cost of living increases across CAT. In addition they will be responsible for organising the performance management and agreeing any pay increases for the EH.

### **3. Appeals Committee**

The Appeals Committee, consisting of 3 Directors / Members of the TB, will meet as required to consider appeals made by employees against the process followed by SB Staff Discipline or Redundancy Committees. This Appeals Committee will act as the final appeal for all CAT employment issues and other complaints that have not been resolved at SB level

### **4. School Boards**

See the Reserved and Delegated Authority grid (Pg 7) and Composition of SB grid (Pg.14)

SB will structure themselves as they see fit to carry out their delegated responsibilities effectively, deciding on the timing and regularity of their meetings. They will set agendas and keep minutes to ensure an appropriate record is kept of their effective function.

In addition to the four standing committees above, monitoring / working groups may be set up to deal with particular issues that the TB sees fit to scrutinise more closely. The membership of these committees will be decided by the TB.

### **Matrix Management**

There are many situations within the management of the CAT where a simple line management structure is not optimum. A matrix organisational structure in which the reporting relationships are set up as a grid, or matrix, rather than in the line management traditional hierarchy would provide benefits. In this matrix structure, individuals have dual reporting relationships - generally to both a functional manager and a structural manager.

Within the CAT we therefore have instituted matrix management reporting lines in the following areas.

1. Head Teachers will have reporting lines to both the SB and the EH;
2. The Bursars/School Business Managers will have reporting lines to both the Head Teacher and to the CFO.

## Composition of SBs

Type of Member	Number	Term of Office	How they are appointed
Head Teacher	1	Indefinite	Appointed by the TB and SB
Trust	Up to 8 (per school)	4 years	By TB resolution. The TB will consider any representations made by the SB when considering the appointment of Trust SB members. Trust SB members can be dismissed by the TB.
Teaching staff	1 (per school)	4 years	Teacher election – secret ballot of teachers to be organised by the relevant school.
Support staff	1 (per school)	4 years	Support staff election – secret ballot of support staff to be organised by the relevant school.
Parent	2-4 (per school)	4 years	Parent election – secret ballot of parents to be organised by the relevant school

<b>Staff Appointments</b>	
<b>All appointment panels must contain at least one member who has undertaken Safer Recruitment Training</b>	
Executive Head	TB nominated by the Chair of TB (minimum of 3 Directors) with external professional advice, as required
Chief Operations Manager and Chief Finance Officer	Director, nominated by the Chair of TB, Executive Head Teacher
Headteacher	SB panel, Executive Headteacher, at least one TB Director, nominated by the Chair of TB, Chief Operations Manager. Decision to be ratified by the Trust Board.
Head of School, Deputy Heads, Assistant Heads	SB, Head Teacher, EH (if required by the TB, where concerns about a school's performance merit closer intervention)
Curriculum / pastoral leaders	Head Teacher with senior leaders, SB if required by Chair of SB
All other staff	Head Teacher, or others, as delegated by the Head Teacher

<b>For all professional hearings involving disciplinary, capability, grievance, ill health capability, redundancy, pay, whistleblowing, some other substantial reason:</b>			
<b>Post</b>	<b>Investigation and recommendation (or decision) by</b>	<b>Decisions by Delegated Authority</b>	<b>Appeal</b>
Executive Headteacher	1 TB Director	Trust Board - 3 Directors, supported by appropriate Human Resources	3 TB Directors, including Chair of TB, supported by appropriate professional adviser
Head Teacher/Head of School	1 TB Director	SB and Executive Headteacher supported by COM	3 TB Directors, including Chair of TB, supported by appropriate professional adviser
COM and CFO	1 TB Director	TB Director and EH, supported by appropriate professional adviser	3 TB Directors, including Chair of TB, supported by appropriate adviser
Deputy Heads, Assistant Heads and all other staff	As delegated by HeadTeacher	SB panel and Headteacher, supported by COM	3 TB Directors, supported by appropriate professional adviser
If a SB is unable to provide an adequate number of panel members, members of another SB can be co-opted for this purpose			
<b>OTHER HUMAN RESOURCE FUNCTIONS</b>			
<b>Function</b>		<b>Delegated Authority</b>	
Settlement agreements up to and including £30,000		SB, Head Teacher, supported by COM and with advice if required from EH	
Settlement agreements over £30,000		EH, SB, Headteacher, supported by COM and advice from CFO	
Settlement agreements where the non-statutory/non-contractual part of the payment is in excess of £50,000		EFSA/HM Treasury approval required	

<b>Function</b>	<b>Delegated Authority</b>
<b>Performance Management</b>	
Executive Head Teacher	Chair of TB (or nominated Director) plus at least one other TB member
Chief Operations Manager Chief Finance Officer	Executive Head Teacher
Head Teacher	Chair of SB (or nominated member of SB), Chair of TB (or nominated Director) and EH
Head of School, Deputy Head Teachers and Assistant Head Teachers	Head Teacher
All other posts	Head Teacher or delegated by the Head Teacher

<b>Student Discipline</b>			
	<b>Board</b>	<b>SB</b>	<b>Heads</b>
Permanent exclusion	Monitor SBs	Review decision by Head Teacher	Arrange investigation and decide on sanction
Fixed term exclusion	Monitor SBs	Review decision by Head if there is an appeal	Arrange investigation and decide on sanction
All other sanctions		Ensure discipline policies are up to date	Investigation and decide on sanction