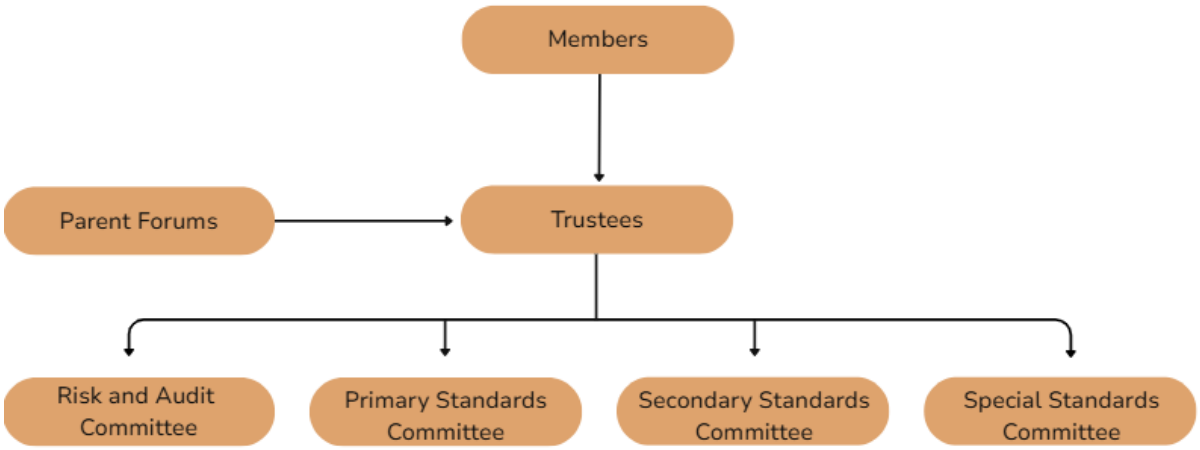
CARLTON
ACADEMY TRUST

# Carlton Academy Trust
# Scheme of Delegation

## Mission

The CAT mission statement 'Excellence for All' communicates the Trust's desire to achieve outstanding outcomes for all students irrespective of individual circumstances.

## Accountability Framework




## Members

Oversee the work of Trustees, ensuring act in accordance with the Articles of Association. They receive meeting minutes and can attend to observe any meeting if they wish.

Members have an Annual General Meeting, where the CEO reports major developments over the previous year.

## Trustees

Have overall accountability for the operational performance of the Trust as encoded in the Articles of Association and Academies Governance Handbook.

To ensure effective levels of oversight and scrutiny, Trust performance is largely reported through sub-committees:

### Risk and Audit Committee

Scrutinises financial performance of the major Trust support functions (Finance and Risk Management; HR; Estates Management; Business Continuity; Health & Safety; Data Protection; IT Network Management; Marketing)

### Standards Committee

There are three Standards Committees – assessing performance in Primary, Secondary, and Special Schools, respectively.

Main Terms of Reference are:

- Analysis of standards of achievement
- Analysis of quality assurance procedures
- Analysis of standards of behaviour and conduct.

- Analysis of attendance.

Discussions at all sub-committees are reported back at each Full Trustees meeting, along with safeguarding updates and other items not covered under sub-committee terms of reference.

**Parent Forums**

All schools have a Parent's Forum. These are constituted by parents of children from that school, with the intention of providing schools/Trust with a local voice and representation. Parents are recruited to the role through and application and interview process to ensure that the most qualified and suitable people are appointed.

Forums meet on a quarterly basis (Spring, Summer, Autumn, Winter).

**Scheme of Delegation**

| | Members | Trustees | CEO | Senior Trust Leaders | Risk & Audit | Standards Committee | Head of School | Notes |
|---|---|---|---|---|---|---|---|---|
| **Appointments** | | | | | | | | |
| Appoint or remove Members in accordance with the Articles of Association | ● | | | | | | | |
| Appoint or remove Trustees in accordance with Articles of Association | ● | | | | | | | |
| Annual appointment of Chair of Trustees | | ● | | | | | | |
| Annual appointment of Risk and Audit committee Chair | | | | | ● | | | |
| Annual appointment of Standards committee Chair | | | | | | ● | | |
| Appointment of linked Trustee responsibilities | | ● | | | | | | |
| CEO appointment, suspension, or removal | | ● | | | | | | |
| CFO appointment, suspension, removal | | | ● | | | | | |
| Appointment of external auditors | | ● | | | ● | | | |
| Appointment of internal auditors | | | | | ● | | | |
| Appointment, suspension or removal or Central Trust staff | | | ● | | | | | |
| Appointment, suspension, or removal of Heads of School | | | ● | | | | | |
| Appointment of Parents Forum Members | | ● | | | | | ● | |
| Removal of Parents Forum Members | | ● | | | | | | |
| Appointment, removal, or suspension of Governance Professional | | ● | ● | | | | | |

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|---|---|---|---|---|---|---|---|---|
| **Strategy & Leadership** | | | | | | | | |
| Define Trust vision, values, and ethos | | ● | ● | | | | | |
| Formulate Trust's strategic plan, agreeing the main objectives against which progress towards achieving the vision can be measured | | ● | ● | ● | | | | |
| Hold CEO/other senior Trust personnel to account for effective implementation and progress of schools/Trust against strategic plans | | ● | | | ● | ● | | |
| Hold Heads of School to account for standards within their school | | ● | ● | ● | | | | |
| Development of Estates Management strategy, including maintenance and asset usage | | | ● | ● | ● | | | COO |
| Trust IT Strategy | | | ● | ● | ● | | | COO |
| Trust procurement, efficiency, money saving programmes | | | ● | ● | ● | | | |
| Trust insurance | | | ● | ● | ● | | | CFO |
| Business Continuity | | | ● | ● | ● | | | COO |
| Due diligence of new schools entering Trust | | ● | ● | ● | | | | |
| Enhance Trust-wide collaboration | | | ● | ● | | | | |
| Changes in accordance with National Education policy/legislation | | ● | ● | ● | ● | ● | ● | |

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| **Governance** | | | | | | | | |
| Role of Members | ● | | | | | | | In accordance with statutory guidance |
| Trust Governance structure | | ● | | | | | | |
| Role descriptions for Trustees and sub-committee terms of reference | | ● | | | | | | |
| Develop Scheme of delegation | | ● | ● | | | | | |
| Annual Schedule of business | | ● | ● | | | | | |
| Link Trustee Oversight and Monitoring schedule | | ● | ● | ● | | | | |
| Trustee Committee Monitoring | ● | ● | ● | | | | | |
| Meeting structure and format | | ● | ● | | | | | |
| Report formats | | ● | ● | | | | | |
| Governance self-review schedule and format Trustee attendance annual review and publish on Trust website | | ● | ● | | | | | |
| Trustee performance/contribution annual assessment | | ● | | | | | | Chair of Trustees |

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|---|---|---|---|---|---|---|---|---|
| Website update and compliance | | | ● | | | | | Director of Marketing |
| Engagement with stakeholders | | ● | ● | ● | | | ● | |
| Annual Trustee Skills Audit | | ● | ● | | | | | |
| Trustee recruitment and succession planning | | ● | ● | | | | | |
| Trustee induction and training | | ● | ● | ● | | | | Governance professional |

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| **People** | | | | | | | | |
| Trust staffing structure | | | ● | | | | | |
| Agreeing changes to Trust staffing structure and/or restructures | | | ● | | | | | |
| Implementation of Trust Wellbeing Charter and Strategy | | | ● | ● | ● | | | |
| Development of Employee Benefits Programme | | | ● | ● | ● | | | Director of Marketing |
| Development of Performance Appraisal systems | | ● | ● | ● | | | | |
| CEO Performance Appraisal | | ● | | | | | | Trustee Pay Committee |
| Senior Trust Personnel Appraisal | | | ● | ● | | | | |
| Heads of School Performance Appraisal | | | ● | ● | | | | |
| Appraisal of school senior leaders (other) | | | | | | | ● | |
| Appraisal of school personnel | | | | | | | ● | Delegated to other leaders |
| Pay Progression: Development of systems and implementation | | ● | ● | | | | | |
| Pay recommendations make | | | ● | ● | | | ● | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Pay recommendations approval | | ● | ● | | | | ● | |

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| **Finance** | | | | | | | | |
| Appointment of Accounting Officer | | ● | | | | | | |
| Overall responsibility for Trust Funds | | ● | ● | ● | ● | | | CFO |
| Monitor Trust financial performance | | ● | ● | ● | ● | | | CFO |
| Financial reporting in line with DfE guidelines | | ● | ● | ● | ● | | | CFO |
| Development of school and Trust budgets | | | ● | ● | | | ● | CFO |
| Approval of school and Trust budgets | | ● | ● | | ● | | | |
| Setting of top-slice payment charges | | ● | ● | | | | | |
| Monthly monitoring of budgets/financial performance | | ● | ● | ● | | | | Chair of Trustees, CEO, CFO |
| Half termly formal monitoring of budgets/financial performance | | ● | ● | | ● | | | |
| Receive and respond to External Auditors report | | | ● | ● | ● | | | |
| Ensure effective financial controls in place | | ● | ● | ● | ● | | | |
| Approve annual report and accounts | | ● | | | | | | |
| Publish annual report and accounts on Trust website | | | ● | ● | | | | |
| Capital projects reviewed and approved in accordance with financial | | | | ● | ● | | | |

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|---|---|---|---|---|---|---|---|---|
| scheme of delegation | | | ● | | | | | |
| Develop financial scheme of delegation | | | ● | ● | ● | | | CFO |
| Implement financial scheme of delegation | | | ● | ● | | | ● | CFO |
| Undertake financial benchmarking and value for money procedures | | | ● | ● | ● | | | CFO |
| Agree CEO pay structure and award | | ● | | | | | | |
| Senior Trust staff and Heads of School pay awards | | | ● | | | | | |

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| **Risk Management** | | | | | | | | |
| Risk Register updates | | | ● | | | | | |
| Risk Register Review and Scrutiny | | ● | | | ● | | | |
| Trust compliance auditing and reporting | | ● | ● | ● | ● | | | |
| Completion of Trust Register of Interests | | ● | ● | ● | | | | Governance Professional |
| Development and implementation of ICT Acceptable Use Agreement | | | ● | ● | | | ● | |
| Compliance with Trust Gifts and Hospitality policy | | | ● | ● | | | ● | |
| Compliance with GDPR and Data Protection policies | | | ● | ● | ● | | ● | COO |
| Protection of Trust IT networks and maintenance of cyber security measures | | | ● | ● | ● | | | COO |

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| **Curriculum and Standards** | | | | | | | | |
| Formulate curriculum structure and design | | | | ● | | | ● | |
| Review and scrutinise curriculum structure and design | | | ● | | | ● | | |
| Quality Assurance of school curriculum offers/subject reviews | | | ● | ● | | ● | ● | |
| Quality Assurance of Teaching and Learning quality | | | | ● | | ● | ● | |
| Trust data and assessment system development (student) | | | ● | ● | | | | |
| Trust data and assessment system implementation (student) | | | | ● | | | ● | |
| Review and scrutiny of school data (student) | | | ● | ● | | ● | ● | |
| Facilitate sharing of best practice | | | ● | ● | | | ● | |
| Facilitate sharing of best practice through school subject network meetings | | | | ● | | | | |
| Development of Trust Behaviour/Pastoral systems and procedures | | | ● | ● | | | | Director of Behaviour & Pastoral |
| Development of Trust Attendance systems and procedures | | | ● | ● | | | | Director of Behavio |

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| **Policies** | | | | | | | | |
| Develop Trust policies for use in all schools | | | ● | ● | | | | |
| Approval of Trust-wide policies for use in all schools | | ● | | | | | | |
| Effective communication of policies within Trust and schools | | | ● | ● | | | ● | |
| Effective communication of school policies to parents//external stakeholders (websites, etc) | | | ● | ● | | | ● | |
| Development of admissions policies for each school | | ● | ● | ● | | | ● | |