



## SCHEME OF DELEGATION (SoD)

Approved by the Trust Board - May-24

### Key

|                        |   |
|------------------------|---|
| <b>Level 1</b>         | Members   |
| <b>Level 2</b>         | DET Trust Board (TB)  |
| <b>Level 3</b>         | TB Finance and Resources Committee (FRC)  |
| <b>Level 3</b>         | TB Audit and Risk Committee (ARC)   |
| <b>Level 3</b>         | TB Pay Committee (PAYC)   |
| <b>Level 4</b>         | Chief Executive Officer (CEO)   |
| <b>Level 5</b>         | Local School Committee (LSC)  |
| <b>Level 6</b>         | School Headteacher (HT)   |
| <b>R (Responsible)</b> | Those who do the work to complete the task or deliverable. There should be, at least, one Responsible person/body assigned, although others can assist in the work required.  |
| <b>A (Accountable)</b> | <p>The one ultimately answerable for the correct and thorough completion of the task or deliverable, the one who ensures that the prerequisites of the task are met and who delegates the task or deliverable to those Responsible. An Accountable person/body must sign-off (approve) the work that Responsible provides.</p> <p>NOTE : Where Accountability is not specifically referenced (but Responsibility is), ultimate Accountability resides with the TB as it is accountable to the Secretary of State/Department for Education (DfE) for all actions/decisions. Where Accountability is shared, this reflects that the TB is accountable to the Secretary of State/Department for Education (DfE) for all actions/decisions, but that individual TB Committees may be accountable to the TB for certain actions/decisions. For example, ARC and FRC are accountable to the TB for review and approval of certain DET-wide policies, but the TB remains accountable to the DfE for all policies across DET.</p> |
| <b>C (Consulted)</b>   | Those whose opinions are sought throughout the delivery process and with whom there is two-way communication.   |
| <b>I (Informed)</b>    | Those who are kept up-to-date on progress, often only on completion of the task/deliverable and with whom there is one-way communication.   |

### Notes

Members of all Committees should read the SoD in conjunction with the Terms of Reference for the relevant Committee.

Where decisions can be made at more than one level within the governance structure, the higher tier of governance has the ability to override the lower tier.

| Ref                  | Area                       | Decision  | Freq'y | Delegation |     |     |     |      |     |     |    | Comments   |
|----------------------|----------------------------|---|--------|------------|-----|-----|-----|------|-----|-----|----|--|
|                      |                            |   |        | Mem        | TB  | FRC | ARC | PAYC | CEO | LSC | HT |  |
| GOVERNANCE FRAMEWORK |                            |   |        |            |     |     |     |      |     |     |    |  |
| 1                    | p<br>e<br>o<br>p<br>l<br>e | Members: Appoint and Remove   | Ad-Hoc | R          |     |     |     |      |     |     |    |  |
| 2                    |                            | Trustees: Appoint   | Ad-Hoc | R          | R/A |     |     |      |     |     |    | TB can only appoint a Co-opted Trustee and those appointments require Member ratification at next meeting - Members are advised by email upon appointment to provide opportunity for any objections prior to Co-opted Trustee taking up post/being party to decisions/approvals etc. |
| 3                    |                            | Trustees: Remove  | Ad-Hoc | R          |     |     |     |      |     |     |    |  |
| 4                    |                            | Role Descriptions for Members: Agree and Review   | Annual | R          |     |     |     |      |     |     |    |  |
| 5                    |                            | Role Descriptions for Trustees/Chair/Local Governors: Agree and Review                                | Annual |            | R   |     |     |      | C   |     |    |  |
| 6                    |                            | LSC Parent Governors: Elect   | Ad-Hoc |            | I   |     |     |      | C   | A   | R  | DET model is to have Parent Governors and not Parent Trustees.   |
| 7                    |                            | TB Chair and Vice Chair: Appoint (election by Trustees each academic year)                            | Ad-Hoc |            | R   |     |     |      |     |     |    |  |
| 8                    |                            | TB Chair and Vice Chair: Remove   | Ad-Hoc | R          | R   |     |     |      |     |     |    |  |
| 9                    |                            | TB Committee Chair: Appoint and Remove (election by relevant Committee subject to ratification by TB) | Ad-Hoc |            | A   | R   | R   | R    | I   |     |    |  |
| 10                   |                            | LSC Chair: Appoint and Remove (election by LSC subject to ratification by TB each academic year)      | Ad-Hoc |            | A   |     |     |      | C   | R   | C  | Note: for new LSCs, the Chair for the first academic year or part thereof is appointed by the TB.  |
| 11                   |                            | LSC Vice Chair: Appoint and Remove  | Ad-Hoc |            |     |     |     |      |     | R/A |    |  |
| 12                   |                            | Governance Professional: Appoint and Remove   | Ad-Hoc |            | R   |     |     |      |     |     |    |  |
| 13                   |                            | Local Governors: Appoint and Remove   | Ad-Hoc |            | R   |     |     |      |     | R   |    | Chair of LSC to recruit, appointments to be approved by TB, in consultation with the Chair of the LSC and the EHT/HT.<br>Note: for new LSCs, all Local Governors (excluding Parent and Staff Governors) are selected by the TB.  |
| 14                   |                            | Local Governors:Re-appoint  | Ad-Hoc |            |     |     |     |      |     | R   |    | LSC approves for noting by the TB.   |
| 15                   | S<br>y<br>s<br>t<br>e<br>m | Articles of Association: Agree and Review   | Annual | R          | A   |     |     |      | C   |     |    |  |
| 16                   |                            | Governance Structure (Committees) for DET: Establish and Review                                       | Annual |            | R/A |     |     |      | C   |     |    |  |
| 17                   |                            | Terms of Reference for TB Committees: Agree   | Annual |            | R   | R   | R   | R    | C   |     |    | TB agrees in principle with detailed review by Committee.  |
| 18                   |                            | Skills Audit: Complete and Recruit (to fill gaps)   | Annual |            | R/A |     |     |      |     | R   |    | Each of TB and LSC is responsible for own Skills Audit   |
| 19                   |                            | Self-Review of TB and Committees  | Annual |            | R/A |     |     |      |     |     |    |  |

|    |   |  |                   |     |     |   |   |  |     |     |     |  |
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| 20 | t<br>e<br>m<br>s<br>u<br>r<br>a<br>n<br>d | Self-Review of LSC Performance   | Annual            |     | A   |   |   |  |     | R   |     | LSC Coordinator to update TB at meeting immediately following the outcome of the annual self-review.   |
| 21 |   | Review Chair (of TB and LSC) Performance: Complete Review  | Annual            | R/A | R/A |   |   |  |     | C   |     | TB Chair review is instigated by the TB Chair and output shared with Members and TB.<br>LSC Chair performance is instigated by TB and output reviewed by TB. |
| 22 |   | Succession Planning (to include TB, LSC, Members, CEO, EHT and HT)   | Annual            | R/A | R/A |   |   |  | R/A | R/A | R/A | Each Governance level is responsible for its own succession planning and accountable for the Governance level beneath it.                                    |
| 23 |   | Schedule of Business for TB: Agree   | Annual            |     | R/A |   |   |  | C   | C/I |     |  |
| 24 |   | Schedule of Business for LSC: Agree  | Annual            |     | A/C |   |   |  |     | R   |     |  |
| 25 | R<br>e<br>p<br>o<br>r<br>t<br>i<br>n<br>g | DET Governance details on DET and School Websites: Ensure  | Annual            |     | A   |   | A |  | R   |     | I   | CEO responsibility delegated to Central Services Team (Trust Coordinator).   |
| 26 |   | School Governance details on School Website: Ensure  | Annual            |     | A   |   | A |  | C   | I   | R   | HT responsibility delegated to Central Services Team (Trust Coordinator).  |
| 27 |   | Register of all Interests, Business, Pecuniary for Members/Trustees/LSC Governors: Establish and Publish   | Ad-Hoc            |     | R/A |   |   |  | I   | R   | I   | Register of Interests for Members, TB and LSCs maintained by Company Secretary and delegated to Trust Coordinator.   |
| 28 |   | Report on Performance of DET: Submit to Members and Publish  | Annual            |     | R   |   |   |  | C   |     |     |  |
| 29 |   | Report and Accounts including Accounting Policies, Signed Statement on Regularity, Propriety and Compliance incorporating Governance Statement demonstrating Value for Money: Submit | Annual            |     | A   | R |   |  | C   |     |     |  |
| 30 |   | Report Work of LSCs: Submit to TB (and publish as required)  | Termly            |     | A   |   |   |  | C   | R   | C   | LSC Coordinator to update TB, as appropriate, as part of standing agenda item at each TB meeting.  |
| 31 |   | Three yearly external review of governance: Commission, review output and implement changes required   | Every three years | I   | R/A |   |   |  | I   | I   | I   |  |

| Ref             | Area | Decision  | Freq'y | Delegation |     |     |     |      |     |     |    | Comments   |
|-----------------|------|---|--------|------------|-----|-----|-----|------|-----|-----|----|--|
|                 |      |   |        | Mem        | TB  | FRC | ARC | PAYC | CEO | LSC | HT |  |
| BEING STRATEGIC |      |   |        |            |     |     |     |      |     |     |    |  |
| 32              |      | To review and approve DET-level policies in accordance with the Approval Level_Originator Matrix.   | Annual |            | R/A | R   | R   |      | C   | I   | C  | Approval of DET-level policies is divided between TB, ARC, FRC and PayC.   |
| 33              |      | To review and approve School-level policies in accordance with the Approval Level_Originator Matrix.  | Annual |            | A   |     |     |      | C   | R   | C  |  |
| 34              |      | Central Spend/Top Slice: Agree  | Annual |            | R/A | C   |     |      | C   |     |    |  |
| 35              |      | Management of Strategic Risk: Establish Register, Review and Monitor  | Annual |            | R/A |     | R/A |      | C   |     |    | Strategic Risks are managed on CalQRisk, with a SME at Central Services level. The Trust Coordinator has overall oversight and ARC receives risk register detail each term.  |
| 36              |      | Management of Operational Risk: Establish Register, Review and Monitor  | Annual |            | I   |     | I   |      | A   | C   | R  | Operational Risks are managed on CalQRisk, with input from the HT and SBM at each School and a SME at Central Services level. The Trust Coordinator has overall oversight and ARC receives risk register detail each term. |
| 37              |      | Engagement with Stakeholders (Staff) by Governance levels, including surveys  | Ad-Hoc |            | R/A |     |     |      | R/A |     | C  | All verbal and written engagement with staff (from Trustees and Local Governors), i.e. surveys, should be led centrally by the Trust, and should not go out from Schools.  |
| 38              |      | Engagement with Stakeholders (Parents/Carers/Pupils) by Governance levels, including surveys  | Ad-Hoc |            | R/A |     |     |      | I   | R   | C  | All engagement with parents/carers and pupils (by Trustees and Local Governors) to be managed by LSCs, but with the EHT/HT to QA and approve prior to being sent.  |
| 39              |      | DET Vision and Strategy (including culture and values), Agreeing Key Priorities and Key Performance Indicators (KPIs) against which progress towards achieving the vision can be measured : Determine | Annual | I          | R/A |     |     |      | C   | I   | C  |  |
| 40              |      | School Vision and Strategy (including culture and values): Determine  | Annual |            | A   |     |     |      | R   | C   | R  |  |

|    |   |        |  |     |     |  |   |     |   |     |   |
|----|---|--------|--|-----|-----|--|---|-----|---|-----|---|
| 41 | Agreeing Key Priorities and KPIs against which progress towards achieving the vision can be measured: Determine | Annual |  | A   |     |  |   | R   | I | R   |   |
| 42 | CEO: Appoint and Dismiss  | Ad-Hoc |  | R/A |     |  |   |     |   |     |   |
| 43 | EHT: Appoint and Dismiss  | Ad-Hoc |  | R/A |     |  |   | R   | C |     |   |
| 44 | School HT: Appoint  | Ad-Hoc |  | R/A |     |  |   | R   | C |     | EHT to be involved in selection process for HTs under EHT remit.  |
| 45 | School HT: Dismiss  | Ad-Hoc |  | R/A |     |  |   | R   | I |     | EHT to contribute to decision made by CEO for HTs under EHT remit.  |
| 46 | Accounting Officer (CEO): Appoint and Dismiss   | Ad-Hoc |  | R/A |     |  |   |     |   |     |   |
| 47 | Budget Plan to Support Delivery of DET Key Priorities: Agree  | Annual |  | R/A | R/A |  |   | R   |   |     | CEO responsibility delegated to Central Services Team (Chief Financial and Operations Officer (CFOO)).  |
| 48 | Budget Plan to Support Delivery of School Key Priorities: Agree   | Annual |  | A   | A   |  |   | R   | I | R   | CEO responsibility delegated to Central Services Team (CFOO).<br>TB determines and monitors budget for DET and for each School.<br>Each LSC and School is aware of spend vs. approved budget via regular financial reporting.<br>The LSC does not have a monitoring role with regards budget, but does have responsibility for overseeing the spend and resultant outcomes of special grants, e.g. Pupil Premium. |
| 49 | DET Staffing Structure (Central Services and all Schools): Agree  | Annual |  | R/A |     |  | R | C   | I | C   | TB responsibility is delegated to PayC.   |
| 50 | School Staffing Structure: Agree  | Ad-Hoc |  | I   |     |  | I | R/A | I | R   | Staffing Structures are proposed by the EHT/HT, approved by the CFOO and the CEO and then reported to TB.   |
| 51 | School Uniform: Agree   | Annual |  | R/A |     |  |   | C   | I | R   | School uniform (including mandatory and optional items) to be agreed by TB annually and whenever a change to uniform or uniform supplier is proposed.   |
| 52 | Setting DET approach to curriculum and assessment, with regard to statutory requirements.                       | Annual |  | A   |     |  |   | R   | I | I   |   |
| 53 | Delivering School curriculum and assessment in line with DET approach.  | Annual |  | A   |     |  |   | R/A | I | R/A |   |

| Ref                        | Area | Decision   | Freq'y      | Delegation |     |     |     |      |     |     |    | Comments   |
|----------------------------|------|--|-------------|------------|-----|-----|-----|------|-----|-----|----|--|
|                            |      |  |             | Mem        | TB  | FRC | ARC | PAYC | CEO | LSC | HT |  |
| HOLDING TO ACCOUNT         |      |  |             |            |     |     |     |      |     |     |    |  |
| 54                         |      | Auditing and Reporting Arrangements for matters of Compliance, e.g. Safeguarding, Health and Safety, Employment: Agree | Ad-Hoc      |            | A   |     | A   |      | R   | I   | R  | CEO responsibility delegated to Central Services Team (Trust Coordinator/CFOO/DCFOO).<br>EHT/HT informs LSC of the requirements.<br>LSC monitors compliance with these requirements.   |
| 55                         |      | Reporting of Progress on Key Priorities: Action  | Ad-Hoc      |            | A   |     |     |      | R   | I   | R  |  |
| 56                         |      | Performance Management of the CEO: Complete  | Semi-Annual |            | R   |     |     |      |     |     |    | TB responsibility is delegated to CEO Performance Management Committee.<br>With CEO agreement, objectives are shared with TB.  |
| 57                         |      | Performance Management of the EHT: Complete  | Semi-Annual |            | A   |     |     |      | R   | R   |    | LSC responsibility is delegated to EHT Performance Management Sub-Committee (of which the CEO and a Trustee are members).<br>With EHT agreement, objectives are shared with LSC and TB.  |
| 58                         |      | Performance Management of the HT: Complete   | Semi-Annual |            | A   |     |     |      | R   | R   |    | LSC responsibility is delegated to HT Performance Management Sub-Committee (of which the CEO and EHT (for HTs under EHT remit) and the Chair of the LSC are members).<br>With HT agreement, objectives are shared with LSC and TB. |
| 59                         |      | Trustee Monitoring: Agree Arrangements   | Annual      |            | R   |     |     |      | C   |     | C  |  |
| 60                         |      | Local Governor Monitoring (visits etc.) : Action   | Annual      |            | A   |     |     |      |     | R   | C  | Visit Reports from Local Governors to be uploaded to GH and LSC Coordinator to advise Trustees when reports are available to read.   |
| 61                         |      | LSC Overall Performance Monitoring: Agree Arrangements   | Annual      |            | R   |     |     |      | C   | C   | C  |  |
| 62                         |      | Suspension and Permanent Exclusion: Review HT decision   | Ad-Hoc      |            | R/A |     |     |      |     | R   | I  | The TB delegates its statutory responsibility to the LSC, which, in turn, delegates to a sub-committee, i.e. the panel that conducts the PEX hearing.<br>Note: Trustees may also form part of a PEX panel.                         |
| 61                         |      | Admission Arrangements: Review and agree decisions that require Governance oversight.                                  | Ad-Hoc      |            | R/A |     |     |      | C   | R   | I  | The TB delegates its statutory responsibility to the LSC, which, in turn, delegates to a sub-committee, i.e. the panel that reviews admission decisions.<br>Note: Trustees may also form part of an Admissions Arrangements panel. |
| ENSURING FINANCIAL PROBITY |      |  |             |            |     |     |     |      |     |     |    |  |
| 62                         |      | Chief Financial and Operations Officer for delivery of DET's detailed accounting processes: Appoint                    | Ad-Hoc      |            |     |     |     |      | R/A |     |    |  |
| 63                         |      | Auditors : Appoint and Re-Appoint  | Annual      | R          | C   |     | C   |      |     |     |    |  |
| 64                         |      | DET's Scheme of Financial Delegation: Establish and Review   | Annual      |            | A   | A   |     |      | R   |     |    | CEO responsibility delegated to Central Services Team (CFOO).  |

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|----|---|--------|---|-----|---|---|-----|---|---|---|---|
| 65 | School Scheme of Financial Delegation: Establish and Review | Annual |   | A   | A |   |     | R |   | C | CEO responsibility delegated to Central Services Team (CFOO).   |
| 66 | External Auditors' Report: Receive and Respond              | Annual | R | C   | C | C |     | C |   |   |   |
| 67 | CEO Pay Award: Recommend                                    | Annual |   | R   |   |   |     |   |   |   | TB responsibility is delegated to CEO Performance Management Committee.   |
| 68 | CEO Pay Award: Agree  | Annual |   | R   |   |   | R   |   |   |   |   |
| 69 | CFOO Pay Award: Agree                                       | Annual |   | R   |   |   | R   |   |   |   | CFOO should be paid on a Salary Scale that is equitable to ~70% of the CEO salary. Approval is, therefore, implied when PayC approves CEO salary.   |
| 70 | EHT Pay Award: Recommend                                    | Annual |   | R   |   |   | R   |   |   |   | TB responsibility is delegated to EHT Performance Management Sub-Committee (of which the CEO is a member).  |
| 71 | EHT Pay Award: Agree  | Annual |   | R   |   |   | R   |   |   |   |   |
| 72 | HT Pay Award: Recommend                                     | Annual |   | A   |   |   |     | R | R |   | LSC responsibility is delegated to HT Performance Management Sub-Committee (of which the CEO and EHT (for HTs under EHT remit) and the Chair of the LSC are members).   |
| 73 | HT Pay Award: Agree   | Annual |   | R/A |   |   | R/A | C |   |   | LSC HT Performance Management Sub-Committee advises PayC.   |
| 74 | Staff Performance Management Procedure: Review and Agree    | Annual |   | A   |   |   | R   |   |   |   |   |
| 75 | Teaching Staff Pay Progression: Review and Agree            | Annual |   | A   |   |   | C   |   | C | R | EHT/HT reviews and determines Teaching Staff (Performance and) Pay progression prior to anonymised data being submitted to LSC (for information only) and to PayC for review and to ensure equality, fairness, consistency etc. |
| 76 | Support Staff Pay Progression: Review and Agree             | Annual |   | A   |   |   | C   |   | C | R | EHT/HT reviews and determines Support Staff (Performance and) Pay progression prior to anonymised data being submitted to LSC (for information only) and to PayC for review and to ensure equality, fairness, consistency etc.  |
| 77 | Central Services Staff Pay Progression: Review and Agree    | Annual |   | A   |   |   | C   | R |   |   | CEO reviews and determines Central Services Staff (Performance and) Pay progression prior to anonymised data being submitted to PayC for review and to ensure equality, fairness, consistency etc.                              |
| 78 | ESFA reports and returns: Submit                            | Ad-Hoc |   | A   |   |   |     | R |   |   | CEO responsibility delegated to Central Services Team (CFOO/DCFOO).   |

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| 79 | Trust and School budgets: Monitor   | Ad-Hoc |  | A |   | R |  | R   | I | I | CEO responsibility delegated to Central Services Team (CFOO/DCFOO).        |
| 80 | Benchmarking and DET-wide Value for Money: Ensure Robustness                                  | Annual |  | A | R |   |  | R/A |   |   | CEO responsibility delegated to Central Services Team (CFOO).              |
| 81 | School Benchmarking and Value for Money: Ensure Robustness                                    | Annual |  | A | R |   |  | R/A | I | R | CEO responsibility delegated to Central Services Team (CFOO).              |
| 82 | DET-wide Procurement Strategies and Efficiency Savings Programme: Develop, Review and Approve | Annual |  | A | R |   |  | R/A |   |   | CEO responsibility delegated to Central Services Team (CFOO).              |
| 83 | Scale of charges for letting of School sites: Review and Agree                                | Annual |  | A | R |   |  | C   | C | C | LSC recommends scale of charges to FRC annually. FRC reviews and approves. |