



# John Milton Academy Trust

Ambition · Aspiration · Excellence

## Scheme of Delegation

This Scheme of Delegation identifies the key decision-making authorities for schools within JMAT. It determines the functions undertaken by the Board of Trustees and those which have been delegated to the Committees, CEO, Trust Officers and Headteachers. The Scheme of Delegation applies to all schools.

It is essential that a Headteacher has sufficient powers to manage effectively on a day- to-day basis. The scheme of delegation will facilitate this, but it is also predicated on the quality of governance and management and school performance being at an acceptable level. In order to protect the charitable objects of the Trust, the Board reserves the right to amend the scheme of delegation at any time. It should also be noted that the Trust, through its executive officers, has both the right and responsibility to intervene on any aspect of school improvement or performance.

The Board of Trustees is able to delegate identified functions to a committee as indicated below. Where decisions have been delegated, they must be reported back to the Board of Trustees at the next meeting. The Board of Trustees delegates general responsibility to manage financial commitments and expenditure in accordance with the approved budget plan and financial regulations. Monthly reporting must operate in line with the AFH.

Where there is a specific need for a decision to be taken, and a time imperative precludes awaiting the next Trustee meeting, action may be agreed with the Board of Trustees' Chair. This must be reported to the Board of Trustees at the next meeting.

Where there is a shared responsibility for decision making between the Trust and its schools, the Trust has the ultimate responsibility.

***This framework uses the following letters to denote roles with regard to key functions:***

- R denotes responsibility: ultimate approval or decision-making body.
- C denotes a consultative role prior to sign off: views should be actively sought and considered prior to a decision. This should be detailed within any report.
- O denotes an overview role to ensure a function is undertaken in line with policy or procedure: the Agenda for any meeting, or job description, should include specific reference to ensuring monitoring of the function is undertaken.
- A denotes an advisory role: provides guidance or opinions to assist decision-making.

***This framework uses the following letters to indicate responsibility to a specific Committee:***

**Business**

A&R Audit & Risk  
F&B Finance & Business  
Re Remuneration  
Su Sustainability

**Education**

Re HT and CEO salary progression  
ELG Executive Leadership Group  
L&P Learning & Performance

Function or Task	JMAT			School	
	Board of Trustees	Trust Committees	CEO	ELG	Headteacher
<b>School Improvement</b>					
Approving Trust School Improvement Framework		R (L&P)	C		A
Implementing the Trust School Improvement Framework (including writing and producing the required documentation)			R		R
Establishing Local Improvement Boards (with remit)		R (L&P)	C		
Operating Local Improvement Boards			R		
Undertaking quality assurance of teaching and outcomes			O	O	R
Commissioning External Quality Assurance and Support (consultants and from other schools)			R		
Implementing Recommendations from Trust Quality Assurance Reports and visits			O	O	R
Ensuring all software packages are implemented to deliver KPI information			O	O	R
<b>Curriculum and Delivery</b>					
Approving framework for school curriculum policy		R (L&P)	C		
Developing strategic curriculum policy and plans			R		
Implementing curriculum policy			O	O	R
Approve Pupil Premium Policy		O (FB)	R		
Implement and monitor School Pupil Premium Plan in line with Policy			O		R
Maintaining standards of teaching		O (L&P)	O	O	R
Responsibility for a pupil's education			O	O	R
Providing sex education within curriculum policy			O	O	R
Monitoring, reviewing and evaluating spiritual, moral, social, cultural (SMSC), Community Cohesion and anti-extremism programmes		O (L&P)	O	R	R
Approving policy for discharging duties in respect of pupils with SEND		R (L&P)	C		
Implementing policy for discharging duties for pupils with SEND			O	R	R
<b>Religious Education/Collective Worship</b>					
Approving religious education and collective worship policies		R (L&P)	C		

Ensuring provision of religious education in line with policy			O	R	R
Making arrangements for collective worship in line with policy			O		R

Function or Task	JMAT			School	
	Board of Trustees	Sub Committees	CEO	ELG	Headteacher
<b>Target Setting</b>					
Setting and publishing targets for pupil achievement		O (L&P)	R	O	R / C
Monitoring progress against the achievement of these targets			O	O	R
Monitoring, by exception, failure to meet key targets and ensuring management actions are in place to address		R (L&P)	C		
<b>Discipline/Exclusions</b>					
Ensuring good order on a day-to -basis			O		R
Approve a Trust Exclusions Policy in line with statutory requirements		R (L&P)	C		
Implementing the School Behaviour Policy, including ensuring correct action for fixed-term and permanent exclusions			O	O	R
Convening governor panels for f/term and permanent exclusions (2 Trustees; 1 LAB member or LIB members)			R (CEO/ EAO)		
<b>Safeguarding</b>					
Approving a Trust Safeguarding Policy		R (L&P))	C		
Implementing Trust Policy and Publishing Local Procedures (annually)				O	R
Monitoring Safeguarding issues within a school		O (L&P)	A	R	R
Ensuring effective Safeguarding procedures		R (L&P)	C		
<b>School Organisation</b>					
Setting the framework for the times of school sessions and school term dates			R		
Setting the times of school sessions and school term dates in line with policy			C		R
Ensuring that school lunch nutritional standards are met			O		R
Ensuring clarity and consistency of day-to-day working and communication (through published documents and processes)			O		R
<b>Strategy</b>					
Approving the Trust's Strategic Plan	R		C		
Completing the School Self-Evaluation Form			C	O	R

(SEF)					
Ensuring effective day-to-day running of the School					R
Holding the Headteacher to account for the day- to-day running of the school: standards: behaviour points, processes etc.		O (L&P)	R (CEO/SiP)		
Approving Significant Changes as defined by DfE guidance	R		O		A
Preparing the Self-Evaluation Form (SEF) and school improvement documentation at Trust level	R	C (L&P)	C	A	A
Preparing the school SEF and documentation relating to school improvement					R

Function or Task	JMAT			School	
	Board of Trustees	Sub Committees	CEO	ELG	Headteacher
<b>Governance</b>					
Monitoring and evaluating the school's conduct against the mission, vision and values of the Trust	R		C	A	
Approving Scheme of Delegation	R		C		
Approving Local Advisory Bodies with responsibility for more than one school	R	C (L&P)	A		
Approving statutory and key regulatory policies		R (L&P) (F&B) (Re)	C		
Approving policies which are not statutory or identified as key regulatory within the Policy Framework		O (L&P) (F&B) (Re)	R		
Implementing policies and standard operating procedures			R	O	R
Approving school-level policies in line with Trust guidance			O	R	
Approving a risk management framework and Risk Policy		R (A&R)	C		
Maintaining a Risk Register in accordance with the Trust's risk management framework		O (A&R)	R (CFO)	O	R
Approving a business continuity plan framework		R (F&B) (A&R)	C (COO)		
Maintaining a business continuity plan in accordance with the Trust's framework		O (A&R) (F&B)	R (COO)	O	R
Reviewing and monitoring the annual statement of assurance		R (A&R)	C		
Appointing and removing the the Local Advisory Body	R		C		
Appointing and removing the Chair of the Local Advisory Body	R		C		

Appointing and removing a Local Improvement Board	R		C		
Appointing and removing the Chair of the Local Improvement Board	R		C		
Appointing the Trust Secretary	R		C		
Maintaining a Register of Business Interests for the Trust			R (COO)		
Monitoring the reports of the External Auditor and ensuring implementation of actions		R (A&R)	R (CFO-Trust)	O	R (School)
Monitoring Ofsted reports and ensuring implementation of improvement plans		R (L&P)	C / O (CEO/SiP)		R
Appointing Internal Auditors		R (A&R)	A		
Monitoring the reports of Internal Auditors and ensuring implementation of actions		R (A&R)	C	O	R
Approving an Equalities Framework	R		C		

Function or Task	JMAT			School	
	Board of Trustees	Sub Committees	CEO	ELG	Headteacher
<b>Finance</b>					
Approving Financial Allocation to schools	R	C (F&B)	C		
Approving a school budget for each financial year			R	C	C
Approving the Trust's Finance Policy and procedures		R (F&B)	C		
Approving the Central Procurement Framework		R (F&B)	C		
Monitoring monthly income and expenditure			R (CFO)		R
Monitoring termly income and expenditure		R (F&B)	A	O	R
Approving the Trust's Charging and Remissions policy		R (R&B)	C		A
Agreeing local charges in accordance with the Trust's Charging and Remissions policy			O	R	C
Preparation of Trust Financial Statements in accordance with the accounting framework		O (F&B)	R		R
Approving Trust Financial Statements	R	C (F&B) (A&R)			
Approving the intended use of surplus school balances		R (F&B)	C	A	A

Function or Task	JMAT			School	
	Board of Trustees	Sub Committees	CEO	ELG	Headteacher
<b>Staffing</b>					
Approving Trust Staff Structure Framework	R	A (F&B)	C		
Recruiting to the Trust Staffing Structure			R		
Approving a school's Staffing Structure Framework			R	C	C
Recruiting to a school's Staffing Structure			A		R
Appointing and agreeing pay of Chief Executive	R	C (Re)			
Appointing and agreeing pay of Headteacher		R (Re)	A		
Appointing and agreeing pay of schools Senior Leadership Team			R	C	C
Approving pay policy outside national terms and conditions		R (Re)	C		
Exercising pay discretions within policy			R		R
Agreeing redundancies			R	C	C
Dismissing Headteacher			R	A	
Dismissing Deputy Headteacher			C	O	R
Dismissing other staff			A		R
Suspending/reinstating Headteacher		R (L+P)	A		
Suspending/reinstating Deputy Headteacher			C		R
Suspending/reinstating other staff			A		R
Agreeing termination payments for the Headteacher		O (F&B) (Re)	R	A	
Agreeing termination payments for other staff within Trust framework		O (F&B) (Re)	R	A	A
<b>Performance Management</b>					
Approving a performance management policy		R (Re) (ELG)	C		
Implementing the performance management policy			R		R
Performance management of the Chief Executive		R (Re)	A		
Performance management of the Headteacher			R	C	
Performance management of the school Senior Leadership Team and other staff in line with agreed procedures		O (L+P)	A		R
Quality assurance of performance management arrangements across schools			R		

Function or Task	JMAT			School	
	Board of Trustees	Sub Committees	CEO	ELG	Headteacher
<b>Premises</b>					
Procuring buildings	R		C	A	A
Approving the Capital Buildings Strategy/Asset Management Plan for the Trust and for each individual school within the Trust		R (F&B)	C	A	A
Delivering an approved Capital Buildings Strategy/Asset Management Plan (school level)		O (F&B)	O	O	R
Delivering a routine maintenance and FFE refresh plan in line with Trust guidelines (Trust and school level)			R (EFM/COO)	C	R
Putting in place full insurance cover		O (F&B)	R (CFO)		
<b>Health and Safety</b>					
Approving a Health and Safety Framework and Policy		R (F&B)	C		
Implementing the Health and Safety Framework and Policy in the school			A		R
Ensuring Health and Safety regulations are followed		O (F&B)	A	R	R
<b>ICT</b>					
Approving an ICT Strategy		R (F&B) (L&P)	C	A	A
Developing an approved provider and product framework for ICT purchasing			R		C
Delivering an ICT update and refresh programme in line with the Trust's approved provider and product framework			O		R
<b>Central Support Services</b>					
Organising the Central Team to deliver a regulatory function and Core Service for all schools			R		
Overseeing services provided by the Central Team	R		A	A	A
Commissioning non-core services from the Central Team			A	O	R
<b>Admissions</b>					
Approving for statutory consultation Admission policies for Trust schools	R		C	C	
Determining Admission policies for Trust schools	R		C		
Dealing with Local Authorities on policy issues and the School Adjudicator/ESFA on admission related issues			R	O	C

Function or Task	Strategic/JMAT			Operational/School	
	Board of Trustees	Sub Committees	CEO	ELG	Headteacher
Implementing admission arrangements in accordance with Trust policy and LA co-ordinated schemes			O	R	C
Securing an independent admission appeals panel			R		R
<b>Communication</b>					
Preparing and publishing the Trust website (including social media)			R		
Preparing and publishing the school website (including social media) with the Trust's agreed provider			C	O	R
Developing the Trust home-school agreement			R		A
Implementing home-school agreements			A	O	R
Developing partnerships with stakeholders for the benefit of the Trust	R		R		
Developing partnerships with stakeholders for the benefit of the school			O	R	R
Implementing communication activities for the Trust	O		R		
Implementing communication activities for the school			R	O	R
Developing brand guidelines for the Trust and schools	A		R		
Implementing Trust brand guidelines	O		R	O	R
Approving a Corporate Social Responsibility (CSR) Policy	R		C		
Implementing the CSR Policy			O	R	R
<b>Federations</b>					
Considering forming a federation or joining an existing federation	R		C	A	A
<b>Extended Services</b>					
Determining the Extended Services Framework			R	C	C
Delivering the additional extended services			O		R
Ceasing to provide extended school provision			R	C	C
Ensuring provision of free school meals to those pupils meeting the criteria			A		R