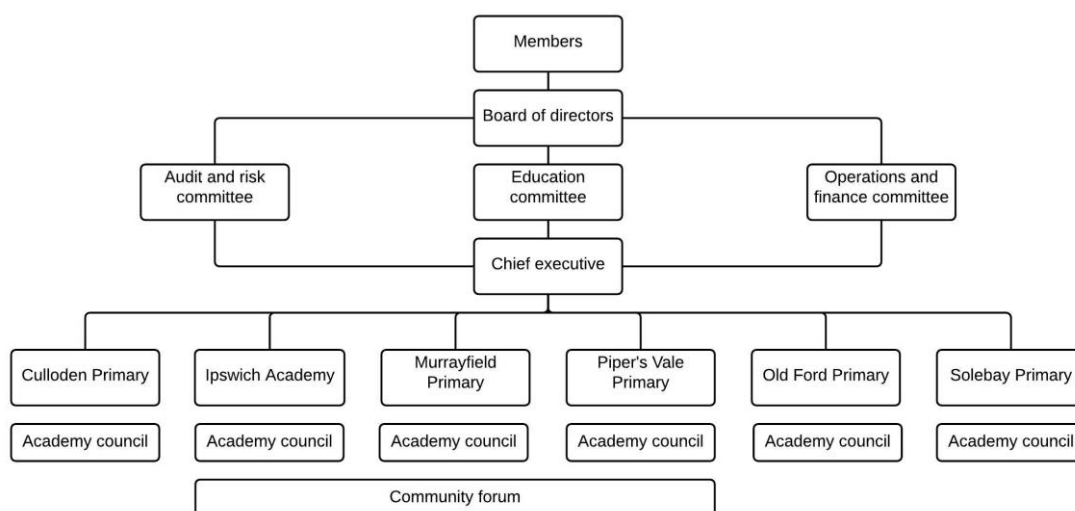


Scheme of delegation

Date of last review	Aug 2017	Date of next review	Aug 2018
Review period	Annually	Owner	Board



Governance structure and lines of accountability

The Trust board ("the Board") delegates responsibility for the day to day operation and performance of the Trust, including the performance of the academies within the Trust, to the chief executive (CEO). The chief operating officer (COO) deputises for the chief executive, in the event of his/her absence. In such circumstances, the COO also takes on the accounting officer responsibility.

This means that as the CEO is accountable to the board for the performance of the Trust as a whole, the CEO will report to the Board on the performance of the Trust including on the performance of the Trust's schools.

The CEO is performance managed by the Board, although the Board may delegate this to a committee. The CEO performance manages the academy principals. The CEO performance manages the COO but, in the absence of a CEO, this is done by the Board, which may delegate this to a committee of the Board.

There are academy councils at school level which facilitate communication between the principal and parents/carers. For the avoidance of doubt, academy councils do not have delegated powers.

The Board may appoint one of the directors to act as link director for a school. The link director will act as a sounding board for the principal and represent the Board at school events but does not have any powers delegated by the Board on a standing basis.

Roles and responsibilities

The **members** of the Trust have a different status to directors. They are equivalent to the shareholders in a private company, save that they have no entitlement to receive dividends. Originally they were the signatories to the memorandum of association and agreed the Trust's first articles of association (a document which outlines the governance structure and how the Trust will operate). The articles of association also describe how members are recruited and replaced, and how many of the directors the members can appoint to the Board. The members appoint directors to ensure that the Trust's charitable object is carried out and so must be able to remove directors if they fail to fulfil this responsibility. Accordingly, the Board submits an annual report on the performance of the Trust to the members. Members are also responsible for approving any amendments made to the Trust's articles of association.

While members are permitted to be appointed as directors, in order to retain a degree of separation of powers between the members and the Board, and in line with DfE expectations, not all members should be directors. More recently,

the DfE has amended the model articles to state that members are not permitted to be employees of the academy trust.

The **directors** are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the memorandum and articles of association. The Board is the accountable body for the performance of all schools within the Trust and as such must:

- ensure clarity of vision, ethos and strategic direction
- hold the CEO, COO and principals to account for the educational performance of the schools and their pupils, and the performance management of staff
- oversee the financial performance of the Trust and make sure its money is well spent.

The Board is permitted to exercise all the powers of the Trust. The Board is responsible for the appointment, removal and remuneration of the CEO and COO. The Board will delegate to the CEO responsibility for the day to day operations of the Trust. The directors can determine whether to delegate any governance functions.

The Trust has the right to review and adapt its governance structure at any time which includes removing delegation.

The directors have established **committees** with delegated authority to make decisions and to provide advice and support, informing the overall work of the Board. However, these committees are not legally responsible or accountable for statutory functions – the Board retains overall accountability and responsibility. The Board may appoint committee members and committee chairs. The responsibilities of committees are set out in their terms of reference and are summarised below.

The *Education Committee* monitors the educational performance of each of Paradigm's schools, considering educational aims and setting appropriate performance targets. It also oversees arrangements for individual committee members to take a leading role in specific areas of provision e.g. special educational needs and disabilities, or child protection.

The *Operations and Finance Committee* considers: Paradigm's financial priorities; the management accounts; the appropriate charging of expenses; and draft budgets submitted by Paradigm schools. The committee also: ensures that Paradigm has proper insurance cover and that the regulations relating to funding are complied with; sets and monitors human resource policies/contractual terms; and monitors the management of the estate.

The *Audit and Risk Committee* advises the Board on: the adequacy and effectiveness of internal financial control and risk management; control and governance processes; securing value for money; the terms of appointment and the remuneration of the external auditor and the internal audit service provider; and on audit strategy.

Each academy has a link director assigned to be a link between the academy and the Board. The role of link director is intended to ensure that at least one director has a more detailed understanding of the academy, including its on-going operations and any issues and can offer additional support to the academy principal. A link director is expected to meet regularly with the principal of the academy and to facilitate the exchange of information and views between the academy's principal and the Board. The role of link director does not have any additional powers, duties or authority.

The **CEO** has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies and so the CEO performance manages the COO and academy principals.

The CEO is the accounting officer so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the academy Trust. The CEO will delegate executive management functions to the executive management team and is accountable to the Board for the performance of the executive management team.

The COO deputises for the CEO, in the event of his/her absence. In such circumstances, the COO also takes on the accounting officer responsibility.

The academy **principal** is responsible for the day to day management of the school and is accountable to the CEO.

The CEO convenes and chairs an **executive committee**. The executive committee comprises the CEO; the COO; principals from each school; together with the heads of the HR and finance functions (as required). The executive committee meets on a monthly basis with all attendees able to propose items for consideration. The purpose of the executive committee is to facilitate collaboration across the Trust, providing a forum for sharing ideas, resources and concerns.

The Board establishes an **academy council** in each school. A number of parents/carers will be elected to the council by parents/carers of that school (although when new schools join the Trust the Board may, at its discretion, allow governors of a predecessor school to be appointed to the academy council for an initial term, to support the transition process). The council is intended to facilitate communication with the principal and may:

- ask questions of the principal about the operation of the academy and its performance

- raise issues of concern with the principal about the operation of the academy
- provide papers to the Board or its committees.

In addition, elected councillors may attend the annual Trust conference and/or the academy's inset days. The Board consults with academy councils on specified topics, or more broadly if it so desires. Elected academy councillors may be asked by the Board to serve on panels to review a principal's decision on exclusions. The link director may attend academy council meetings.

Key

Level 0: Members

Level 1: Board of directors

Level 2: Board committee

Level 3: Chief executive officer

Level 4: Academy principal

Level 5: Academy council

✓ Action to be undertaken at this level

A Provide advice and support to those accountable for decision making (in the case of committees, the name of the committee indicates which committee provides the advice and support)

In the event of any differences between this document and, for example, committee terms of references or policies of the Trust, the arrangements specified in this document take priority.

Area	Function	Delegation					
		Members	The Board	Board Committee	CEO	Principal	Academy Council
The governance framework							
People	Appoint/remove Members	✓					
	Appoint/remove Directors	✓					
	Appoint/remove co-opted directors		✓				
	Agree role descriptions for directors/chair/ specific roles/committee members		✓				
	Appoint and remove committee chairs		✓				
	Appoint and remove company secretary		✓				
	Appoint and remove link director for each school		✓				
Systems and structures	Approve amendments to articles of association	✓	A		A		
	Establish governance structure (committees) for the Trust and review annually		✓	A	A		
	Agree terms of reference for Trust committees (including audit if required, and scheme of delegation for school committees) and review annually		✓	A	A		
	Agree terms of reference for academy council and review annually		✓		A	A	
	Review director contribution on an annual basis		✓				
	Review Academy Council members' contribution on an annual basis					A	✓
	Plan for succession		✓		A	A	
	Agree annual schedule of business for the Board		✓		A	A	

Area	Function	Members	Delegation				
			The Board	Board Committee	CEO	Principal	Academy Council
	Agree annual schedule of business for committees		✓	A	A		
	Agree annual schedule of business for academy council				A	✓	A
Reporting	Ensure Trust governance details on Trust and academies' websites		✓		A		
	Register of all interests, business, pecuniary, loyalty for members/directors/committee members: establish and publish		✓		A		
	Annual report on performance of the Trust: submit to members and publish		✓	ARC	A		
	Submit annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money		✓	ARC			
Being strategic							
Being strategic	Determine Trust wide policies which reflect the Trust's ethos and values		✓	✓ (in line with delegation)	A	A	
	Agree central spend / top slice		✓	OFC	A	A	
	Management of risk: establish register, review and monitor		✓	ARC	A	A	
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓
	Determine Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured		✓	EC OFC	A	A	

Area	Function	Members	Delegation				
			The Board	Board Committee	CEO	Principal	Academy Council
	Determine school's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured				A	✓	A
	Appoint and dismiss CEO		✓				
	Appoint and dismiss COO		✓				
	Appoint and dismiss academy principals		✓				
	Agree budget plan to support delivery of Trust key priorities		✓	OFC	A		
	Agree budget plan to support delivery of school key priorities				A	✓	
	Agree Trust's staffing structure		✓	OFC	A	A	
	Agree school staffing structure				A	✓	
	Holding to account						
Holding to account	Agree auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment)		✓	OFC	A	A	
	Agree reporting arrangements for progress on key priorities		✓		A		
	Undertake performance management of the Chief Executive Officer		✓				
	Undertake performance management of academy principals				✓		
	Undertake performance management of COO				✓		

Area	Function	Delegation					
		Members	The Board	Board Committee	CEO	Principal	Academy Council
	Ensuring financial probity						
Ensuring financial probity	Appoint chief financial officer for delivery of Trust's detailed accounting processes		✓	OFC	A		
	Trust's financial code of practice: establish and review		✓	ARC	A		
	External auditors' report: receive and respond		✓	ARC	A		
	Internal auditor's report: receive and respond		✓	ARC	A		
	CEO pay and bonus award: agree		✓	OFC			
	COO pay and bonus award: agree		✓	OFC			
	Academy principal pay award: agree			OFC	✓		
	Staff appraisal procedure and pay progression: monitor and agree			OFC	✓	A	
	Benchmarking and Trust wide value for money: ensure robustness			✓ARC	A		
	Benchmarking and school value for money: ensure robustness			ARC	A	✓	
Develop Trust wide procurement strategies and efficiency savings programme			OFC	✓			

Authorised expenditure limits

The CEO has delegated authority to incur expenditure, as necessary, up to the limit of £50,000 (excluding VAT) per order, or per contract where one contract comprises several individual orders and/or payments, provided this expenditure is planned for in the Trust budget.

Any proposed contract in excess of the £50,000 limit is subject to the prior written authorisation of the Board.

The principals have delegated authority to incur expenditure, as necessary, up to the limit of £20,000 (excluding VAT) per order, or per contract where one contract comprises several orders and/or payments, provided this expenditure is planned for in the Trust budget.

The assistant principals have delegated authority to incur expenditure, as necessary, up to the limit of £10,000 (excluding VAT) per order, or per contract where one contract comprises several orders and/or payments, provided this expenditure is planned for in the Trust budget.

Should the principals and assistant principals propose to incur expenditure that is above that figure and/or which is not planned for in the Trust budget, s/he will seek prior approval from the CEO.

If the COO (in the absence of the CEO, for whom s/he is deputising) proposes to incur expenditure in excess of £20,000 (excluding VAT) (but within the delegated authority of the CEO), the COO must obtain prior approval from the OFC.

Policies

The Board delegates authority to adopt, monitor and review the following policies of the Trust as specified below.

Audit and risk committee:

- Whistleblowing policy
- Financial code of practice

Education committee:

- Supporting pupils with medical conditions policy
- Equality duty
- Curriculum statements
- SEND information report
- SRE policy
- Behaviour/anti-bullying policy
- Restraint policy

Operations and finance committee:

- Business continuity plan
- Child protection policy (London)
- Child protection policy (Ipswich)
- Charging and remissions policy
- Complaints policy
- Data protection; esafety; acceptable usage of IT systems policy
- Health and safety policy
- Freedom of information publication scheme
- Reserves policy
- Investment policy

- Expenses policy (directors)
- Accessibility plans
- Expenses policy (staff)
- HR policies

The Board delegates authority to the CEO (or principals, where indicated) to adopt, monitor and review the following procedures/protocols/policies:

- Privacy notice
- Asbestos management plans and procedures
- Fire risk assessment
- Statutory testing documentation
- Child protection documentation (all related documentation other than that specifically managed by OFC)
- Access to assessment and reasonable adjustment (document required for BCS exam board)
- Appeals procedure (document required for BCS exam board)
- Equal opportunities (document required for BCS exam board)
- Malpractice and maladministration (document required for BCS exam board)
- Quality assurance (document required for BCS exam board)
- A written examination contingency plan/exams policy which covers all aspects of exam administration (required by JCQ) (need to confirm status of this)
- A written process to check the qualifications of the specialist assessor of access arrangements for candidates with special needs and check that the assessment process is administered correctly (required by JCQ)
- A written disability policy setting out how the Trust seeks to comply with the Equality Act 2010 and fully support disabled candidates (required by JCQ)
- A written internal appeals procedure relating to internal assessment decisions (required by JCQ)
- A written policy with regard to the management of GCSE controlled assessments (required by JCQ)

- Written procedures for how the Trust will deal with candidates' access to scripts, enquiries about results and appeals to the awarding bodies (required by JCQ)
- Written internal appeals procedure to manage disputes when a candidate disagrees with a Trust decision not to support an enquiry about results or an appeal (required by JCQ)
- Teaching and learning (principals; local document)
- Marking and assessment (principals; local document)
- Academy improvement plan (principals; local document)
- Summary self-evaluation document (principals; local document)
- Risk assessments (principals; local document)