



Scheme of Delegation

2023/24

Date reviewed: September 2023

Date approved by the Board: 20 September 2023

Date of next Review: September 2024

Leading Edge Academies Partnership (the 'Trust') is a Multi Academy Trust with six schools, including two secondaries, three primaries, and one all-through school located in the South West of Cornwall and the Isles of Scilly. We are responsible and accountable for the education of approximately 2500 students between the ages of 3 and 16 and for the employment and support of over 300 staff.

The mission of the Trust is to “be a community of excellence that ignites passions, ambitions and aspirations”. Through our values of Excellence, Equity and Evolution, our vision is to:

- develop young people and adults who are confident, curious, creative, and collaborative
- provide adventurous educational programmes that transform teaching, learning and assessment
- create happy students who have a zest for life and learning.

The Trust is a charitable company limited by guarantee. The Trust’s governance structure is shown on page 4, and the key responsibilities of the governance layers are as follows:

Members

Members play a limited but crucial role in safeguarding academy trust governance and upholding the charitable purpose of the organisation. Members must also ensure that the religious character of our Church academy is preserved.

The Trust Board (Trustees)

The Trust Board has collective accountability and responsibility for the running of the academy trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements.

The academy trust board delivers the following core functions:

- Strategic leadership of the academy trust: the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust’s culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier
- Accountability and assurance: the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well-maintained
- Engagement: the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.

The Trust Board has four sub-committees: Education, Finance & Resources, Audit & Risk and Pay

Local Academy Committees

Each of the Academies in the Trust has a Local Academy Committee (LAC) which includes parent governors. The LACs have an important role in providing local oversight and stakeholder engagement in each Academy.

Scheme of Delegation

The Scheme of Delegation (SoD) defines the powers delegated by the Trust Board to other sub-committees or executive officers within the Trust to facilitate the day to day running of the organisation, ensuring compliance with the Academy Trust Handbook. While the SoD seeks to offer clarity on decision making powers and includes specific authorities, it cannot provide a definitive and exhaustive guide to decision making across every area of Trust business. To that end Leading Edge and its officers should seek to operate within the spirit of the framework holding to the culture of governance, as defined by high levels of transparency and strong trust. The Trustees recognise that, whilst they are able to delegate down decision making and responsibility, the ultimate accountability remains with them.

Key

LAC - Local Academy Committee

F- Fully Delegated

P- Partially Delegated to a Board Committee

N- Not delegated

Exec Team – CEO, COO, Director of People (DoP), Finance Director (FD), Governance Professional (GP), Executive Principal Secondary and Executive Principal Primary

The green shaded boxes indicate where the final decision-making authority sits.

Governance Structure



Members

Trustees

Audit & Risk Committee

Finance & Resources Committee

Education Committee

Pay Committee

Mounts Bay Academy
LAC

Fowey River Academy
LAC

Five Islands Academy
LAC

Ludgvan Academy
LAC

St Buryan Academy
LAC

St Hilary School
LAC

Organisational Scheme of Delegation

Members' Governance	Members	Trustees	CEO
Amend and adopt the articles of association	N	Recommendations to the members	Consulted and implement
Change the name of the Academy Trust	N	Recommendations to the members	Consulted and implement
Wind up the Academy Trust	N	Recommendations to the members	Consulted and implement
Appoint and remove members in line with the Articles of Association	N	Recommendations to the members	
Appoint and remove trustees to the Board in line with the articles of association	N	Recommendations to the members	Consulted and implement
High level monitoring of the effectiveness of the Trust Board to deliver the charitable objects	N	Provide members with information to allow them to fully understand the high-level effectiveness of the Trust	Provide members with information to allow them to fully understand the high-level effectiveness of the Trust
Appoint external auditors	N	Recommendations to the members	Advise the trustees and implement
To consider joining another existing Trust	N	Recommendations to the members	Consulted and implement
Consider requests from other schools or Trusts to join the Trust	F	Trustee decision	Make recommendations to the Trust Board
To consider requests from schools to leave our Trust	F	Trustee decision	Consulted and implement

Organisational Scheme of Delegation

STRATEGY	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Determine overall vision, ethos and strategic priorities	N	Responsible for advising the trustees and delivering the strategy	COO Provides advice and assistance in developing strategy	Consulted during vision, ethos and strategy development	Consulted during vision, ethos and strategy development
Approval and monitoring of Trust strategic development plan	N	Responsible for proposing and delivering Trust strategic development plan	Reporting specific area of responsibility to CEO	Monitoring strategic priorities in individual academies	Delivering strategic priorities in individual academy
Admission of new academies	N	Can make recommendations to the Board	COO Provides due diligence advice in relation to potential new academies		
Entering into funding agreements	N	Can make recommendations to the Board	COO actions		
Approval of 'Significant Change' proposals for academies.	N	Can make recommendations to the Board		Recommendations to the Board	Recommendations to the Board
Engagement with stakeholders	Ensure engagement with students, staff, parents and community	Engagement with students, staff, parents and community		Deliver engagement with students, staff, parents and community	Deliver engagement with students, staff, parents and community

GOVERNANCE	Trustees Delegated authority?	CEO	Appropriate Member of the Exec team	LAC	Head of Academy
Approval of terms of reference for sub-committees	N	Recommendations to the Board	Recommendations to the Board		
Approval of terms of reference of LACs	N			Recommendations to the Board	
Appoint and remove Chair of LACs	N			Recommendations to the Board	

Appoint and remove LAC governors	Full delegation unless performance requires improvement			Appoint and remove LAC governors	
Appoint and remove Clerk to the Board of Trustees	N	Recommendations to the Board	Recommendations to the Board		
Appoint and Remove Clerk to the LACs	N			Recommendations to the Board	
Maintenance of register of interests	Responsibility of Governance Professional			Responsibility of Governance Professional	
Ensuring the accuracy and suitability of the Risk Register	N	Maintains oversight of the Risk Register	COO responsible for development, ongoing management, and presentation of the Risk Register	Monitors and agrees own academy Risk Register	Developed for own academy with significant risk escalated to Audit and Risk via COO
Maintenance of risk management processes	N	Maintains oversight of risk management processes	COO responsible for development and application of Risk Management Strategy including Trust-wide and local processes	Monitors academy risks	Responsible for ensuring academy risk management process in like with Trust strategy
Approval of policies not specifically referenced elsewhere within this document, in accordance with the Leading Edge Master Policies list	N	Makes recommendations to the Board	Makes recommendations to the Board		
Approval of individual academy policies not specifically referenced elsewhere within this document, in accordance with the Leading Edge Master Policies list	F	Provision of professional advice to Academies	Provision of professional advice to Academies	Delegated authority for approval and monitoring of local academy policies and procedures in accordance with policies lists	Makes recommendations and reports to LAC

Organisational Scheme of Delegation

EDUCATION	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Approval and monitoring of Trust and academy targets, including for student achievement, progress and attendance	P	Provides appropriate reporting to the Board	Reporting specific area of responsibility to CEO	Review of local target setting and monitoring of progress	Proposing academy targets to CEO
Approval of academy improvement plans in line with Trust policies	F	Final approval	To be consulted during development	To be consulted during development and monitor delivery	Development and delivery of academy improvement plans
Post-Ofsted Action Plan	F	Approval and sign off		Monitoring of progress being made	Development and delivery of the Plan
Setting Trust approach to curriculum and assessment	P	Development and reporting to the Board	To be consulted during development	To monitor delivery	To be consulted during development and deliver
Curriculum and assessment in individual academies	F	Final approval		Monitors effectiveness of curriculum plans	Development and delivery
Set term dates	F	Authorises term dates		Consulted	Recommendations to CEO
Set Length/ organisation of Academy day	F	Consulted		Consulted	Development and decision
Issues a suspension	F	Notified by the Head of Academy as soon as possible and may review		Notified as soon as possible by the Head of Academy	Authorised and should notify CEO, LAC and Local Authority as soon as possible
Issues permanent exclusions	F	Notified by the Head of Academy as soon as possible and may review		Notified as soon as possible by the Head of Academy. Convenes hearing to review Headteacher's decision. This panel will consist of 2 LAC governors and a Trustee (if a Trustee is not available, the Board may nominate a third LAC member)	Authorised and should notify CEO, LAC and Local Authority as soon as possible

Organisational Scheme of Delegation

EDUCATION	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Admissions policy approval where no change is proposed	F			Authorised	Recommendation to LAC
Admissions policy approval where change is proposed	F	Approval		Consulted	Recommendation to CEO
Admission appeals	F			Consulted	Attend admissions appeals
Maintain a register of pupils' admission to school and attendance.	F				

FINANCE	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
STATUTORY REPORTING					
Completion and approval of annual accounts and reports to funding and regulatory bodies	N	Recommend to the Board	Recommendation to CEO and Board		
Completion and submission of other accounting returns	F		Authorised		
Completing annual and periodic financial reports to the Board and/or DfE and ESFA (including income/ expenditure, cash flow, projections etc.).	F		Authorised		
Authorised to complete PAYE returns	F		Authorised		
Authorised to complete VAT returns	F		Authorised		

Signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House	F		Authorised		
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FINANCE	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
SYSTEMS OF INTERNAL FINANCIAL CONTROL					
Assurance over adequacy of systems of internal financial control	N	Provides assurance to EFA as Accounting Officer	COO provides assurance to CEO and Board		
Development of Scheme of Delegation and relevant financial policy	N	Makes recommendations to the Board	Recommendations to CEO and Board		
Approval of financial regulations	N		COO Recommendation to the Board		
Appointment of internal auditors	N	CEO to make recommendations to Board	COO responsible for delivery of appointment process with CEO		
BUDGET & MANAGEMENT REPORTING					
Approval of annual budget(s)	N	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to the Board	Consulted but do not approve the budget	Preparation of detailed academy financial budget
Receipt and review of management accounts	N	Oversight of management accounts	COO to review academy management accounts and prepare a summary report to the Board		Accountable for local academy financial position
Approval of Central budget and academy contributions	N	Recommendation to the Board	Recommendation to the Board		Consulted
Authority to make budget virements	F	Authorised to make budget virements and report to the Board within financial SoD	COO to advise on budget virements and report to the Board within financial SoD		

FINANCE	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
RESERVES REQUESTS					
Authority to approve reserves requests	<p>N – where proposed expenditure reduces reserves below 5% of total Trust income or >£100k</p> <p>F – where proposed expenditure results in reserves figure remaining at or above 5% of Trust total income or <£100k</p>	CEO/COO Jointly authorised where proposed expenditure results in reserves figure remaining at or above 5% of Trust total income or <£100k	Make recommendations to CEO	Consulted	Submits requests for academies to CEO in first instance who will review sign-off requirements.
PURCHASING & PROCUREMENT					
Setting procurement policy in accordance with funding agreement and Academies Financial Handbook	N	CEO to advise	COO to advise CEO and Board		Heads to write individual procurement policies for schools in line with trust policy
Placing orders for goods and services, entering into contracts	<p>N – where value is >£250k</p> <p>F – where value is <£250k</p>	CEO/COO Jointly authorised up to £100K	Make recommendations to CEO		Authorised up to £5K within agreed budget
Waiver of financial regulations in respect of purchasing	F		Yes, reported to Compliance Committee		Responsibility for local academy management
Ensuring compliance with tendering processes	F		Yes, reported to the Board		Responsibility for local academy management
Entering into leases or other legal arrangements (excluding purchasing contracts)	<p>N – where value is >£100k</p> <p>F - where value is <100K and risk is low</p>	Authorised where value is <£100k	Consulted and provides advice		
BANKING AUTHORITY & CASH MANAGEMENT					
Approval to borrow money	N	Recommend approval by the Board			

FINANCE	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Cashflow Management, Treasury & Investment policy	F	Authorised to review and approve. Investment details to be informed to the Finance & Resources Committee			
Open a bank account and approve signatories	P	CEO/COO Can be approved signatories			
TRANSACTION PROCESSING					
Payroll – Administration starters, leavers and amendments	F	Authorises significant changes and all changes outside of approved budget	Oversees systems of internal control and approves payroll		Authorises changes (within budget)
Purchasing - Authorised to create vendors on accounting system	F		Authorised		Authorised for local academy
Authorises income including special grants and contracts under £100k	F		Authorised		Authorised for local academy
Authorisation of expense claims (cannot authorise own expenses)	F		Authorised		Authorised for local academy
Control account reconciliation	F		Authorised		Authorised for local academy
Write-off bad debts	N – where value is >£45k F – where value is <£45k		Authorised up to £45k – all debt will be reported to Finance and Resources		Authorised up to £1k
FIXED ASSETS					
Developing estates strategy in line with strategic plan	F - but to be kept informed. Planned expenditure approved as part of financial planning		COO to develop plan		Heads to support development of plan
Management of capital funding	F		Ensures management and governance arrangements are appropriate		Authorised for local academy

FINANCE	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
FIXED ASSETS					
Asset Register	F		Authorised to review and approve		
Security of Assets	F		Oversight and must report to the Board by exception		Responsible for local security arrangements
Disposal of Assets	N – where value is >£50k F – where value is <£50k		Authorised to review and approve up to £50k		
Loan of Assets	F		Authorised to review and approve		
INSURANCES					
Annual Risk Review & Premium Renewal	F		Authorised to review and approve		

HUMAN RESOURCES	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Authorised to increase academy/organisational headcount (not including the Central Team)	F	Authorised to review and approve	Consult with CEO		Can authorise replacement posts within existing staffing budget. Must consult with CEO on increases
Authorised to increase the Central Team	N	Propose to the Board	Consulted		Consulted
Job Description sign off of Executive Team	N	Propose to the Board	Develop and propose to the Board and CEO		
Authorised to evaluate jobs and grades	F		Responsible for oversight and cross-organisational grading		Submits information to allow evaluation process
Authorised to agree/vary basic employment Terms and Conditions	F		Ensures consistent application of T&Cs		

HUMAN RESOURCES	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Establishing Trust-wide HR policy in accordance with law and best practice	N	Propose to the Board	Produced by Director of People and presented to CEO/COO before proposal to Board		
Recruitment and appointment of CEO	N		Involved in process	Involved in process	Involved in process
Recruitment and appointment of permanent Executive Team Members and Heads	P	Appoints Executive Team and Principals jointly with Board and LACs		Fully involved in the process of Principal appointment	
Recruitment and appointment of other Senior Leaders	F	Consulted in all senior appointments	Leads process for own teams and provides support for Heads	Involved in the process at discretion of the Head	Leads process in own local academy in line with agreed HR policy and procedure
Recruitment and appointment of other staff	F	Consulted for new roles or change of roles with budgetary implications	Appointment of staff – replacement of existing roles	Involved in the process at discretion of the Head	Appointment of staff – replacement of existing roles in line with agreed HR policy and procedure
Signing of employment contracts	F (but Chair must sign CEO contract)	Signs contracts of Exec Team and Principals	Authorised to sign contracts of staff within own teams		Signs contracts of members in team
Annual approval of pay policy including pay awards, pay point values, etc.	Responsible for Trust wide pay policy, including cost of living values and CEO pay award delegated to Pay and Remuneration Committee	Makes recommendations to the Pay and Remuneration Committee	D of P and FD produce a draft policy for review by the CEO who will present to the Pay and Remuneration Committee		
Determination of pay ranges	F (except CEO)	Determines pay ranges for leadership staff	Consults and advises with CEO		Determines pay ranges within individual academy based on Executive recommendations
Appointment outside range in salary structure	F	Approval	Approves and reports to Finance and Resources Committee		Proposal for new range to CEO

HUMAN RESOURCES	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Allocation of TLR / SEN values	F	Approves if exceeds total budget			Proposal for new posts within framework of pay policy in budget
Value of other discretionary allowances	F (except CEO)	Approval of discretionary allowances	Reviews proposal and makes recommendation to CEO		Proposals for other allowances
Annual Pay Progression	F	Approval of annual pay progression	Ensures Trust wide consistency	Involved in process for Principal	Oversight of appraisal and recommendation to CEO
Handling of all pension matters (teachers and support staff)	F	Approve and inform Board			
Approval of use of discretions	F	Approval			
Approval of Federation employment policies	F	Approval			
Objective setting and performance appraisal	F (except CEO)	Appraises Heads and Exec Team with Trustees as appropriate	Appraisal arrangements for own team in line with agreed HR policy and procedure	Assists in Heads' appraisals in line with agreed HR policy and procedure	Appraisal arrangements for own team in line with agreed HR policy and procedure
Approval of formal restructure plans	P+	Makes recommendations to Board	Makes recommendations to Board	Consulted	Decisions on internal academy restructure in consultation with Executive Team
Approval of severance or redundancy agreements	F	Final Approval	Consult with CEO		Consult with Exec Team
Authority to issue warnings or other disciplinary measures except dismissal*	P (except CEO/COO)	May issue warnings in own teams	May issue warnings in own teams. DoP should keep records of disciplinary issues across Trust	May form part of panel	May issue warnings in own teams but should include/inform DoP
Authorisation of settlement agreements*	P+ - where value > £50k or 1 yr salary (whichever lowest) F- where value is < £50k or 1 yr salary (whichever lowest)	Final decisions	May negotiate and make recommendations to CEO and Board		Decisions made for staff but must seek approval from CEO for senior leaders and head. Decision to authorise settlement agreement should always sit with CEO for all staff

HUMAN RESOURCES	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Suspension*	F (except CEO)	Final decision for (Exec teams and Principals)			Decisions within own academy, must inform CEO/COO/DoP
Potential Dismissal*	F (except CEO)	CEO or other Exec Team member must be involved in all dismissal panels	CEO or other Exec Team member must be involved in dismissal panels	May form part of panel	Part of formal panel
Appeals*	N	CEO or other Exec Team member must be involved in all appeal panels		May form part of panel	
Maintain a Single Central Record of recruitment checks for central team staff, trustees and members	F				
Maintain a Single Central Record of recruitment checks for school staff, volunteers and governors	F				

- *Subject to the correct procedures and in line with Trust policies and current legislation where applicable.*

INFORMATION MANAGEMENT	Trustees Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Adopting and following policies for information security and compliance	F		Acts as DPO for the Trust		Report issues, near misses and breaches to DPO. Responsible for adherence to policy and maintaining accurate records
Management of Trust websites, ensuring accuracy and compliance	F		Audits websites for accuracy and compliance		

HEALTH AND SAFETY	Trustees' Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Health and Safety Policy	N		Makes recommendations to the Board		Implementation and local policy

Critical incident planning	F		Holds Trust and academy critical incident plans and reviews as appropriate	Involved in the development of critical incident plans	Implementation and local policy
Health and Safety RIDDOR reporting	F		Ensures RIDDOR reporting is in place		Implementation and local policy

HEALTH AND SAFETY	Trustees' Delegated authority?	CEO	Appropriate member of the Exec team	LAC	Head of Academy
Health and Safety Accident reporting	F		Ensures accident reporting arrangements are in place. Monitoring and reporting of exceptions		Ensures accidents are reported
Statutory training	F		Ensures there are arrangements for statutory training for H&S and monitors statutory training for H&S. Reports to the Board		Ensures statutory training for H&S is complete
Statutory compliance testing	F		Implements, monitors statutory compliance testing and reports concerns to the Board		Monitors local statutory compliance testing (ABM)
Academy health and safety arrangements, including use of risk assessments	F		Responsible to ensure arrangements are in place		Delivery and local responsibility
Fire risk assessment	F		Ensures all academies have valid risk assessments in place		
Asbestos risk assessment	F		Ensures all academies have valid risk assessments in place		
General monitoring and action plans in relation to safety of sites including buildings conditions	P		Drafts action plans from audits, reports to the Board. Reviews progress against action plans		Implements action plans

SAFEGUARDING	Trustees Delegated authority?	CEO	Leading Edge Executive Safeguarding Lead	LAC	Head of Academy	Academy Designated Safeguarding Lead (DSL)
Ensure suitable Safeguarding Policy and associated procedures are in place across the Trust	N	Contributes to the production and implementation of the Safeguarding Policy and procedures	Develop policies	Monitors Safeguarding Policy and procedures at academy level	Local responsibility for safeguarding	Adopts Safeguarding Policy and procedures and ensures they are communicated to and implemented by all staff
Monitor the effectiveness of the Safeguarding Policy	P	Ensures annual review of Safeguarding Policy takes place	Monitors effectiveness and ensures annual reviews take place Reports to the Board	Monitors Safeguarding Policy and procedures at Academy level	Reviews effectiveness of the Safeguarding Policy and makes recommendations for change where appropriate	Reports recommendations for changes to the Safeguarding Policy to Head
Produce an annual report on the Trust's Safeguarding policy and procedures	N		Provides annual report to the Board			Provides data and other feedback to the Trust lead to assist with producing annual report
Produce a termly report on the Academy Safeguarding policy and procedures	F	Receives collated termly Safeguarding report	Receives individual termly Safeguarding reports from academies and collates for CEO and Board	Receives and signs termly Safeguarding report	Meets DSL and ensures termly Academy Safeguarding report produced	Produces termly academy Safeguarding report
Ensure Annual Safeguarding audits take place and are appropriately reported to the Board	N	Commissions Safeguarding checklist and receive reports	Ensures annual LA safeguarding audits take place and reports received by the Board	Assists in the development of the S157 audit	Reviews audit and checklist and ensures next steps are implemented	Complete LA safeguarding audit and CLF checklist and provide initial next steps
Attend all relevant training and ensure all staff are trained	N	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE

SAFEGUARDING	Trustees Delegated authority?	CEO	Leading Edge Executive Safeguarding Lead	LAC	Head of Academy	Academy Designated Safeguarding Lead (DSL)
Ensure each LAC appoints a Safeguarding representative	N			Appoint a Safeguarding representative		
Ensure Safer Recruitment procedures are implemented and adhered to	F		Monitors and ensures the Safer Recruitment processes	Monitors Safer Recruitment processes	Adheres to Safer Recruitment processes	
Ensure Prevent agenda is implemented	F		Receives report on Prevent Agenda in safeguarding reporting	Monitors Prevent awareness and training	Monitors performance	May act as academy lead for the Prevent agenda and ensures full compliance
Confidential Safeguarding issues reported to LADO where appropriate	F (unless CEO)		Reports safeguarding issues to LADO (if concerns are about executive team or Heads), ensures Heads' compliance	Monitors safeguarding in academy	Reports safeguarding issues to LADO as appropriate	Notifies Principal of concerns or referrals to LADO
Operation of Safeguarding investigations	F (unless CEO)	Overall responsibility	Ensures policies are followed	Involved according to the Trust policies	Commissions Safeguarding Investigations	Advises Head