

Coastal Academies Trust

Scheme of Delegation

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

1. CAT is a registered charity.
2. CAT is mindful that its function is to ensure that all statutory obligations are met.
3. CAT believes that, within the framework of the Board's objectives and decisions, the governors of each Academy's Local Governing Body (LGB) are best able to service the needs of their Academy and their local community.
4. CAT's intention is to be as light-touch as possible within the Scheme of Delegation in order for Academy LGBs to make decisions at a local level to meet the needs of the students and the local community.

General Information

Coastal Academies Trust (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 group includes secondary and primary schools, selective and non - selective. The schools believe that improvement is best secured through a self - sustaining, school led education system.

A. Coastal Academies Trust is

1. A partnership of equals, with each member school accepting collective responsibility for the education of all students in the Trust.
 2. A system of governance and shared leadership that will guarantee excellent educational progress for all students.
 3. 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.
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B. Coastal Academies Trust will

1. Seek to contribute to the social and economic development of the region through the provision of high quality education.
2. Collaborate openly with other trusts and groups of schools that also seek to share good practice, as well as furthering the life chances of its students by building relationships with the wider community.
3. Maintain the individual character of each school, including their financial independence, whilst reporting as a single company.

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

Communication between the Trust Board and Academy LGB

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

Composition of the Coastal Academies Trust Board

Members: Dr Virginia Austin (Chair)
Mr Roy Copper
Mr Neville Hudson
Mr Peter Rodd

Directors: Mr Chris Argent (co-opted)
Mr Hayden Beeling (Associate, Chair of RHA)
Mr Robin Curtis (co-opted)
Mr Paul Luxmoore (Exec Head)
Mrs Claudine Murray (Chair Cliftonville)
Prof Carl Parsons (co-opted)
Vacancy (Chair of Hartsdown)

Chief Operations Manager: Mrs Heidi Russell

Headteachers: Mr Andrew Fowler, Dane Court Grammar School
Ms Kate Greig, King Ethelbert School
Mr Simon Pullen, Royal Harbour Academy (Associate Member)
Mr Andy Somers, Hartsdown Academy
Mrs Jane Troth, Cliftonville Primary School

CAT Board structure:

Members

The Board currently contains 4 Members. These were the senior Directors of the Dane Court and King Ethelbert School Trust, from which Coastal Academies Trust originated and were the Chair and the Vice Chair of that Trust and Chairs of its Committees. Members may appoint another Member by a majority of 75%, but there will be no more than five Members at any one time. New Members do not have to come from the Federated LGB of Dane Court and King Ethelbert.

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 purpose of the Trust.

Whilst the Members represent the original sponsor of the Trust and ultimately have the power to exert their will, they are also Directors and will act in this capacity as a matter of course.

Directors

The Chair of each LGB will be ex officio a Director. Directors may appoint one member of staff as a Director (usually the Executive Headteacher) and may co-opt up to three other Directors in order to improve the range of skills on the Board. The Chairs of the LGBs are required to be ex officio Directors of CAT and their role is to represent the interests of their academy, whilst taking collective responsibility as a Board for all academies in CAT.

Directors will be responsible for

- Strategic oversight: setting the vision and policies for CAT
- Ensuring appropriate governance and decision making in LGBs
- Ensuring compliance with all regulatory requirements
- Oversight of standards and outcomes for students
- Setting appropriate targets and holding the Executive Headteacher and Chief Operations Manager to account
- Reviewing performance across CAT
- Procuring development, improvement and consistency through the sharing of good practice
- Ensuring that LGB and Headteacher judgements are accurate by commissioning external quality assurance
- Agreeing and monitoring budgets
- Ensuring that CAT maintains constructive relationships with the community, including other schools, the LA, DfE, media, business, industry and other stakeholder bodies.
- One Director (Roy Copper) will take overall responsibility for safeguarding.

Responsibilities of the Chair

An election will be held each year in order to choose a Chair, usually during the first meeting of the academic year. The Chair will be elected by a simple majority of Directors. The Chair will be responsible for chairing all Board meetings, setting the agenda for Board meetings in consultation with the Executive Headteacher and Chief Operations Manager and, together with the Executive Headteacher, will represent CAT to the wider community and stakeholders.

Meetings

The Board will meet at least six times per year and will call extraordinary meetings as appropriate. Directors may request the inclusion of agenda items at the Chair's discretion. Calendared meetings will include a written report from each academy and associate schools, as required by Directors and using an agreed pro forma, reporting on student progress and outcomes, attendance and behaviour. The Board will also receive reports from committees, as required by the Chair.

Committees

1. Finance Committee

The Committee will meet four times a year and at any other time considered necessary.

The Finance Committee will consist of the Chairs of Finance from each Local Governing Body, the Accounting Officer and a co-opted member as Chair. 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 Finance Committee will be quorate if three members are present.

The clerk, in consultation with the Committee 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 Finance Committee is an advisory body with no executive powers. However, In order to exercise its role the Finance Committee is authorized by the Board 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.
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- Obtain external professional advice, normally in consultation with the Chair of the Trust. It may not incur expense without the prior approval of the Board.

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

and when invited to provide advice and information:

- Chairs of Local Governing Bodies
- Headteachers/Heads of School
- External auditors

Duties:

Financial Function

- Advise the Board and local governing bodies on issues of strategic financial planning and best financial practice
- Approve the annual budget plans of local governing bodies
- Keep a check on the MAT'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 Academies to the Trust and advise the MAT Board as appropriate
- Promote co-ordination between Academies for joint purchasing, harmonization of financial procedures and the planning and optimization of the use of the Trust's collective financial resources
- Encourage the adoption of best practice in financial management across the Trust and its financial management staff and Local Governing Bodies' Financial Committees.

Audit Function

- Advise the Board and Accounting Officer on the adequacy and effectiveness of the MAT's governance, risk management, internal control and vfm systems and frameworks. An annual report will be produced by the Finance Committee in this regard.
 - Monitor and review the effectiveness of the company's internal audit function.
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- Ensure that the Trust 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 EFA and NAO, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board 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 Multi Academy Trust (MAT) Board for formal agreement.
- Recommend to the MAT the appointment of external auditors for the year following the last agreed financial report and statement.

2. Communications Committee

The Communications Committee will be comprised of at least two Directors and will include the Executive Headteacher and the Chief Operations Manager. It will be responsible for ensuring that the Trust has a good public image and that it is engaged constructively with stakeholders.

3. From time to time, monitoring committees may be set up to deal with particular issues that the Board sees fit to scrutinise more closely. The membership of these committees will be decided by the Board.

Composition of LGBs

Type of Member	Number	Term of Office	How they are appointed
Headteacher	1	Indefinite	Appointed by the CAT Board and LGB
Trust Governors	Up to 8	4 years	By CAT Board resolution. The Board will take into account any representations made by the Academy LGB when considering the appointment of Trust Governors. Trust Governors can be dismissed by the Trust Board.
Teaching staff Governors	1	4 years	Teacher election – secret ballot to be organised by the relevant Academy
Support staff Governors	1	4 years	Support staff election – secret ballot to be organised by the relevant Academy
Parent Governors	2 - 4	4 years	Parent election – secret ballot to be organised by the relevant Academy
Clerk	1	Indefinite	To be appointed by the LGB

Central Functions

CAT does not top slice its member academies, although this is constantly under review and may change as circumstances dictate. However, member academies (and those with associate membership) do have to share the costs of the Executive Headteacher and the Chief Operations Manager, together with any costs associated with their employment. Secondary Academies each currently pay 2/9ths of the Executive Head's salary and Cliftonville Primary 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 Trust academy, costs will be agreed by the academies involved. Costs associated with services provided (or required) by the Trust Board will be paid for by the receiving academy.

Coastal Academies Trust is a single company. Although each school's income is entirely delegated, it remains a part of the single company. Although the Trust Board will always seek to ensure that income delegated to an academy is only used for the benefit of students in that academy, in extreme circumstances, as defined by the Trust Board, delegated funds may be diverted for the use of another member academy. In such unusual circumstances, any funds diverted will be expected to be repaid by the receiving academy.

Budget Setting

Each academy's final budget must be submitted to the Trust Board Finance Committee for ratification by 30 June each year, after having been authorised by each academy's LGB.

Each academy's audit and confirmation of out turn will be submitted to the Trust Board Finance Committee by the end of November each year.

All Headteachers, in conjunction with their Academy LGB, will submit their Improvement Plan, Summary SEF and Curriculum Led Financial Plan to the Executive Headteacher by the beginning of November each year.

Responsibilities

Delegated Duty	Delegated Authority	Comment
Admissions	LGB	All academies will follow the Local Authority Admissions Policy, unless variations to this have been agreed by the Trust Board.
Appointments	See below	
Capital Programme	CAT	Proposed capital programmes in excess of £100,000 need to be submitted to the Trust Board for approval, having been authorised by the LGB, with the assistance of the Executive Headteacher.
Health and Safety	LGB	It is the responsibility of each LGB to ensure that health and safety laws are adhered to and the appropriate health and safety certificates are in place.
Income Generation	LGB	Any income generated belongs to each individual academy for them to invest in the future learning of the students.
Insurance	LGB	Each LGB will be responsible for ensuring that its academy is appropriately insured. The Chief Operations Manager will meet regularly with Finance Officers to ensure that the purchasing power of the whole Trust can be used to ensure that all academies receive best value with their insurance.
Investments	LGB	Surplus monies may be invested at the discretion of the LGB, with best value being achieved by sharing practice between finance officers /bursars.
Pay	See below	
Performance Management	Seebelow	
Permanent Exclusions	Headteacher and LGB	All academies will follow Local Authority procedures for permanent exclusions and permanent exclusion appeals.

Re-structuring, including redundancy	Headteacher, LGB, advised by Chief Operations Manager	Advice might be sought from the Executive Headteacher.
Service Level Agreements / Contracts	LGB CAT – Executive Head, Chief Operations Manager	Depending on its context, each academy may have different SLAs / contracts in place. It is the responsibility of the LGB to negotiate new SLAs/ contracts and to ensure that they are receiving value for money and quality of service. From time to time CAT may procure SLAs on behalf of all academies as part of a best value review. Where better value for money can be obtained by cross CAT SLAs, academies will be expected to comply.
Safeguarding	LGB CAT	Whilst each LGB has responsibility for ensuring that all relevant statutory and regulatory provisions for safeguarding are in place, CAT will retain an overall responsibility for monitoring the effectiveness of these provisions.
Staff discipline	Headteacher and LGB CAT	All staff disciplinary matters should be dealt with according to the agreed school policy (in common with other CAT schools). Appeals against dismissal should be heard by the Trust Board.
Staff recruitment	Headteacher and LGB	The LGB should have an agreed scheme of delegation for making staff appointments, usually delegating this to the Headteacher, with governors involved only in the appointment of senior leadership positions. The CAT Board will be represented in the appointment of the Headteacher and any such appointment must be ratified by the Board.
Standards	LGB CAT	The LGB is responsible for monitoring standards, in particular, student progress, attendance and behaviour. These should be reported to every full LGB meeting, using an agreed pro forma and to each CAT Board meeting, using an agreed pro forma.

APPOINTMENTS

All appointment panels must contain at least one member who has undertaken Safer Recruitment Training

Executive Head	Trust Board, nominated by the Chair (minimum of 3 members, with co-optees as required)
Chief Operations Manager	Board Member, nominated by the Chair , Executive Head
Headteacher	LGB panel, Executive Headteacher, at least one Trust Board member / director nominated by the Chair, Chief Operations Manager. Decision to be ratified by the Trust Board.
Head of School	LGB panel, Headteacher and Executive Headteacher, Chief Operations Manager
Deputy Heads, Assistant Heads	LGB, Headteacher, Executive Headteacher (if required by the Trust Board, where concerns about an academy's performance merit closer intervention)
Curriculum / pastoral leaders	Headteacher with senior leaders, LGB if required by Chair of LGB
All other staff	Headteacher

For all professional hearings involving disciplinary, capability, grievance, ill health capability, redundancy, whistleblowing, some other substantial reason:

Post	Investigation by	Delegated Authority	Appeal
Executive Headteacher	1 Board director	Trust Board - 3 directors, advised by COM	3 Board directors, including Chair, advised by appropriate professional advisor
Headteacher	1 Board director	LGB and Executive Headteacher, advised by COM	3 Board directors, including Chair, advised by appropriate professional advisor
Head of School	1 Board director	LGB and Executive Headteacher, advised by COM	3 Board directors, including Chair, advised by appropriate professional advisor
Chief Operations Manager	1 Board director	Board director and Executive Headteacher, advised by appropriate professional adviser	3 Board directors, including Chair, advised by appropriate adviser
Deputy Heads, Assistant Heads and all other staff	As delegated by Headteacher	LGB panel and Headteacher, advised by COM	3 Board directors, advised by appropriate professional adviser

OTHER HR FUNCTIONS	
Function	Delegated Authority
Settlement agreements up to and including £30,000	LGB, Headteacher, supported by COM and with advice if required from Executive Headteacher
Settlement agreements in excess of £30,000	Executive Headteacher, LGB, Headteacher, supported by COM

Function	Delegated Authority
Performance Management <ul style="list-style-type: none"> • Executive Headteacher • Chief Operations Manager • Headteacher • Deputy Headteachers and Assistant Heads • All other posts 	<ul style="list-style-type: none"> • Chair of Board plus at least one other Board member • Executive Headteacher, Chair of Board • LGB and Executive Headteacher • Headteacher • Headteacher or delegated by the Headteacher