



## Ribbon Academy Trust Scheme of Delegation

### Introduction

The Board of Trustees is accountable in law for all major decisions about our Academy. However, this does not mean that the Board is required to carry out all the Trust's governance functions, and many are delegated, including, for example, to the Head Teacher and the Board's Business Committee. It is vital that the decision to delegate a function is made by the full Board of Trustees and is recorded. Without such delegation, the individual or committee has no power to act.

The Scheme of Delegation (SoD) is the key document defining the lines of responsibility and accountability in the Trust. It aims to be a simple, yet systematic way, of ensuring that the Members, Trustees, Full Board, Board Committees, Senior Leadership Team (SLT) and Head Teacher are all clear about their roles and responsibilities. This overarching SoD for all decision making in the Trust should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook. The detail of delegation is not set out in the Articles of Association but can be found on the Trust website together with it.

### The status of a scheme of delegation

A scheme of delegation must be fit for purpose which means it clearly demonstrates the lines of accountability. The Board has the power to appoint or remove committee at any time.

### Format, structure, and clarity

Our model aims to clarify decision making and lines of accountability in a simple, succinct, and clear format. Each model includes:

- A structure diagram which shows the layers of governance and lines of accountability.
- A short paragraph of text which describes the structure.
- Detailed narrative on roles and responsibilities.
- A grid format, with columns for each layer of governance, enables stakeholders to quickly determine who is responsible for each strategic decision within the Trust. The grid is in four key areas to reflect both the governance framework and the three core functions of the Governing Board:

1. The governance framework:

- a. People
- b. Systems and structures
- c. Reporting

2. Being strategic

3. Holding to account

4. Ensuring financial probity and compliance with the Academy Trust Handbook.

The model is intended to be working a document that the Board can revise and adapt in response to circumstances.

### Review and adapt

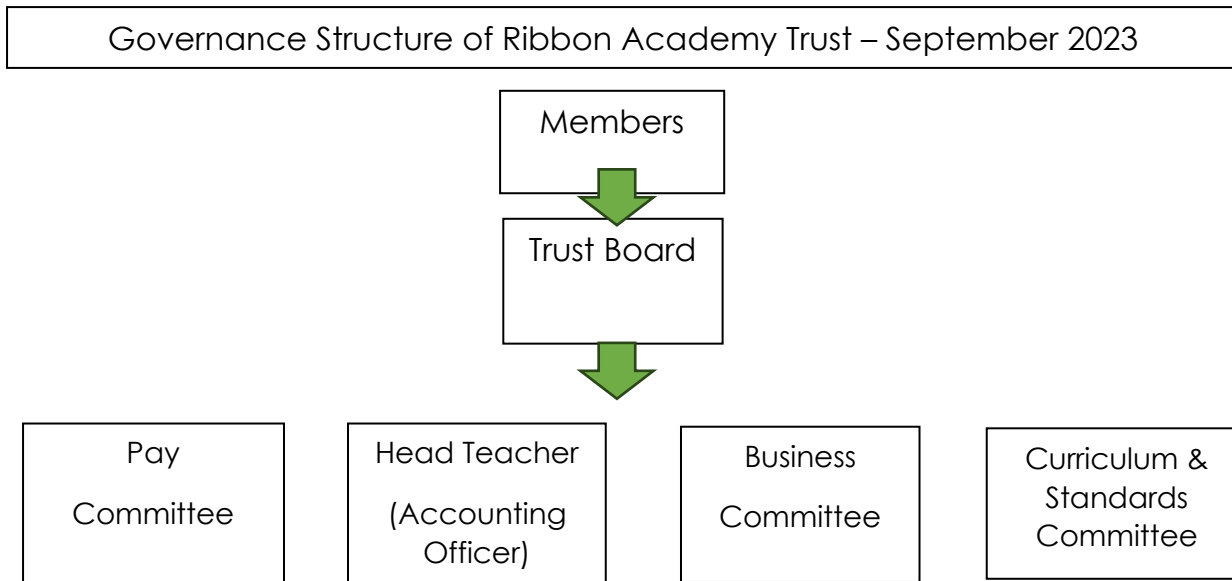
Over time, both governance and management may have cause to change. The SoD should be reviewed annually, with changes made as the context changes, if necessary, each year. This is not a failure, but recognition of the need to be responsive to changing circumstances and to adapt accordingly.

The scheme of delegation will:

- Promote a culture of honesty and accountability.
- Ensure everyone is clear about which decisions the Trust Board have responsibility for.
- Identify responsibility for the appointment and performance management of the Head Teacher.

- Identify responsibility for policy and practice.
- Identify responsibility for oversight of educational performance in the Academy.
- Identify responsibility for oversight of the Academy's budget.
- Identify responsibility for assessment of risk in the Academy.

### Delegation to committees



### Governance structure and lines of accountability

- The Board of Trustees is responsible for the three core governance functions.
- The Board of Trustees appoint the Head Teacher, to whom it delegates responsibility for delivery of its vision and strategy and will hold to account for the conduct and performance of the Academy and for its financial management.

### Roles and responsibilities

#### The Role of 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 were the signatories to the Memorandum of Association and will have agreed the Trust's articles of association (the legal document which outlines the governance structure and how the Trust will operate). 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 objects are 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.

There must be at least three Members and they are not permitted to be employees of the Trust.

#### The Role of Trustees

The Trust 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 Directors are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. NGA uses the term Trustee as it avoids the possible confusion.

The Trustees are responsible for the general control and management of the administration of the Trust, 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, for the performance of the Academy, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos, and strategic direction.
2. Hold the Head Teacher and management team to account for the educational performance of the Academy and their pupils and the performance management of staff.
3. Oversee the financial performance of the Academy and make sure its money is well spent.

### **The Role of 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. The Trust Board must appoint Board Committee Chairs and Committee Members according to their skills. The Academies Financial Handbook 2023 makes it clear that the Board of Trustees 'should have an audit and finance committee to which the Board delegates financial scrutiny and oversight', however this can be within another committee. In Ribbon Academy, the audit function is within the Business Committee.

### **The role of the Head Teacher (Accounting Officer)**

The Head Teacher has the delegated responsibility for the operation of the Academy. The Head Teacher is also the Accounting Officer so has overall responsibility for the operation of the Academy's financial responsibilities and must ensure that it is run with financial effectiveness and stability, avoiding waste and securing value for money.

### Scheme of Delegation – Functions and Decisions

Column blank: Action can be undertaken at the specified level.  
 Column shaded: Function cannot legally be carried out at this level.

Key function	Task	Decision level			
		Members	Board of Trustees	A Committee of the Board of Trustees	Head Teacher
Budgets & Accounts	Approve budget plan for the financial year as well as 3-year plan		√		
	Monitor monthly expenditure			√	√
	Establish charges & remissions policy			√	
	To enter contracts (refer to Financial Scheme of Delegation)		√	√	√
	Ensure Academy annual accounts are prepared within the appointed time frame			√	√
	To approve and submit the annual accounts		√		
	Management of risk: establish register, review, and monitor		√		
	Benchmarking and value for money: ensure robustness			√	
	To receive the Annual Report and Accounts	√			
	Review annually, appoint and receive reports from the External Auditors	√	√		
	Develop, review, and approve procurement strategies and efficiency savings programmes			√	
	Review annually, appoint and receive reports from the Internal Auditors		√	√	

Key function	Task	Decision level			
		Members	Board of Trustees	A Committee of the Board of Trustees	Head Teacher
Staffing	Head Teacher appointments		√		
	SLT appointments		√		
	Teaching and classroom-based support staff appointments			√	√
	Non-classroom-based support staff appointments				√
	Pay policy		√		
	Establish and review procedure for addressing staff disciplinary, conduct, and grievance			√	
	Dismissal of the Head Teacher		√		
	Dismissal of other staff			√	
	Suspension of the Head Teacher		√		
	Suspension of other staff			√	√
	Ending suspension of the Head Teacher		√		
	Ending the suspension of all other staff			√	
	Determining staffing requirements			√	√
	Dismissal payments/early retirement			√	√
Key function	Task	Decision level			
		Members	Board of Trustees	A Committee of the Board of Trustees	Head Teacher
Curriculum	Establish and implement Curriculum Policy				√
	Approval of Curriculum Policy			√	
	Responsibility for standards of teaching				√

Key function	Task	Decision level			
		Members	Board of Trustees	A Committee of the Board of Trustees	Head Teacher
	Decide which subject options will be taught including activities outside the school day			√	√
	Responsibility for individual child's education				√
	Provision of sex education – includes establishing and maintaining an up to date policy				√
	To prohibit political indoctrination and ensuring a balanced treatment of political issues				√
Performance Management	Establish Performance Management Policy and review annually		√	√	
	Implement the Performance Management Policy				√
Target setting	Set and publish targets for pupil achievement				√
Discipline/Exclusions	Establish a discipline policy			√	√
	Review use of exclusion and decide whether to confirm permanent and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination (can be delegated to chair/vice chair in case of emergency)			√	

Key function	Task	Decision level			
		Members	Board of Trustees	A Committee of the Board of Trustees	Head Teacher
	Direct reinstatement of excluded pupils				√
Admissions	Consult annually before setting an Admissions Policy		√		
	Admissions: applications decisions (main round)		√	√	
Collective worship	Arrangements for collective worship				√
Premises & Insurance	Buildings insurance, personal liability & Governors' Indemnity Insurance			√	
	Develop Academy building strategy			√	
	Procure & maintain buildings, including properly funded maintenance programme			√	
Health & Safety	Institute a Health & Safety policy		√		
	Ensure Health & Safety regulations are followed			√	
School organisation	Set times of Academy day and dates of Academy terms and holidays		√		√
	Ensure Academy meets 380 sessions in a school year				√
	Ensure Academy lunch nutritional standards are met				√
Information for parents	Prepare and publish the Academy prospectus				√
	Ensure provision for free school meals to those students meeting the criteria				√

Key function	Task	Decision level			
		Members	Board of Trustees	A Committee of the Board of Trustees	Head Teacher
	Adopt and review home school agreements				√
Board procedures	Appoint (and remove) the chair and vice chair		√		
	Appoint (and dismiss) the clerk to the Trustees		√		
	Hold a full Board meeting at least 3 times in the Academy year		√		
	Appoint (and remove) Trustees	√	√		
	Set up register of Trustees business interests		√		
	Approve and set up trustee expenses scheme		√		
	Discharge duties in respect of pupils with special needs by appointing a 'responsible person'		√		
	Consider whether to delegate functions to individuals or committees		√		
	To delegate 'Chair's Action' to the Chair of Trustees		√		
	Regulate the Board procedures		√		
Board procedures	Members: Appoint or remove	√			
	Articles of Association: review and agree	√			
	Governance structure (committees): establish and review annually		√		
	Terms of reference for Board committees and scheme of delegation		√		



Key function	Task	Decision level			
		Members	Board of Trustees	A Committee of the Board of Trustees	Head Teacher
	Skills audit: complete and recruit to fill gaps annually		√		
	Annual self-review of trust board and committees		√		
	Annual schedule of business for the trust board		√		
Extended schools	Decide to offer additional activities & what form these should take				√
	Put in place and ensure delivery of services to be provided				√
	Cease providing extended school provision				√
Inclusion and equality	To establish and publish annually an 'Equality information and objectives statement' and review equality objectives every four years		√	√	
	To establish and review a special educational needs (SEN) and disability policy		√		
	To designate a 'responsible person' for Safeguarding		√		
	To designate a 'responsible person' for looked after children		√		
	To establish an accessibility plan and review it every three years			√	
	To establish and review annually a child protection policy and relevant procedure		√		

