Scheme of Delegation

Introduction

The YCAT Scheme of Delegation, clarifies where responsibility and accountability sits across our key levels of leadership and governance, for each core element of our strategy (as per the lists in the table below).

Core elements of YCAT Strategy	Key levels of leadership and governance
Improving Pupil Outcomes	Members
Financial and Commercial Effectiveness	Board of Trustees
YCAT Growth and Learning	Board Committees - School Improvement Leadership Group (SILG) and Finance, Resources, Audit & Risk Committee (FRAR)
	CEO / Executive Central Team
	Executive Headteacher/ Headteacher
	Local Governing Body

As a multi academy trust, YCAT's Board of Trustees is the legally accountable body for the trust. However, the Board is supported by strong, focused local governance. Freed from the statutory responsibilities of local authority governing bodies, our LGBs can focus on improving outcomes for all the children in their school. They provide a powerful voice for the community in the school and the school in the community. They are also a powerful advocate for the needs of their school within YCAT. They monitor and check their school's performance and drive sustained improvement providing support and challenge to ensure impact on improving pupils' outcomes but spend less time on policies and paperwork.

Within the YCAT leadership and governance structure we have two other committees to which key responsibilities are delegated; the Finance, Resources, Audit and Risk Committee (FRAR) which is made up of Trustees and the School Improvement Leadership Group (The SILG includes leadership staff from each of our schools and the CEO). Our Board delegates the responsibilities for policy setting and monitoring delivery of our strategy to these two focused groups. The main Board meets each half term, and its role is to oversee the work of the committees and groups, to make or ratify key decisions and to ensure YCAT's strategy remains in line with our values and vision and continues to improve academy performance.

Responsibilities

Members

The Members have ultimate control over the Trust, with the ability to appoint some of the Trustees and the right to amend the Trust's Articles of Association (a document that sets out the powers of the Trust itself and those of the Members and Trustees). Members shall act in a way which they decide, in good faith, will be most likely to further the objects of Yorkshire Collaborative Academy Trust.

The Board of Trustees

The Board of Trustees has overall legal responsibility for the operation of the Trust and the schools within it and are accountable to the Department for Education (DfE). The Trust is a company limited by guarantee and an exempt charity. Therefore, Trustees must comply with company, education and charity law requirements.

The CEO

A considerable number of responsibilities under the Scheme of Delegation lie with the Chief Executive Officer. The term CEO includes the Chief Executive Officer and other staff employed centrally to whom she may delegate specific functions. Accountability, however, always remains with the CEO. In the absence of the Chief Executive Officer, the Chief Finance Officer will assume fully delegated operational responsibility. Where decisions of the CEO relate to the performance of the CFO, the Board of Trustees will be responsible.

The Accounting Officer

The CEO has overall executive responsibility for the Trust's activities including financial activities and is the Accounting Officer. Much of the financial responsibility has been delegated to the CFO. The Accounting Officer will maintain an annual log of financial management actions and evidence for audit inspection.

Trust Committees

The Board of Trustees has two committees (School Improvement Committee and Finance, Risk and Audit Committee) that meet on a termly basis (or more frequently if necessary). The purpose of each committee is to enable detailed scrutiny and healthy challenge and to make recommendations to the Board of Trustees on key areas of decision. Committee members are Trustees who have put forward expressions of interest to attend a specific committee based on personal interests and relevant skills. Each Board appointed committee will have a minimum of two Trustees in attendance at every meeting and will be supported by relevant members of the Trust and, where appropriate, external advisors, providing information in accordance with agenda items.

School Improvement Committee

The School Improvement Committee will consider the success of the Trust in improving the life chances of pupils in terms of attainment and progress, inclusion, disadvantage, pupil wellbeing, equality and diversity and attendance. They will review the effectiveness and outcomes of curriculum, inclusion and safeguarding policies and strategies and will consider the data that evidences progress and success. The committee will review and approve relevant statutory policies requiring Trustee approval.

Finance, Risk and Audit Committee

The Finance, Risk and Audit Committee will consider the success of the Trust in managing its financial and estates resources to achieve maximum effectiveness and best value and monitor the integrity of the YCAT's internal controls, compliance and risk management. They will review the school budgets and financial monitoring and make decisions in line with their delegated responsibilities reporting their decisions and the supporting evidence used to reach their decision to the next Trust Board meeting.

They will review the internal and external audit reports, risk registers, GDPR compliance and H & S controls. The committee will also be responsible for ensuring YCAT is financially secure and complies with statutory financial reporting, the Academies Financial Handbook and Accounts Direction. They will report to the Board of Trustees at the end of each academic year on how it has discharged its responsibilities in order to inform the Governance statement for the statutory accounts. The committee will review and approve relevant statutory policies requiring Trustee approval. The CFO and other relevant senior staff will routinely attend the committee to provide information and participate in discussions.

Local Governing Bodies

Each school has a Local Governing Body (LGB) which provide the community link between each school and the Board of Trustees and its committees. The LGB will review the delivery of teaching and learning and any barriers to success. They will also support the school in H & S management and community/parental engagement.

The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined:

A - Approve

R - Recommend

I - Implements

M - Monitor and report

Vision, Ethos and Strategy

	Task / Area of Responsibility	Members	Trust Board	Committees	CEO/Exec	LGB	Headteacher
1.1	Set Trust vision		R		M		I
1.2	Set Trust strategy		R		M		I
1.3	Set Trust culture and values		R		M		I
1.4	Determine academy schools' vision, ethos and aims statements.				R	M	I
1.5	Determine Trust Improvement Plan in line with Trust priorities		A		R		
1.6	Determine academy schools' Improvement Plans in line with Trust priorities			A	M	R	I
1.7	Consult and engage with stakeholders including parents/carers		R	M		I	I

Governance

	Task / Area of Responsibility	Members	Trust Board	Committees	CEO/Exec	LGB	Headteacher
2.1	Approve changes to Trust Articles of Association	A					

2.2	Approve Trust Board Terms of Reference		A		R		
2.3	Approve Trust Scheme of Delegation		A		R		
2.4	Establish Trust committee structure and review accordingly.		A		R		
2.5	Approve Trust Committees' Terms of Reference		A		R		
2.6	Approve Local Governing Body (LGB) Terms of Reference		A				
2.7	Appoint / remove Chair of Trust Board		A				
2.8	Appoint / remove Trustees as per articles of Association		A				
2.9	Appoint / Remove Chair and Vice Chair of LGB		A				
2.10	Appoint / remove Chair(s) of Trust Committees		A				
2.11	Appoint / remove Trust Governor Professional		A				
2.12	Appoint / remove Clerk to LGB		A			R	
2.13	Appoint Lead Safeguarding Trustee		R				
2.14	Appoint Lead SEND Trustee.		R				
2.15	Appoint Lead Health and Safety Trustee		R				
2.16	Review annual calendars of business for Trust Board and Committees, including LGBs		A			M	
2.17	Complete Trust Board and LGB skills audits and address required training or recruitment needs identified		A				
2.18	Complete self-evaluation of Board and LGBs		A			M	
2.19	Maintain and review register of interests for Members/Trustees/LGB and Senior employees		Trust Clerk			M	

Quality of Education

	Task / Area of Responsibility	Members	Trust Board	Committees	CEO/Exec	LGB	Headteacher
3.1	Set Trust approach to curriculum and assessment, with regard to statutory requirements			R	M		I
3.2	Deliver Early Years Foundation Stage (EYFS), in line with statutory requirements			R	M		I
3.3	Prepare Trust/ Academy School Improvement Plans		A		R	M	I
3.4	Establish Trust quality assurance strategy which monitors the impact and implementation of the academy school's curriculum intent.				R		
3.5	Prepare Trust / school self-evaluation and KPI's			M	A	M	R
3.6	Set and deliver school curriculum and assessment in line with trust approach			M	A		R
3.7	Developing curriculum policies as required by school(s) (religious education, relationships, sex & health education, collective worship)			M			R
3.8	Evaluate school's impact on pupil progress, including analysis of educational data			M	M	M	R
3.9	Establish behaviour and welfare policies (behaviour, exclusions) and monitor impact			M	M	M	R
3.10	Promote positive citizenship and Trust/school values			M	M		R
3.11	Ensure compliance with SEND Code of Practice			M	M	M	R
3.12	Monitor pupil attendance and identify additional support for children and families			M	M	M	R
3.13	Decision to permanently exclude a child			M	M		A

| 3.14 | Attend Trust / school inspections | | R | M | M | | |

Financial and Commercial Effectiveness

	Task / Area of Responsibility	Members	Trust Board	Committees	CEO/Exec	LGB	Headteacher
4.1	Set delegated authority limits for financial transactions		A		CFO		
4.2	Establish controls framework including internal audit		R	A	CFO		
4.3	Receive and respond to internal auditor's report			M	CFO		
4.4	Set budget and 3 – 5-year forecast for Trust and academy schools		A	M	CFO		C
4.5	Deliver monthly management accounts and forecasts		R	M	CFO		
4.6	Manage cashflow and reserves for the Trust and academy schools			M	CFO		
4.7	Monitor pupil premium spend, catch -up funding and PE sports premium			M	M		R
4.8	Appoint external auditor	A	R				
4.9	Receive and respond to external auditors' report						
4.10	Deliver annual report and accounts, with regard to accounts consolidation exercises required by DfE		A				
4.11	Establish finance policies and review in line with schedule (charging and remission, procurement)			R2	CFO		
4.12	Review and approve unbudgeted expenditure – capital or revenue			M	CFO		
4.13	Approval of expenditure in line with FM policy			M	R		
4.14	Establish and review MAT recharge			M	CFO		
4.15	Establish and monitor Trust Capital Investment Plan		A		CFO		
4.16	Complete annual financial benchmarking			R	CFO		

	Task / Area of Responsibility	Members	Trust Board	Committees	CEO/Exec	LGB	Headteacher
4.17	Manage conflicts of interest and related party transactions		R		CFO		
4.18	Submit statutory accounting returns including budget forecast, pensions, payroll, ensuring compliance with ESFA requirements		R	M	CFO		I
4.19	Ensure adequate insurance cover in place		R		CFO		
4.20	Agree business continuity plan		A	R	CFO		
4.21	Establish and continually monitor Trust/ school risk registers		A	R	CFO		
4.22	Uphold the integrity of financial controls within the Trust and academy schools, including investigating and responding to financial irregularities		A	M	CFO		
4.23	Establish a clear and transparent process for academy schools to apply for small capital projects funding and CIF funding.		A	M	CFO		

HR and Staff Management

	Task / Area of Responsibility	Members	Trust Board	Committees	CEO/Exec	LGB	Headteacher
5.1	Appointment /suspension/ dismissal of Trust Leader (CEO)		A				
5.2	Appointment /suspension/ dismissal of YCAT Executive Team				A		
5.3	Appointment of school Executive Headteachers or Headteacher		A				
5.4	Suspension/dismissal of school Executive Headteachers or Headteacher				A		
5.5	Appointment of other senior leaders e.g. Head of School, DHT, AHT, Business Manager				A		R

5.6	Appointment of teaching and support staff				A		R
5.7	Suspension/dismissal of teaching or support staff (except HTs)				A		R
5.8	Annual Pay awards		A				
5.9	Performance Pay recommendations			Pay / Review Committee A	R		
5.10	Review of individual school range (ISRs) and structure of leadership team		A		R		
5.11	CEO Performance Management and pay award		A	Pay / Review Committee R			
5.12	Executive Central Team Performance Management and pay award			Pay / Review Committee M	R		
5.13	Executive Headteacher and Headteacher Performance Management and pay award			Pay / Review Committee A	R		
5.14	Teaching and Support staff Performance Management and pay award				A		R
5.15	Set approach to staff appointment and dismissal, with regard to statutory requirements		A		R		
5.16	Set approach to appraisal and performance management			A	R		I
5.17	Set pay levels, including executive pay			Pay / Review Committee A	R		I
5.18	Set HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)		A		R		I
5.19	Approve non-contractual payments or arrangements e.g. severance or settlements, early retirements.			A	R		

Compliance

	Task / Area of Responsibility	Members	Trust Board	Committees	CEO/Exec	LGB	Headteacher
6.1	Ensure compliance with equalities legislation – Public Sector Equality Duty		A		R		
6.2	Set governance policies (data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistleblowing)		R	A			
6.3	Set Trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)		R		M		I
6.4	Report safeguarding and child protection concerns to the school/Trust DSL and appropriate bodies		A		M	M	R
6.5	Ensure schools complete local safeguarding board audits and trust safeguarding reviews and that actions are completed			A	M	M	R
6.6	Deliver support for looked after children		R		M		I
6.7	Ensure all statutory safeguarding checks are satisfactorily completed, including Enhanced BDS checks and completion of Single Central Record		R		M		I
6.8	Set safeguarding policies (safeguarding and child protection, Prevent, looked after children, safer recruitment)		R		M		I
6.9	Approve high risk and residential trips/visits			M	A		R
6.10	Establish Trust -wide health and safety framework and policy, ensuring this meets all statutory guidance.		A		R		I
6.11	Establish school H&S processes and procedures in line with Trust framework		A		M	M	R

	Task / Area of Responsibility	Members	Trust Board	Committees	CEO/Exec	LGB	Headteacher
6.12	Establish framework for procurement and efficiency savings		A		CFO		
6.13	Maintain contract schedule – Trust and school level			A	CFO		
6.14	Develop and implement an estates management strategy			A	CFO		
6.15	Establish and monitor progress towards Trust Environmental Sustainability Strategy			A	CFO		
6.16	Ensure strategic asset management and compliance			A	CFO		
6.17	Ensure all operational estate plans i.e. Statutory inspections, risk assessments, testing are implemented.			A	CFO		
6.18	Set Trust Admissions policies		A	R	M		I

Trust Growth and Development

	Task / Area of Responsibility	Members	Trust Board	Committees	CEO/Exec	LGB	Headteacher
7.1	Establish and monitor Trust growth strategy		A	R	I		
7.2	Approve admission of new schools to the Trust		A	R			
7.3	Establish support plan, including CPD, for other schools through the HART Alliance		A	R	I		
7.4	Staff growth and retention strategy		A	R	I		
7.5	Succession Planning		A	I			