



# Scheme of Delegation 2024-25

## Document Control Document Information

	Information
Document Name	Scheme of Delegation
Version	5.1
Document Author	S Edwards
Document Approval	ELAN Trust Board
Document Status	Final
Publication Date	July 2024
<b>Review Date</b>	<b>July 2025</b>
Distribution	Board/LGBs/Central/Schools

## Version Control

Version	Issue Date	Amended by	Comments
1.0	January'19	L Winter	
2.0	June'20	L Winter	
3.0	May 2022	L Winter	Updated to reflect trust practice and feedback received from stakeholder groups
4.0	July 2023	S Edwards	Updated governance structure to include new school joined. Added CFO appointment to HR section.
5.0	July 2024	S Edwards	Annual review. Updated to reflect trust practice and procedure. Reviewed against Academy Trust Handbook and DfE Academy Trust Governance Guidance. Consulted with key stakeholder groups
5.1	Sept 2024	S Edwards	Corrected error in HR section for senior leadership redeployments.

## **Purpose of this document**

The purpose of this Scheme of Delegation is to set out the lines of responsibility and accountability in the Extend Learning Academies Network Multi-Academy Trust so that roles and responsibilities in the governance and executive structures are clear. The delegations laid out in this document are also reflected in the Terms of Reference for the Board of Trustees and Local Governing Bodies (LGBs).

The quality and effectiveness of our governance is fundamental in ensuring that we are successful in delivering our vision and strategic priorities.

### **ELAN Vision**

We are dedicated to providing an EXTRAORDINARY education that empowers our children and staff to achieve their best and always be proud of who they are and what they do.

### **ELAN Values**

- We embrace individuality.
- We do the right thing.
- We work together.

## **Our Governance Structure**

### **Members**

ELAN members fulfil the requirements of company law (receiving accounts, appointing further members, changing the memorandum etc.). They are tasked with assessing if the board of trustees is performing well and, as such, are ensuring that the purpose of the trust is being met and its charitable object is being fulfilled. Each member will bring knowledge and expertise in his or her specific areas of practice including practical guidance where relevant. The members hold and attend an annual general meeting (AGM) once a year.

### **Board of Trustees**

ELAN trustees have overall responsibility and ultimate decision-making authority for all the work of the trust. The trustees will oversee the educational standards, performance and finances of all the academies in the trust and meet the government guidelines on safeguarding, equality and diversity. It will be up to the board of trustees to decide what matters to delegate to the local governing body through the scheme of delegation.

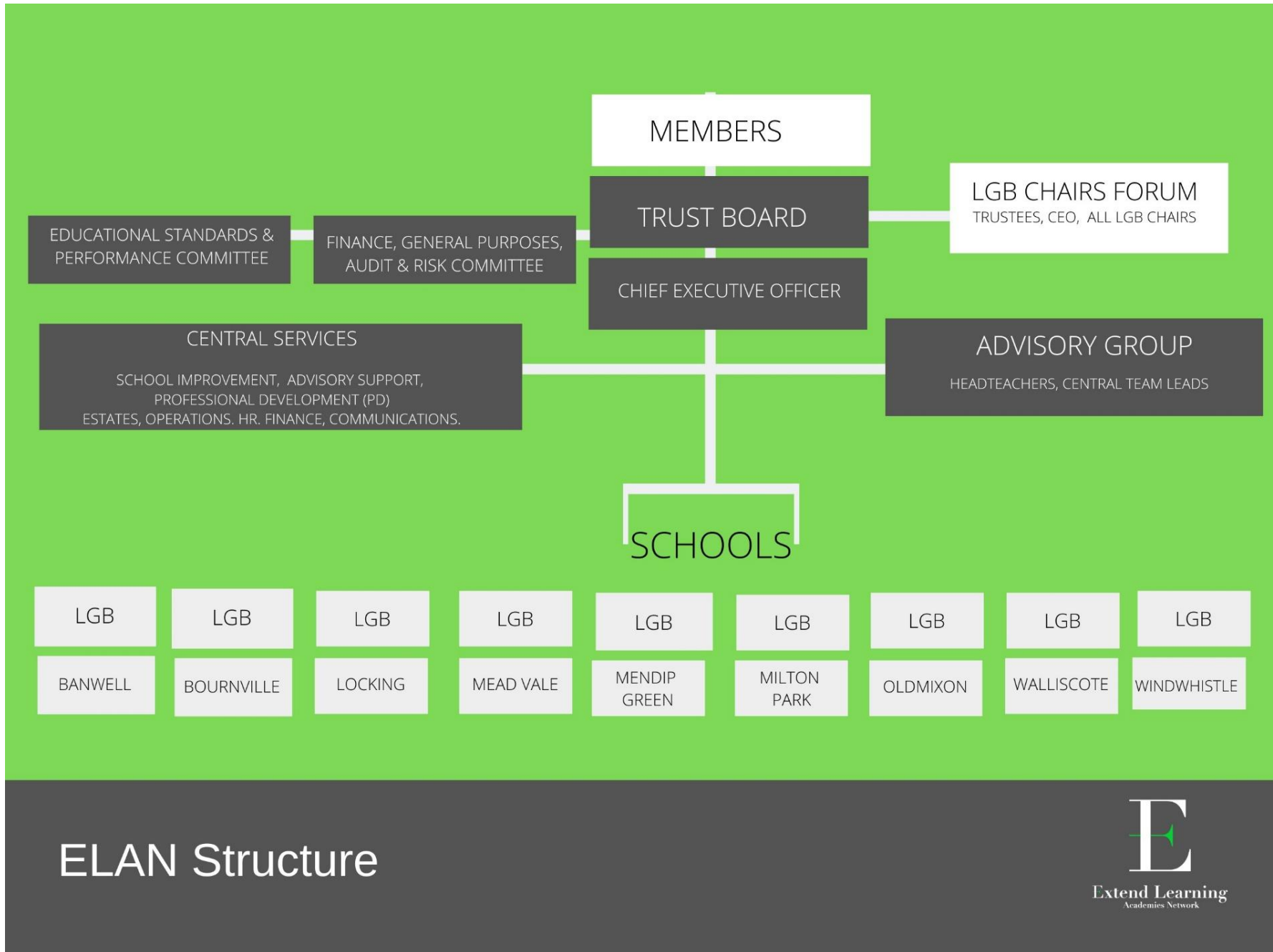
### **Trust Board sub - committees**

The board will establish sub-committees as it considers necessary. Membership of these committees will come from the board of trustees who will form the majority of committee members, additional expertise will be brought into the committees through other individuals who have the requisite skills.

### **Local Governing Bodies**

Each school within the Extend Learning Academies Network (ELAN) has a Local Governing Body (LGB) who have defined delegated responsibilities. LGBs perform an essential role in providing local governance as well as providing important accountability information and local knowledge which assists the trustees in the fulfilment of their duties. The remit of the LGB includes:

- Maintaining an overview of the standards and educational performance of the school.
- Providing support and challenge to the headteacher and leadership team.
- Monitoring the financial performance of the school to ensure that its money is well spent as appropriate to the scheme of delegation.



# ELAN Structure



**In this Scheme of Delegation, the phrases used have the following meanings:**

**Approve:** The individual/group has responsibility for approving/authorising an action

**Comply:** the individual/group will follow agreed policies and procedures.

**Consult:** the individual/group that should be consulted as part of the process of completing a particular task.

**Deliver:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals.

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

**Develop:** the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks.

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately

*To assist interpretation of the matters delegated the table below provides additional comment as appropriate.*

		Members	Trustees	CEO	Advisory Group (Heads/Central Leads)	LGB	Headteacher
	<b>STRATEGY &amp; LEADERSHIP</b>						
<b>STRATEGY AND LEADERSHIP</b>	Ratify Articles of Association and Memorandum	Approve					
	To establish and review Trust governance structure	Consult	Develop Deliver	Recommend	Consult	Consult	
	To construct the scheme of delegation & exercise this delegation to individuals, academies & committees to ensure responsibility for all key functions are performed and communicated appropriately	Consult	Determine Approve	Develop	Consult	Consult Comply	Comply
	Establish governance terms of reference and review annually (Board, committees, LGBs)		Determine Approve	Develop	Consult	Consult Comply	
	Set The Vision and objectives of the Trust – Produce the Trust Strategic Plan	Consult	Determine Approve	Develop Deliver	Consult	Consult	
	Set strategic Vision and objectives of the schools			Approve		Develop Approve	Develop Deliver
	Deliver strategic objectives of the Trust		Review	Deliver	Review		Deliver
	Deliver the strategic vision and objectives of the school		Review	Review		Review	Deliver

		Members	Trustees	CEO	Advisory Group (Heads/Central Leads)	LGB	Headteacher
<b>STRATEGY &amp; LEADERSHIP</b>	<b>Scrutiny</b> – review & challenge progress of the Trust against its strategic objectives and KPIs	<b>Review</b> progress of the Trust & Academies	<b>Review</b> progress of the Trust & Academies <b>Deliver</b> Scrutiny	<b>Review</b> progress of the Trust & Academies <b>Report</b> progress of the Trust & Academies <b>Deliver</b> Scrutiny	<b>Review</b> educational strategy and outcomes	<b>Review</b> progress of the School <b>Report</b> progress to the CEO <b>Deliver</b> Scrutiny	<b>Report</b> progress of the School to the LGB
	<b>Compliance: Funding Agreement</b> comply with all obligations including the Academy Trust Handbook		<b>Review</b>	<b>Deliver Report</b>		<b>Review</b>	<b>Deliver Report</b> to LGB & CEO
	<b>Compliance: Regulatory</b> – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)		<b>Review</b>	<b>Deliver Report</b> to the Board		<b>Review</b>	<b>Deliver Report</b> to LGB & CEO
	<b>Compliance: Financial Oversight</b> - 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		<b>Determine</b> policies to ensure compliance <b>Review</b>	<b>Deliver Report</b> to the Board		<b>Review</b>	<b>Deliver Report</b> to LGB & CEO
	<b>Compliance</b> – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions		<b>Determine</b> policies to ensure compliance <b>Deliver</b>	<b>Deliver Report</b>		<b>Deliver</b>	<b>Deliver</b>
	<b>Appointment / removal of Members</b>	<b>Deliver</b>					
	<b>Appointment / removal of trustees</b> ensuring processes are in place for appointment of trustees with the skills needed to run the Trust	<b>Deliver</b> Members may appoint up to 7 trustees	<b>Deliver</b> Appointment of co-opted trustees  <b>Review</b> the Board's own performance				

	Members	Trustees	CEO	Advisory Group (Heads/Central Leads)	LGB	Headteacher
<b>Appointment / removal of Governors</b> ensuring processes in place for appointment of governors with the skills needed for effective governance		<b>Determine</b> policies and criteria for the selection / removal of governors  <b>Review</b> performance of the LGBs	<b>Report</b> to the Board on the performance of the LGBs <b>Review</b> annually the size, structure and composition and skill of LGBs <b>Recommend</b> , if appropriate, changes to the size and composition of the LGBs		<b>Review &amp; Deliver</b> procedures for the election of staff and parent governors and the appointment / removal of co-opted members of the LGB  <b>Review</b> the LGB own performance	
<b>Appointment of the Accounting Officer and Audit Committee</b>		<b>Deliver</b> appoint Accounting Officer and (if necessary) the Audit Committee	<b>Deliver</b> the Accounting Officer role			
<b>Appointment of the Company Secretary</b>		<b>Deliver</b>	<b>Recommend</b>			
<b>Appointment of Governance Professionals – Board and LGBs</b>		<b>Deliver</b> for Board	<b>Recommend</b>		<b>Deliver</b> for LGB	
<b>Policies – review and approval of Trust Wide Policies</b> (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)		<b>Approve</b>	<b>Develop</b> present policies to the Board for approval <b>Deliver</b> <b>Report</b> non-compliance to the Board	<b>Consult</b>	<b>Comply</b> with all policies approved by the Board. Report non-compliance to CEO/Board	<b>Comply</b> with all policies approved by the Board. Report non-compliance to CEO/Board <b>Report</b> non-compliance to the LGB and CEO
<b>Training programmes for Leadership and Governance</b>		<b>Review</b>	<b>Develop</b> <b>Deliver</b>	<b>Consult</b>	<b>Review</b>	<b>Develop</b> <b>Deliver</b>

		Members	Trustees	CEO	Advisory Group (Heads/Central Leads)	LGB	Headteacher
	<b>EDUCATION &amp; CURRICULUM</b>						
<b>EDUCATION &amp; CURRICULUM</b>	<b>Trust Education Plan</b> (Setting Key Performance Indicators and reviewing performance of the Trust)		<b>Determine Review</b>	<b>Develop Deliver</b> with School improvement lead	<b>Consult Develop</b>	<b>Review</b>	<b>Consult Develop</b> School Development Plan in line with the trust development plan <b>Deliver</b>
	<b>Continuous School Improvement plan (CSI) for each school</b> (aligned with Trust strategic aims) – Inc. reviewing performance against KPIs			<b>Review Approve</b>		<b>Consult Review Determine</b>	<b>Develop Deliver Review</b>
	<b>Quality of Education</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		<b>Review</b> the work of the CEO	<b>Review Deliver</b> supporting the schools and intervening where appropriate <b>Report</b> to Trustees and LGBs	<b>Consult Develop Review</b>	<b>Review</b> school performance	<b>Deliver</b> an effective quality of education (QoE) <b>Review</b> QoE <b>Develop</b> QoE <b>Report</b> outcomes
	<b>Curriculum</b> – setting the curriculum for the schools and reviewing its effectiveness		<b>Review</b> effectiveness of the curriculum across Trust	<b>Deliver</b> with School improvement lead <b>Review</b>	<b>Consult Develop Review</b>	<b>Review</b>	<b>Deliver Develop Review</b>
	<b>Pupil Premium</b> – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		<b>Review</b>	<b>Deliver Report</b> on effectiveness of use of the Pupil Premium	<b>Consult Develop</b>	<b>Review</b> how Pupil Premium is spent at the School	<b>Develop Deliver Report</b> on effectiveness of use of the Pupil Premium
	<b>Set admissions policy</b>		<b>Deliver</b>	<b>Develop</b>	<b>Consult</b>	<b>Consult Comply</b>	<b>Consult Comply</b>



		Members	Trustees	CEO	Advisory Group (Heads/Central Leads)	LGB	Headteacher
	Admission decisions					Deliver	Consult
	Collective worship arrangements for school without religious character					Review	Deliver
	Pupil issues (including attendance, exclusions, punctuality and disciplinary matters for each School)		Review	Review Recommend		Review Report to the Board and CEO	Deliver Report to the LGB and CEO
	Term Dates and School Hours setting the opening and closing times for the schools		Approve	Develop	Consult	Consult	Deliver Comply
	School lunch-ensure provided to appropriate nutritional standards		Review	Deliver via contract	Consult - contract setting only	Review	Deliver
	Provision of free school meals to those meeting criteria		Review	Review		Review	Deliver Report

		Members	Trustees	CEO	Advisory Group (Heads/Central Leads)	LGB	Headteacher
	<b>FINANCIAL</b>						
<b>FINANCIAL</b>	<b>Funding Model</b> - agreeing a funding model across the Trust (and develop an individual funding model for the schools) to secure the Trust's financial health in the short term and the long term		<b>Determine</b> <b>Approve</b>	<b>Recommend</b> a funding model to the Board for approval. Advised by the CFO <b>Review</b> <b>Deliver</b>	<b>Consult</b>	<b>Consult</b> <b>Review</b> compliance with the overall financial plan for the School	<b>Consult</b> <b>Comply</b>
	<b>Trust Annual Budget</b> – formulating and setting the Trust wide budget	<b>Review</b>	<b>Determine</b> <b>Approve</b>	<b>Deliver</b> preparation of Trust budget and present to the Board for approval. <b>Review</b> submission of Trust budget to the ESFA <b>Report</b>	<b>Consult</b>		
	<b>School Annual Budgets</b> – formulating and determining the proportion of the overall budget to be delegated to each School (including uses of contingency funds/ balances)		<b>Approve</b>	<b>Develop</b> undertaken by the CFO in consultation with Head/LGB and presented to the Board for approval. <b>Review</b> submission of school budgets to the EFA	<b>Consult</b>	<b>Consult</b> <b>Comply</b>	<b>Consult</b> <b>Deliver</b> <b>Comply</b>
	<b>In Year Budget Monitoring and financial reporting</b>		<b>Review</b>	<b>Review</b> <b>Report</b> <b>Deliver</b>		<b>Review</b>	<b>Review</b> <b>Report</b> <b>Deliver</b>
	<b>Delegated Budgets and Finances</b> - in the form of a scheme of delegation of financial authority to the School's		<b>Determine</b>	<b>Deliver</b> recommend financial limits to the Board. CFO advise <b>Review</b> effectiveness of limits		<b>Review</b> <b>Delivery</b> (school) <b>Comply</b> adherence to limits	<b>Comply</b> adherence to limits

		Members	Trustees	CEO	Advisory Group (Heads/Central Leads)	LGB	Headteacher
<b>FINANCIAL</b>	<b>Financial Policies –</b> establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements		<b>Recommend</b> <b>Approve</b>	<b>Develop</b> <b>Review</b> compliance with policies. Advised by the CFO. Report any issues or non-compliance to the Board. <b>Deliver</b>	<b>Consult</b>	<b>Review</b> compliance within policies <b>Report</b> any issues or non-compliance to the CEO	<b>Comply</b>
	<b>Approving annual accounts</b>	<b>Review</b> Members to formally receive the annual accounts at the AGM	<b>Approve</b>	<b>Deliver</b> arrange for auditing and filing of annual report and accounts. Advised by the CFO		<b>Comply</b> by keeping proper records in respect of the school and providing such information to assist the Trust in preparation of the annual accounts.	<b>Comply</b> by keeping proper records in respect of the school and providing such information to assist the Trust in preparation of the annual accounts.
	<b>Appoint/remove internal auditors</b>		<b>Review</b> <b>Approve</b>	<b>Recommend</b> to the Board for approval. Advised by the CFO			
	<b>Appoint/remove external auditors</b>	<b>Approve at AGM</b>	<b>Review</b>	<b>Recommend</b> to the Board/Members for approval. Advised by the CFO			
	<b>Receive and respond to internal and external Audit</b>		<b>Review</b> <b>Approve</b>	<b>Review</b> <b>Deliver</b>		<b>Comply</b>	<b>Comply</b>
	<b>Corporate Risk Register</b>		<b>Review</b> <b>Determine</b> <b>Approve</b>	<b>Deliver</b> management of corporate risk register. Advised by the CFO and central leads <b>Report</b>		<b>Review</b> school risk register	<b>Deliver</b> management of school risk register
	<b>Investments –</b> agreeing the investment policy in line with the Academy Trust Handbook and any internal polices and controls		<b>Determine</b> <b>Review</b> <b>Approve</b>	<b>Deliver</b> <b>Report</b>			

		Members	Trustees	CEO	Advisory Group (Heads/Central Leads)	LGB	Headteacher
	HR						
HR	Appoint and dismiss CEO (in line with recruitment policy)	<b>Consult</b>	<b>Deliver</b> advised by head of HR or external consultant				
	Appoint and dismiss CFO (in line with recruitment policy)		<b>Deliver</b> advised by head of HR or external consultant				
	Appoint and dismiss Hub Leads/Executive Headteacher (in line with recruitment policy)		<b>Consult</b> <b>Approve</b>	<b>Recommend</b> <b>Deliver</b>		<b>Consult</b> to be determined by the CEO	
	Appoint and dismiss Headteacher / Head of School (in line with recruitment policy)		<b>Approve</b>	<b>Recommend</b> <b>Deliver</b>		<b>Consult</b> at least one representative to sit on the appointment panel with the CEO	
	Appoint and dismiss Deputy Headteacher / Assistant Headteacher (in line with recruitment policy)			<b>Consult</b> HR to be kept informed of staffing changes and central input to the interview process		<b>Consult</b> at least one representative to sit on the appointment panel	<b>Recommend</b> <b>Deliver</b>
	Appoint and dismiss Central Leads (in line with recruitment policy)		<b>Consult</b> <b>Review</b>	<b>Deliver</b>	<b>Consult</b>		
	Appoint and dismiss school Staff (in line with recruitment policy)			<b>Consult</b> <b>Approve via HR</b>		<b>Consult</b> LGB to be kept informed of staffing changes and given the opportunity to participate in interview/dismissal processes	<b>Recommend</b> <b>Deliver</b>

<b>HR</b>	Senior Leadership redeployments (in line with recruitment policy)			Recommend Approve via HR Deliver		Consult LGB to be kept informed of staffing changes	Consult
	Staff redeployments (in line with recruitment policy)			Recommend Approve via HR		Consult LGB to be kept informed of staffing changes	Consult Deliver
	Determine the Trust's staffing structure		Approve	Recommend Deliver	Consult		
	Determine the school's staffing structure			Consult Approve via HR		Consult	Recommend Deliver
	Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations		Recommend Approve	Recommend Deliver	Consult	Review	Consult Comply
	Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's policies and all statutory regulations)		Review Recommend Approve	Deliver Comply Review Report annually on appraisal arrangements and outcomes	Consult	Consult Review	Comply Review Report annually on appraisal arrangements and outcomes
	Setting Terms and Conditions of Employment and Staff Code of Conduct		Determine Approve	Recommend Deliver	Consult	Consult	Consult Comply
	Reviewing discipline and grievance policy		Review Approve	Recommend Deliver	Consult	Consult	Consult
	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academy Trust Handbook and the Trust's procurement policy		Recommend Approve	Develop Deliver	Consult	Comply	Comply

		Members	Trustees	CEO	Advisory Group (Heads/Central Leads)	LGB	Headteacher
	<b>BUSINESS OPERATIONS</b>						
<b>Business Operations</b>	Determining and allocating central services provided to the Schools by the Trust		<b>Approve</b> <b>Review</b>	<b>Deliver</b>	<b>Consult</b>		<b>Consult</b>
	Overseeing the effectiveness of services provided centrally by the Trust		<b>Review</b> <b>Determine</b>	<b>Deliver</b> <b>Report</b>	<b>Consult</b>	<b>Report</b>	<b>Consult</b>
	Asset and Premises Maintenance Strategy – determining use of School premises and ensuring premises are adequately maintained		<b>Determine</b> Trust wide policy <b>Review</b>	<b>Recommend</b> advised by the central team <b>Deliver</b>	<b>Consult</b>	<b>Determine</b> school plan in accordance with Trust policy <b>Review</b> delivery of school plan	<b>Deliver</b> in accordance with School policy <b>Report</b>
	Acquiring and disposing of Trust land	<b>Consult</b>	<b>Determine</b> <b>Approve</b> (ESFA agreement required)	<b>Recommend</b>	<b>Consult</b>	<b>Consult</b>	
	Changing use of Assets	<b>Consult</b>	<b>Determine</b> <b>Approve</b> (ESFA agreement required)	<b>Recommend</b>		<b>Recommend</b> to the Board of any changes to fixed assets used by the school	<b>Recommend</b> to the Board of any changes to fixed assets used by the school
	Arranging insurance for the Trust		<b>Review</b> <b>Approve</b>	<b>Deliver</b>	<b>Consult</b>		
	Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community		<b>Review</b>	<b>Deliver</b> trustwide activities advised by the central team	<b>Consult</b>	<b>Comply</b>	<b>Comply</b>
	School Prospectus			<b>Review</b> <b>Approve</b>		<b>Review</b> <b>Recommend</b>	<b>Develop</b> <b>Deliver</b>
	Trust Prospectus and website		<b>Review</b>	<b>Deliver</b>	<b>Consult</b>	<b>Consult</b>	