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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 accountabilities for all aspects of operational delivery, as well as being responsible for Trust policy and decision-making. The Directors are responsible for the three key functions of governance:
  - Setting the strategic direction
  - Holding the executive leadership to account for educational outcomes and the robust performance management of staff
  - Ensuring that money is well spent
- 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.
- 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.

Governance of the MAT is supported at an operational level by:

- 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.

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 is acknowledged that although the Board of Directors can delegate certain functions to committees, including local governing bodies, and individuals, accountability cannot be delegated. 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 or 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.

**Please note the Trust Board reserves the right to revoke any delegated powers where it is deemed appropriate to do so.**

Governance function		Members	Trust board/ board committees	ICAT Central Team	LGBs	Principal	Notes
<b>1. Governance framework: people</b>	a) Members: appoint/remove	A					
	b) Trustees: appoint/remove	A	I	S			
	c) RAR, A&S and Remuneration committee chairs: appoint and remove		A/R				Each committee will determine and ratify the committee chair.
	d) Named safeguarding trustee: appoint and remove		A/R				The full Board will appoint and remove the named safeguarding Trustee.
	e) LGB chairs: appoint and remove		A/R				The Board of Directors to ratify/remove the LGB Chair
	f) LGB members: appoint and remove		A/R		C		The Board to ratify/remove LGB members in consultation with the LGB
	g) Clerk to board: appoint and remove		A/R				
	h) Clerk to LGBs: appoint and remove					R	
<b>2. Governance framework: systems and structures</b>	Articles of association: review and agree	A					
	a) Governance structure for the trust: establish and review annually		A/R				
	b) Committee terms of reference and scheme of delegation: agree annually		A/R				
	c) To ensure compliance with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)		A	R			The Board are ultimately responsible, but the Central Team are responsible for operational implementation

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	d) Self-review of trust board and committees: complete annually		R					
	e) Self-review of LGBs: complete annually				R			
	f) Chair's performance: carry out 360° review periodically		R					
	g) Trustee contribution: review annually		A/R				The Chair of the Board will hold annual reviews with each Director	
	h) LGB member contribution: review annually				A/R		The Chair of the LGB will hold annual reviews with each member of the LGB	
	i) Determine the development needs of Trustees and Local Governors and put in place appropriate training plans and development opportunities			R			The Director of Operations will work with the governance professional to determine training needs	
<b>3. Governance framework: reporting</b>	a) Publish governance arrangements on trust and schools' websites			R			Director of Operations to manage this will support from school admin teams	
	b) Ensure compliance with statutory law regarding governance (register of interest etc.)		A	R	S	S	Director of Operations to manage this will support from school admin teams and the governance professional	
	c) Annual report on the performance of the trust: submit to members and publish		A	R			The Central team will formulate the report in conjunction with the external auditors.	
	d) Annual self-review/triannual external review of board effectiveness: submit to members		R					
	e) Annual report and accounts including accounting policies, signed statement on regularity, propriety, and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House			A	R			The Central team will formulate the report in conjunction with the external auditors.
	f) ESFA required reports and returns submit			A	R		I	The Director of Finance will formulate the reports in conjunction with the school business managers
	a) Determine trust wide policies which		A	R			(It would be useful to have a list of trust-	

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4.Being strategic	reflect the trust's ethos and values: approve						wide policies as an appendix)
	b) Determine school level policies: approve				A	R	
	c)Management of risk: establish register, review, and monitor		A	R			
	d)Manage relationships with parents/carers				S	R	
	e) Receive updates on perspectives of parents across the Trust		I		I	R	
	f) Manage relationships with local community and stakeholders				S	R	
	g) Manage relationships with local authority (LA)and local government		S	S	S	R	
	h) Manage relationships with central government		S	R			
4.Being strategic	i) Determine trust's vision, strategy and key priorities		A	R	C	C	The Trust vision will be created in consultation with all stakeholders but is the ultimate responsibility of the Board.
	j) Determine schools' vision, strategy and key priorities			R	C	R	
	k) Chief executive officer/Accounting Officer: appoint and dismiss		A/R				
	l) Principals: appoint and dismiss		I	A/R	C		The CEO will oversee the appointment and dismissal of all Principals in consultation with the LGB
	m) Budget plan to support delivery of trust key priorities		A	R			The RAR committee oversee the creation and implementation of the financial business plan and budgets.
	n) Budget plan to support delivery of schools' key priorities			R	I	C	The Director of Finance is ultimately responsible for the creation of a balanced budget plan for each school in conjunction with the Principal and School

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<b>4. Being strategic</b>							Business Manager
	o) Determine the Trust's staffing structure		A	R			The Board will determine the central structure and the CEO will be responsible for the implementation.
	p) Determine the schools' staffing structure		A	R	I	R	As the employer, the Board are ultimately responsible for staffing structures. The pay policy must be followed for any new or novel roles.
	q) Senior Management Team recruitment		C	R	C		The Board and LGB will be consulted with for SMT positions but the CEO is responsible for the recruitment
	r) Senior Leadership Team recruitment		I	R	R	R	Other than new or novel positions which must be approved by the Board, all SLT recruitment processes will be managed by the central team and informed by the LGB and Principal/Head of School
	s) Set targets for Trust Growth		A	R			
	t) Undertake Due Diligence review process for schools wishing to join the Trust		A	R			The Central Team are responsible for completing Due Diligence but the Board have final accountability.
	u) Approve new schools joining the Trust		A	R			The Central Team will present to the Board who have ultimate accountability re new schools joining the Trust.
<b>5. Holding to account</b>	a) Ensuring compliance (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements		A	R		R	The Board must agree auditing and reporting arrangements but the Central Team and Principals/Head of Schools are responsible for the operational implementation.
	b) Monitoring progress on Trust key priorities: agree reporting arrangements		A	R			
	c) Monitoring progress on school key priorities		C	R	A	R	School priorities will be managed by the CEO and Principals/Head of Schools.

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	d) Performance management of the chief executive: undertake		A/R				
	e) Performance management of Principals: undertake			R	C		The CEO is responsible for conducting the appraisal process and making a recommendation to the Board.
<b>6.Financial oversight</b>	a) External auditors: appoint	A					
	b) To determine the scope of mandatory core central services to be delivered by the Trust on behalf of its schools.		A	R	I	I	The Board are accountable for determining the top slice, this will be reviewed annually in conjunction with information provided by the Central Team.
	c) Chief financial officer: appoint		A/R				
	d) Trust's scheme of financial delegation: establish, monitor and review		A	R			
	e) External auditors' report: receive and respond		A	R			
	f) CEO pay award		A/R				The Chair of the Board will organise the CEO appraisal and offer a recommendation to the Remuneration committee who will ultimately decide on any pay increase.
	g) Principal pay award		A	R	C		The Remuneration committee will determine the pay progression for Principals in consultation with the LGB and taking a recommendation from the CEO.
	h) The Central Team appraisal and pay award		A	R			The CEO will conduct the appraisals and will offer a recommendation to the Remuneration committee who will ultimately decide the pay progression
	i) Staff appraisal procedure and pay progression: review and agree		A	R		C	
	j) Monitoring budget: agree reporting		A	R			The Director of Finance will ultimately



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6. Financial oversight							determine the Trust and school's budgets in conjunction with the School Business Managers
	k) Develop & approve annual budget and three-year outturn		A	R	C	S	
	l) Produce monthly management accounts		A	R	I	S	
	m) Maintain cash position inc. reporting on cashflow and internal 'loans'		A	R	S	R	Director of Finance and School Business Managers to report
	n) Manage procurement exercises in line with compliance requirements		A	R			As per the Financial Procedures policy
	o) To establish and review Trust wide and academy 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.		A	R	C	C	The process would follow the Financial procedures policy and the Director of Finance.
	p) To identify additional services to be procured on behalf of individual schools.		I	S		R	The Principal and school are responsible for procuring services that best fit the needs of the school in line with the latest Academy Trust Handbook and Financial procedures policy. The Director of Finance will support to ensure best value and economies of scale.
	q) To ensure all procured services represent value for money		A	R			The Director of Finance is responsible for ensuring joint purchasing and procured services represent value for money, whilst the Board is ultimately accountable as per the Academy Trust Handbook.
	r) To determine the percentage to be top sliced from the individual Academies		A	S	I	I	The Board will review the top slice on an annual basis in consultation with the latest Reserves Policy. In order to maintain

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<b>6.Financial oversight</b>							cash flow, funds maybe moved from one academy to another in line with the reserves policy and with prior agreement by the Directors in consultation with the Principals.
	s) Facilitate temporary borrowing		R	S	C		The Board are responsible as per the Reserves Policy. The LGB and Principals will be consulted, and the Director of Finance will support the facilitation of the borrowing.
	t) To develop and propose the individual Academy budget, including the allocation and use of any ring-fenced resources.			S	R	A	School budget planning and spend is delegated to individual schools for all funding minus the percentage allocated to the top slice.
	u) To monitor monthly expenditure – and account to the Trust for value for money.		I	R	I	R	The LGBs and RAR committee will be informed of spending. The Director of Finance and Principals will oversee and monitor expenditure.
	v)To approve any between budget changes or in-year budget movements between spend headings within the school budget which does not result in a budget overspend			I	R		
	w) To approve any between budget or in-year budget movements between spend headings within the school budget which are likely to result in a budget overspend		A	C		R	The Principal is responsible for reviewing and making the DoF aware of any in-year budget movements that are likely to result in an overspend, the RAR committee will then approve any in-year spending that may result in a budget overspend.
	x)To establish financial decision levels and limits		A	S			The RAR Committee will agree and ratify any suggested levels and limits
	y) To establish a charging and remissions		A	S			The RAR committee will agree a charging

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	policy						and remissions policy, developed by the ICAT Central Team
	z) Miscellaneous financial expenditure outside and in addition to the agreed budget		R	S			The RAR committee must authorise any overspend as advised by the DoF
	aa) To enter into additional contracts which exceed the agreed annual budget allocation		R	S			The RAR Committee will agree and ratify any suggested levels and limits
<b>7. Buildings and Estates Management</b>	a) Approve significant new building projects		A	R	I	C	
	b) Develop Trust Estate Strategy		A	R	I	C	Director of Operations to develop the Estate Strategy in consultation with schools and condition improvement surveys
	c) Approve any significant changes to the schools i.e., increase in pupil numbers, change of designation etc.		A	R	I	C	
	d) Procure new buildings in line with relevant procedures & regulations		A	R	I	I	
	e) Maintain buildings, including properly funded maintenance programme		A	R		S	
	f) Set Health & Safety Policies		A	R	C	R	The Board are ultimately accountable for H&S, but the Central Team and Principals must develop and implement policies that the LGBs approve.
	g) Respond to Health and Safety Incidents across the Trust		A	R	I	R	
	h) Review risk assessments inc. those relating to Covid-19		A	R	I	R	The Trust Board are ultimately accountable for H&S; however, the Central Team and Principals must ensure these are operationally implemented.
	i) Arrange insurance for the Trust and its schools				A/R		The Director of Finance is responsible for arranging and overseeing the Trust and

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							school insurance.
	j) Manage the assets of the Trust			A/R			The Director of finance will co-ordinate and manage assets and report to the RAR committee.
	k) Determine the allocation and prioritization of school conditions funding			A/R			The Director of Operations will work with the school business managers to organise CIF bids.
	l) Acquire and dispose of Trust land		A	R			The Board must formally ratify any acquisitions or disposals, the Director of Operations will oversee the process.
<b>8 HR and Operations</b>	a) To establish and review Trust wide HR policies (including recruitment, discipline, capability, grievance, and absence policies) in accordance with all appropriate regulations		A	R	C	C	
	b) To agree any out of normal process HR intervention		I	R	I	I	The CEO will have ultimate responsibility for any decisions to deviate from standard practice.
	c) To agree a Trust pay policy and decision maker regarding adoption of pay awards proposed by National Unions.		A	R/S			
	d) Agree new or novel roles into a school structure		A	R	C	C	As per the Pay Policy
	e) Pay discretion for school staff					R	Principal in line with the Trust Pay Policy
	f) Agree dismissal payments/early retirement		A	R		R	The Board are ultimately responsible for agreeing any dismissal payments and must be made aware of any payments prior to agreement.
	g) Set Terms and Conditions of employment		A	R		C	
	a) To review and challenge progress of the Trust against its strategic objectives		A	R	R	R	

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<b>9 Curriculum, Performance and Standards</b>	and KPIs						
	b) To hold each academy's leadership to account for academic performance, quality of care and quality of provision.		A	R			CEO to line manage academy leadership and hold them to account. Board to oversee data and outcomes.
	c) To carry out the self-evaluation process and the areas for improvement regarding outcomes and success criteria.				A	R	LGB to review the outcomes of the self-evaluation process.
	d) To undertake consultation with students, parents/carers, and other stakeholders as part of the programme of regular self-evaluation to assess its performance against its stated aims and objectives.				A	R	The LGB to ensure feedback is used to support the development of best practice and to promote the quality of the student experience. Schools to conduct the surveys/review.
	e) To determine a School Improvement/Development Plan (SIP) that is in line with the strategic aims of the Trust			I	I	R	Principal/SLT to produce SIP and present to the LGB and CEO.
	f) To review progress against the objectives within the academy development plan.			S	I	R	LGB and CEO to review SIP and report any concerns to the Board of Directors.
	g) To ensure appropriate levels of support, challenge, and intervention to support delivery of education outcomes.		A	R	S	R	Trust Board to review the work of the CEO. CEO to support the schools and intervene where appropriate. LGB to review the work of the Principal. Principals to manage staff to ensure teaching and learning objectives are met.
<b>9 Curriculum, Performance and Standards</b>	h) To ensure that the legal requirements for children with special needs are met and that they are given support for learning.		A	R	R	R	CEO/LGB to review the provision for SEND pupils. Principal to ensure provision is in place.
	i) To review and challenge the value for money of the Pupil Premium in terms of educational outcomes and narrowing the		A	R	S		CEO to report to the Board on the effectiveness of use of Pupil Premium across the Trust. LGB to review Pupil

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	achievement gap.						Premium spend at academy level.	
	j) To determine how Pupil Premium is spent at the Academy				A	R	Principal to report to the LGB on the effectiveness of the Pupil Premium	
	k) To develop and implement curriculum policy.				A	R	LGBs to approve a curriculum policy set by the Principal.	
	l) Accountability for teaching standards.		A	R		R	Main responsibility sits with the Board, which is informed by the CEO and Principal	
<b>10 Target Setting</b>	a) To propose targets for pupil achievement and be responsible for pupil outcomes.					A/R		
	b) Accountability for pupil outcomes		A	R	R	R	The Board are ultimately responsible to the Secretary of State for standards and pupil outcomes. This responsibility is delegated to the A&S committee and CEO who will hold the LGBs and Principals to account.	
<b>11 Educational Provision</b>	a) Agree significant changes to the school day i.e., length of school day, opening and closing times etc.		A	C	C	R	Board to determine in consultation with the LGB	
	b) Accountable to the RSC for Ofsted outcomes		A	A				
	c) To be responsible for Ofsted outcomes		A	R	R	R		
	d) Ensure Trust website complies with statutory guidance		A	R				
	e) Ensure school website complies with statutory guidance				R	A	R	Trust team to audit websites termly and provide report and recommendations to Principal/Head of School. LGB to ensure recommendations are actioned.
	a) To oversee all public relations including responses to the press.				R		C	CEO to conduct all public relations activities as per the relevant policy.

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	b) To ensure student issues (including attendance, exclusion, punctuality, and disciplinary matters) are dealt with in accordance with Trust and Academy policies.		A	I	I	R	The Board is ultimately responsible for exclusions, behaviour etc. However, the CEO and Principals will ensure this is implemented in line with Trust policies. LGBs will be informed of any ongoing processes.
	g) Provision of sex and relationships education – to establish and keep up to date a written policy.		A		R	R	The school are responsible for producing a RSE curriculum and policy for the LGB to agree.
<b>12 Exclusions</b>	a) To oversee the Exclusions policy and be informed of any exclusions data and information.		A	R	I	R	The CEO should be notified of all potential exclusions.
	b) Manage the appeals process for an exclusion			R			The central team should be notified of any appeal and support the process with the relevant LA.
<b>13 Safeguarding</b>	a) To ensure safeguarding processes and policies are followed		A	R		R	
	b) To ensure each academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of Single Central Record.		A	R		R	The Board must ensure each school has a safeguarding and child protection policy that is reviewed annually. Central team to ensure Single Central Records are maintained and effective.
	c) Develop a safeguarding policy in line with statutory requirements and best practice				A	R	The school should formulate a policy that is ratified by the LGB
<b>14 Policy</b>	To determine, on an annual basis, those policies which will be developed by the Trust and be mandatory for all Trust schools			R			
	To create and approve the policies delegated by the Trust					R	
<b>15 Data Protection</b>	a) The ensure all Subject Access Requests are dealt with in line with the Trust policy		A	R			The Director of Operations as Data Protection will oversee and be

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	and statutory requirements						responsible for all SARs