

# Scheme of Delegation

EPAT

Believe Succeed Together

|                        |           |
|------------------------|-----------|
| Date Reviewed          | June 2022 |
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## Contents

|   |   |
|---|---|
| 1.0 Introduction .....                                  | 3 |
| 2.0 The Academy Trust .....                             | 3 |
| 3.0 Financial Roles and Responsibilities.....           | 3 |
| 4.0 Terms of Reference - Governance .....               | 4 |
| 5.0 Terms of Reference – Leadership and Management..... | 4 |
| 6.0 Interpretation.....                                 | 7 |
| 7.0 Approved Version .....                              | 7 |
| 8.0 Date of Review .....                                | 7 |

## **1.0 Introduction**

This Scheme of Governance, Management and Delegation (SoD) has been made by the Trustees of Eastwood Park Academy Trust (EPAT) in exercise of the powers conferred on them by Articles 105 and 137 of the Academy Trust's Articles of Association.

The Trust will have three layers of governance - Members, Trustees and Local Governing Bodies (LGB). Additionally, the Trustees shall form a Finance and Audit Committee for the purposes of ensuring sound financial planning and control of the Trust.

The current version of this SoD shall be kept on the Trust's Website [www.epat.education](http://www.epat.education). This SoD shall be reviewed annually, in September, unless the Trustees agree to vary this.

## **2.0 The Academy Trust**

The Trust is responsible for The Eastwood Academy and Bournemouth Park Academy and any further academies that may join in the future.

The Trust has entered into a Master Funding Agreement and separate Supplemental Funding Agreements for each academy under section 1 of the Academies Act 2010.

The Funding Agreement places a number of requirements on the Trust, including the requirement to comply with the Department for Education's (DfE) Academies Financial Handbook.

## **3.0 Financial Roles and Responsibilities**

The Trust has defined the roles and responsibilities of each person involved in the administration of academy finances to avoid the duplication or omission of functions and to provide a framework of accountability for Members, Trustees, LGB and staff – refer to [Financial Regulations Policy](#) and [Academy Trust Handbook 2021](#)

## 4.0 Terms of Reference - Governance

| Level of Governance         | Area         | Responsibilities   |
|-----------------------------|--------------|--|
| Members                     | Constitution | Appoint and remove Trustees.<br>Amend and approve changes to the Articles of Association.  |
|                             | AGM          | Attend and contribute to the AGM.  |
| Trustees (Board)            | Strategy     | Set the vision, ethos and strategy for the Trust.<br>Approve the ADP and SEF of each academy within the Trust.   |
|                             | Leadership   | Appoint executive positions in the Trust e.g. CEO, and in each academy appoint the Principal, Vice/Assistant Principals and Finance Officer.<br>Determine and approve the leadership structures in each academy.   |
|                             | Performance  | Ensure that all academies in the Trust are effectively challenged and supported to maximise outcomes.<br>Scrutinise academies' pupil performance data, termly reports and SEF, and measure impact against ADP key development priorities and the vision of the Trust.<br>Hold the CEO to account.<br>Undertake a 360° review of its own performance on annual basis.   |
|                             | Finance      | Refer to the terms of reference of the Finance and Audit Committee.  |
|                             | Operations   | Approve Trust policies (those applicable to all employees in the Trust).<br>Approve and review the terms of reference of committees.<br>Ensure effective consultation and communication with all constituent parts of the Trust.   |
|                             | Safeguarding | Review the LSB Audit for Safeguarding for each academy in the Trust.   |
|                             | Admissions   | Determine the admissions arrangements for all academies in the Trust.  |
| Finance and Audit Committee | Finance      | Review individual academy budgets, the annual budget for the Trust and long-term budget plans.<br>Regularly monitor the actual income and expenditure against budget at academy and Trust level.<br>Consider the achievement of value for money.<br>Consider responses to any external management letters.<br>Ensure the annual accounts are produced in accordance with Company and Charity law and DfE guidance.<br>Authorise the award of contracts over monetary values as defined in the Trust's Financial Regulations.<br>Review the audit reports on the effectiveness of the financial procedures and controls.<br>Review and approve virements and transactions in accordance with the Trust's Financial Regulations.<br>Oversee tendering and award of contracts in accordance with the Trust's Financial Regulations.<br>Annually review and update the Trust's Financial Regulations and finance-related policies.<br>Review and approve the Trust Risk Register.<br>Review information/returns to the DfE and/or EFA that affects funding.<br>Undertake independent checking of financial controls, systems, transactions and risks.<br>Discuss with the external auditor the nature/scope of each forthcoming audit and ensure that the auditor has the fullest co-operation of staff. |
| LGB                         | General      | Discuss issues relating to: pupil performance; quality of teaching; learning and assessment; and personal development, behaviour and welfare.<br>Make recommendations to the Board.<br>Act as a critical friend to the Principal.  |
|                             | Visits       | Undertake visits in line with the key development priorities in the ADP.   |
|                             | Complaints   | Review stakeholder complaints in line with the Trust's Complaints Policy.  |
|                             | Exclusions   | Review fixed term and permanent exclusions in line with DfE guidance.  |

## 5.0 Terms of Reference – Leadership and Management

| Level of Operation | Area             | Responsibilities  |  |
|--------------------|------------------|---|--|
| Trustees (Board)   | Line Management  | Line manage the CEO and hold him/her to account.  |  |
| CEO                | Safeguarding     | Ensure safeguarding arrangements across all academies are effective and comply with statutory provisions.                 |  |
|                    | Ethos and Vision | Promote the ethos and vision of the Trust.  |  |
|                    | Leadership       |   | Be the strategic leader of the Trust.  |
|                    |                  |   | Provide motivational and inspirational leadership at all levels of the Trust.  |
|                    |                  |   | If directed by the Board, act as an academy Principal for a period of time.  |
|                    | Line Management  |   | Line manage the Principals and hold them to account.   |
|                    |                  |   | Direct and coordinate the work of the Operations Group.  |
|                    | Finance          |   | Be the Accounting Officer for the Trust.   |
|                    |                  |   | Ensure compliancy with the requirements of the Master Funding Agreement and Supplemental Funding Agreements.   |
|                    |                  |   | Ensure that all resources are organised and managed to provide the best possible outcomes for pupils.  |
|                    | Legal            |   | Ensure all legislative and statutory requirements for academies are met and are compliant with DfE guidance.   |
|                    | Human Resources  |   | Represent the HR function at internal and external meetings, as and when required.   |
|                    | Policies         |   | Be responsible for devising and implementing Trust-wide policies.  |
|                    | Communication    |   | Be the main point of contact for the Local Authority, EFA, DfE and other key bodies in respect of all aspects of the Trust.                            |
|                    |                  |   | Act as an ambassador for the Trust and communicate effectively with all stakeholders.  |
|                    | Trust Growth     |   | Coordinate applications for the transfer of new academies into the Trust.  |
|                    |                  |   | Ensure due diligence is undertaken in accordance with the Trust's Due Diligence Policy.<br>Direct and manage the transfer of academies into the Trust. |
|                    | Curriculum       |   | Be responsible for developing primary and secondary curricula which meet the Trust's vision.   |
|                    |                  |   | Be responsible for developing recording, tracking, monitoring and evaluative systems which meet the Trust's vision.                                    |
|                    | Performance      |   | Ensure outstanding teaching and learning through effective recruitment, CPD and rigorous monitoring and evaluation.                                    |
|                    |                  | Produce reports on the educational performance of the academies.  |  |
|                    |                  | Be accountable for the quality of teaching and learning, standards and outcomes for all of the academies.                 |  |
|                    |                  | Ensure a culture of continuous improvement within the Trust.  |  |
| CPD                |                  | Oversee performance management to ensure staff are motivated/enabled to carry out their roles to the highest standard.    |  |
| Equality           |                  | Ensure high quality CPD is provided in all academies which supports the Trust's vision.                                   |  |
|                    |                  | Ensure compliance with the provisions of the Equality Act 2010.<br>Ensure all employees are treated fairly and equitably. |  |
| Meetings           |                  | Attend and contribute to AGM, Board, Finance and Audit Committee meetings.  |  |
|                    |                  | Attend and contribute to LGB Committee meetings, where required.  |  |

|                  | Level of Operation            | Responsibilities  |
|------------------|-------------------------------|---|
| Operations Group | Secondary Academy Improvement | Provide expertise in: operational structures; curriculum design; teaching, learning and assessment; tracking, monitoring and evaluation; and personal development, behaviour, welfare and safeguarding<br>Attend and contribute to Board and Finance and Audit Committee meetings, where required.  |
|                  | Primary Academy Improvement   | Provide expertise in: operational structures; curriculum design; teaching, learning and assessment; tracking, monitoring and evaluation; and personal development, behaviour, welfare and safeguarding.<br>Attend and contribute to Board and Finance and Audit Committee meetings, where required.   |
|                  | Finance                       | Provide expertise on finance and accounting to optimise the Trust's financial performance and strategic position.<br>Compile the annual budget for the Trust and long term budget plan.<br>Assist each academy in the compilation of their annual budget.<br>Produce regular and accurate information relating to actual income and expenditure against budget at academy and Trust level.<br>Contribute to the development, compilation and submission of bids for grants and other income streams.<br>Review and improve existing Trust financial systems and policies ensuring they are robust, compliant and support current activities and future growth.<br>Lead on the Trust's approach to risk management and co-ordinate the strategic risk register.<br>Establish a high level of credibility, and develop strong working relationships with the EFA, HMRC, DfE and external auditors.<br>Ensure appropriate controls to safeguard Trust assets.<br>Coordinate the due diligence processes in accordance with the Trust's Due Diligence Policy.<br>Attend and contribute to Board and Finance and Audit Committee meetings, where required.   |
|                  | Operations                    | Work with the Board to develop a strategic building plan for all academies.<br>Manage all service contracts within the Trust and ensure best value is achieved.<br>Oversee the day-to-day management of catering, cleaning and caretaking in each academy.<br>Oversee the management and maintenance of the academies' sites, grounds, buildings and their security.<br>Oversee administration, finance, HR and payroll in each academy.<br>Ensure health and safety compliance in each academy.<br>Ensure effective systems of audit, control and risk management are in place and being implemented effectively in each academy.<br>Develop a strong PR and marketing strategy for the Trust.<br>Ensure the Trust is compliant with Data Protection legislation and requirements.<br>Oversee the implementation of the IT strategy and IT infrastructure across the Trust.<br>Contribute to the due diligence processes in accordance with the Trust's Due Diligence Policy.<br>Contribute to the management of the transfer of academies into the Trust.<br>Attend and contribute to Board and Finance and Audit Committee meetings, where required. |
|                  | Governance                    | Provide advice to Members, Trustees and Local Governing Body Committees on governance, constitutional and procedural matters.<br>Ensure each level of governance within the Trust is properly constituted.<br>Provide effective administrative support to all levels of governance with the Trust.<br>Attend and minute all governance-related meetings within the Trust.<br>Manage information effectively in accordance with legal requirements.<br>Liaise with internal and external parties in regard to education, personnel and legal matters.<br>Work with the Operations Team to ensure the Trust is compliant with Data Protection legislation and requirements.<br>Provide advice with regard to the transfer of academies into the Trust.  |
|                  | Principal                     | Lead and manage their academy in accordance with the <a href="#">Headteachers' Standards 2020</a><br>Attend and contribute to LGB Committee meetings.<br>Attend and contribute to Board and Finance and Audit Committee meetings, where required.   |

## **6.0 Interpretation**

Words and expressions defined in Article 1 of the Articles shall have the same meaning in this SoD unless the context requires otherwise.

No provision of this SoD may be inconsistent with or shall repeal anything contained in the Articles of the Academy Trust.

The Articles of the Trust and any lawful amendment of them shall take precedence in the event of an inconsistency with this SoD.

Any reference to a statute includes an amendment or re-enactment of that statute or regulations made under it.

## **7.0 Approved Version**

This SoD was approved and adopted by a resolution of the Trustees passed at a meeting held on 1<sup>st</sup> February 2017 and takes effect from the same date.

## **8.0 Date of Next Review**

1<sup>st</sup> September 2023.