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Scheme of Delegation

About this Scheme of Delegation

Trust Context, Vision and Values

The Interaction and Communication Academy Trust (ICAT) is a Multi-Academy Trust formed of three special schools spanning three local authorities (Bradford, Kirklees and Rotherham). The Trust specialises in meeting the educational needs of children and young people aged 3-19 with a range of learning difficulties.

The Trust has several layers of governance – the Members, the Board of Directors, Board of Directors Committees, the ICAT Central Team led by the CEO, and school Local Governing Bodies that provide school-focused challenge and support. This Scheme of Delegation is underpinned by the ICAT Trust **Vision and Values** of:

- **Collaboration** – We are committed to collaborative working between our schools, and across governance layers. We recognise the importance of distinct roles and responsibilities for each layer of governance, but alongside this will ensure strong communication between each layer.
- **Community** – Our Local Governing Bodies play an important role in connecting our schools to our local communities. Our Board of Directors will also spend time understanding the views and perspectives of our parent and local communities.
- **Accountability** – Our Trust has high standards and expectations for our pupils and staff to ensure positive outcomes. Our Board of Directors and Local Governing Bodies play an important role in holding our senior leaders to account.

Summary of Governance Layers

Within ICAT, there are several layers of governance. The overarching role and responsibilities of each governance tier is as follows:

- **Members** – Members have responsibility for ensuring the purpose of the Trust is met, determining the Trust's constitution and governance structure, and appointing and removing Directors – as outlined in the Governance Handbook, this is a strategic 'eyes on, hands off' role. This Scheme of Delegation focuses on the delegations from the Board of Directors within the Trust. Members have an overarching oversight role but are referenced in their role to appoint Directors and the external auditors **Board of Directors** – The Board of Directors hold ultimate legal **accountability** for all aspects of operational delivery, as well as being **responsible** for Trust policy and decision-making. The Directors oversee the management and administration of the Trust and the schools run by the Trust. The Directors delegate authority and responsibility to others, including the ICAT central team and school leadership teams who undertake the day-to-day management of the schools. Key matters reserved to the Board include strategic direction, vision and values, and approval of the Trust business plan, policies and educational targets. The Board of Directors is supported by the Resource, Audit and Risk Committee and the Academic and Safeguarding Committee.
- **The ICAT Central Team** – the Central Team is comprised of the Chief Executive Officer (CEO), Director of Finance, Director of Operations and the Director of IT who are **responsible** for the operational running of the organisation at Trust level and **supporting** Trust schools with academy level operational matters.
- **Principal** – the Principal is **responsible** for a range of operational delivery areas within their school, in line with ICAT's commitment to capacity-rich schools.
- **Local Governing Body** – the Local Governing Bodies are accountable to the Board of Directors for ensuring that the Principals fulfil their responsibilities for educational outcomes for children and young people; safeguarding; health & safety; and financial outcomes of their academy. In other areas, they provide a crucial challenge and support role by monitoring academy outcomes.

Scheme of Delegation Framework

The Board of Directors hold the power to delegate certain authorities to other layers of governance in the Trust. This Scheme of Delegation outlines how these delegations are made, to ensure clear and transparent governance arrangements. It aligns with the Trust's Articles of Association, internal Terms of Reference, and relevant government guidance as issued by the Department for Education (DfE) and Education & Skills Funding Agency (ESFA). This Scheme of Delegation is written according to the 'RASCI' framework, based on the various operational areas of activities at ICAT. It outlines who is:

- **Responsible** for delivering the area of activity/decision in line with agreed academy policies
- **Accountable** for the area of activity/decision - this is usually the Board of Directors as the legally accountable and liable body
- **Supporting** the area of activity/decision, which may be through practical support or supporting the detailed consideration of a decision
- **Consulted** on the area of activity/decision to receive feedback
- **Informed** of the area of activity/decision through agreed communications channels

Chair's Action between Director Meetings

No individual director is empowered to make decisions on behalf of the Trust outside any specific authority set out in this scheme of delegation. However, as an exception, the Chair of Directors can make a decision as a single director when a delay in doing so would be:

- seriously detrimental to the interests of the Trust of any of its Schools, and
- it would not be possible to postpone the decision to a meeting of directors (which the Chair can convene with less than 7 days' notice if necessary, provided directors will have sufficient time to receive and give due considerations to relevant documents relating to the decision)

The following types of decision cannot be made by "chair's action": decisions relating to admissions, approvals of financial spend above £10,000, decisions on executive pay.

Scheme of Delegation Format

The table shows which tier(s) of governance are Responsible **[R]**, Accountable **[A]**, Supporting **[S]**, Consulted **[C]** or Informed **[I]** for each of the key areas of delivery. It outlines roles and responsibilities across key delivery areas between the Board of Directors **[TB]** (including the Resource, Risk & Audit Committee **[RAR]** and Academic and Safeguarding Committee **[A&S]**), ICAT Central Team **[CT]** and Local Governing Body **[LGB]**. The Trust has a detailed Financial Scheme of Delegation and Policy Framework that sits alongside this Scheme of Delegation. It has the following sections:

- Strategy, Vision and Values
- Governance & Compliance
- Human Resources & Recruitment
- Financial Management inc. Trust Growth
- Internal & External Audit inc. Annual Accounts
- Premises, Health & Safety

Key: Delegations: Responsible [R], Accountable [A], Supporting [S], Consulted [C], Informed [I]

Key: Governance Layers: Board of Directors [TB], Resource, Audit & Risk Committee [RAR], Academic & Safeguarding Committee [A&S], ICAT Central Team [CT], Local Governing Body [LGB]

Parent, Community & Stakeholder Relationships								
Area of Responsibility	Trust Board		ICAT Central Team		School Principal		Local Governing Body	
Prepare and publish the school prospectus					Responsible for preparing and publishing school prospectus for their school.	R	Informed of academy prospectus & marketing	I
Manage relationships with parents					Responsible for fostering positive parent relationships at school level	R	Supporting fostering of parent relationships at school level	S
Receive updates on perspectives of parents across the Trust	Informed of parental perspectives across the trust	I			Responsible for conducting parent surveys and collating outcomes	R	Informed of parental perspectives at school level	I
Manage relationships with local community and stakeholders					Responsible for fostering positive community and local stakeholder relationships at school level	R	Supporting fostering of community and local stakeholder relationships at school level	S
Manage relationships with local authority (LA) and local government	Supporting fostering of LA and MP relationships as required	S	Supporting fostering of LA and MP relationships as required (CEO)	S	Responsible for fostering positive LA and MP relationships at school level	R	Supporting fostering of LA and MP relationships at school level	S
Manage relationships with central government	Supporting central government liaison as required	S	Responsible for central government relationships	R				

Area of Responsibility	Trust Board		ICAT Central Team		School Principal		Local Governing Body	
Approve a complaints policy & procedures	Accountable for approving compliant complaints policy [A&S]	A	Responsible for developing compliant complaint's policy & overseeing complaints (CEO to oversee complaints & Director of Operations to develop a complaints policy)	R	Responsible for managing complaints at school level	R	Informed of complaints at school level	I
Establish a complaints panel to consider formal complaints about a school							Responsible for establishing complaints panel in line with policy	R

Financial Management inc. Trust Growth								
Area of Responsibility	Trust Board		ICAT Central Team		School Principal		Local Governing Body	
Set vision & targets for Trust growth	Accountable for setting vision for Trust growth	A	Responsible for developing & executing vision for growth (CEO)	R				
Undertake due diligence review process on potential schools joining Trust	Accountable for setting process & ensuring due diligence undertaken [RAR detailed review]	A	Responsible for developing process & undertaking due diligence review in line with agreed process (CEO)	R				

Approve new schools joining Trust	Accountable for approving new schools joining Trust	A	Responsible for onboarding new schools (CEO)	R				
Develop & approve annual budget and three-year outturn	Accountable for approving budgets [RAR detailed review]	A	Responsible for developing Trust-wide budgets & submission to ESFA (Director of Finance)	R	Supporting process through developing school level budget	S	Consulted on development of school level budget	C
Produce monthly management accounts	Accountable for ensuring management accounts produced & reviewing at least six times per year [Chair reviews monthly; RAR detailed review]	A	Responsible for producing management accounts & sharing with Board at least six times per year (Director of Finance)	R	Supporting process through producing school level management accounts	S	Informed of actual spend vs budget	I
Maintain risk register	Accountable for ensuring in place & reviewing at least annually	A	Responsible for developing Trust-wide risk register & mitigating identified risks (Director of Operations)	R	Supporting by developing academy level risk register & escalating urgent risks to CT	S	Consulted on academy level risk register	C
Manage cash position inc. reporting on cashflow & internal 'loans'	Accountable for Trust's cash position & position as a going concern [RAR detailed review]	A	Responsible for managing cash position is effective & Trust's position as a going concern (Director of Finance)	R	Supporting through effective financial management at academy level to build reserves	S	Responsible for approving cash 'loans' to another school if academy is in surplus	R
Manage procurement exercises in line with compliance requirements	Accountable for ensuring procurement in line with regulations [RAR detailed review]	A	Responsible for running compliant procurement exercises (Director of Finance)	R	Responsible for academy level procurement in line with Trust processes	R		

Premises, Health & Safety								
Area of Responsibility	Trust Board		ICAT Central Team		School Principal		Local Governing Body	
Develop Trust estate strategy	Accountable for ensuring effective management of Trust estate	A	Responsible for developing estate strategy (Director of Operations)	R	Supporting development of estate plans at school level	S	Informed of estate plans at school level	I
Approve significant new building projects	Accountable for approving new building projects & project spend including monitoring overspend of 10% of the project value [RAR]	A	Responsible for developing proposals & monitoring new build projects & project spend including reporting overspend of 10% the project value to Board of Directors (Director of Operations)	R	Consulted on new building projects for individual school	C	Informed of new building projects at school level	I
Approve any significant changes to the schools i.e. increase in pupil numbers, change of designation	Accountable for approving significant changes	A	Responsible for developing proposals & monitoring projects (Director of Operations)	R	Consulted on projects for individual school	C	Informed of new building projects at school level	I
Procure new buildings in line with relevant procedures & regulations	Accountable for ensuring compliant procurement	A	Responsible for compliant procurement & managing contractors (Director of Finance)	R	Informed on progress on building projects at their school.	I	Informed of progress on building projects at school level	I
Maintain buildings, including properly funded maintenance programme	Accountable for buildings maintenance in line with regulations & approve	A	Responsible for buildings maintenance & securing funds from central government (Director of Operations)	R	Supporting buildings management especially through premises managers in their school.	S		

	high-level capital spend						
Set Health & Safety Policy	Accountable for approving Health & Safety policy	A	Responsible for developing policy & training across Trust to ensure implementation (Director of Operations)	R	Responsible for implementing Health & Safety policy at school level	R	
Respond to Health & Safety incidents across Trust	Accountable for overall health and safety of staff, pupils & stakeholders	A	Responsible for responding to health & safety incidents across trust inc. reporting high-risk incidents to Board (CEO)	R	Responsible for responding to health & safety incidents at school level inc. informing CT of incidents & risks	R	Informed of significant Health & Safety incidents at school level
Appoint person in charge of first aid	Accountable for ensuring first aid lead appointed	A	Responsible for appointing Trust-wide lead for first aid (CEO)	R	Responsible for appointing school lead for first aid	R	
Review risk assessments inc. those relating to Covid-19	Accountable for ensuring risk assessments in place & reviewing summary risk assessment	A	Responsible for developing Trust-wide templates & escalating risks to Board level (Director of Operations)	R	Responsible for developing school level risk assessments & escalating risks to CT	R	Informed of Covid-19 risk assessments