

1. Purpose of the Scheme of Delegation

This Scheme of Delegation sets out the structure and delegated remit for the Trust's Members, Board of Trustees and any committees the Board chooses to establish. The Board uses this document to allocate roles and responsibilities across a range of strategic and operational areas.

2. Governance structure and lines of accountability

Ethos Academy Trust Governance Structure

Members

Trustees

Committees of the Board

**Finance, Audit and
Risk Committee**

**Learning and
Achievement Committee**

**People &
Culture Committee**

3. The role of the Members

The Members of the Trust ensure that the Board of Trustees have the necessary expertise to fulfil its functions effectively and that the Board acts in accordance with the Trust's charitable objects.

Members' powers are set out in the Trust's Articles of Association and in company law, but their key responsibilities include:

- Assurance that the governance of the Trust is effective.
- Approval of amendments to the Articles of Association, subject to any restrictions created by the Funding Agreements or charity law, which define the Trust's charitable objectives and governance structure.
- Appointment and removal of Members in accordance with the Articles.
- Appointment and removal of Trustees in accordance with the Articles.
- Appointment of the Trust's External Auditors

- Receipt of the Trust's annual report and audited accounts.
- Change the Trust's name and, ultimately, wind it up.

4. The role of the Board of Trustees

The constitution of the Board is set out in the Trust's Articles of Association and includes two Parent Trustees.

The Board of Trustees has collective accountability and strategic responsibility for the Trust. It has a focus on ensuring the trust delivers an excellent education to pupils while maintaining effective financial management and **must** ensure compliance with:

- the Trust's charitable objects
- regulatory, contractual and statutory requirements
- their funding agreement
- strategic and statutory responsibility for safeguarding and special educational needs and disabilities (SEND) arrangements across the academy trust ensuring the promotion of pupil welfare and for keeping their estates safe and well-maintained.
- strategic and statutory responsibility for careers education in the Trust's secondary schools.

The Trust is a legal entity and is the employer of any central or academy staff. The Board has responsibility for the health and safety of all staff, its pupils and any visitors.

5. The role of Trust Board Committees

The Board of Trustees has established the following committees to carry out some of its governance functions:

- Finance, Audit and Risk Committee
- People and Culture Committee
- Learning and Achievement Committee

The membership and responsibilities of each committee are set out in each committee's Terms of Reference.

The Trust Board reserves the right to add to the committee structure or use working parties to inform key strategic decisions required by the Trust. All committees and working parties will have clear terms of reference to support their roles.

The Board has not delegated any functions to a local layer of governance.

6. The role of the CEO

The Board of Trustees delegates the day-to-day management of the Trust to the CEO.

The CEO is also the Accounting Officer and so is not only responsible for the performance of the Trust as a whole but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the Board of Trustees about compliance with the Funding Agreement and the Academy Trust Handbook.

The CEO will be responsible for the leadership and management of the Central Executive Team and the academy Headteachers and will report to the Board of Trustees and its committees.

7. Termination and amendment

The Scheme will be subject to formal review by the Board of Trustees, annually. However, if the Board deems it appropriate, changes may be made at any time the Board sees fit.

The Trust Board has the absolute discretion to review, amend and/or terminate parts of the Scheme at any time (subject to complying with the legal requirements upon it).

8. Scheme of Delegation matrix summary

The Scheme of Delegation matrix will be complemented by the DfE's Academy Trust Handbook.

The delegation matrix is structured in accordance with the following index:

Approve: Ultimately answerable for the task being delivered. Delegates the task to those responsible for delivery. There should be only one group/person approving for each task/decision.

Consult: Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge in the subject.

Deliver: Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.

Informed: Those to be kept up to date on progress. Communication is one-way and may be updated only when the decision has been taken or the task completed.

Statutory Responsibility		Members	Board of Trustees	CEO	Head
Key: A = Approve. C = Consult D = Deliver I = Inform					
1. CULTURE & ENGAGEMENT					
1.1	Set the Trust vision	A	C / D	C / D	I
1.2	Set the Trust culture and values		A	C / D	I
1.3	Set and approve the Governance Code of Conduct	I	A	C	I
1.4	Amend the Trust's Articles of Association	A	C	C	I
2. STRATEGY					
2.1	Set the Trust strategy	I	A	C / D	I
2.2	Review progress against the strategy		A	C / D	
2.3	Set Academy improvement plans, in line with trust priorities		I	A / D	C / D
3. GOVERNANCE					
3.1	Appoint and remove Members	A	I	I	
3.2i	Appoint and remove Trustees (Member appointed)	A	I / C	I / C	I
3.2ii	Appoint and remove Trustees (Trustee appointed)	A	A	I / C	
3.3	Elect Chair and Vice Chair of Trustees	I	A	I	I
3.4	Approve terms of reference for committees of the Board of Trustees		A	C	I
3.5	Appoint or remove Chairs for committees of the Board of Trustees		A	I	I
3.6	Approve membership and composition of committees of the Board of Trustees		A	I	I
3.7	Approve appointment or removal of chairs of Local Governance		A	C	I
3.8	Appoint and remove local governance members		A	C	I
3.9	Appoint external auditors	A	C	C	
3.10	Approve annual schedule for internal audit		A	C	
3.11	Approve Scheme of Delegation	I	A	C	I

Statutory Responsibility		Members	Board of Trustees	CEO	Head
Key: A = Approve. C = Consult D = Deliver I = Inform					
3.12	Appoint Parent Trustees / local governance	I	A	C	I
3.13	Appoint a Governance Professional		A	C	
3.14	Appoint Lead / Key Trustee roles (e.g. Safeguarding, SEND and Careers)		A	I	
3.15	Approve mechanism for ensuring correct skills, equality, diversity and inclusion on the Board	I	A	C	
3.16	Review, approve and monitor the Trust's Risk Register		A	C / D	
3.17	Review, approve and monitor the Trust's Statutory Governance Policies (e.g. complaints, freedom of information, data protection, cyber security, whistleblowing etc.)		A	C / D	I
4. PEOPLE & ENGAGEMENT					
4.1	Approve Executive Leadership structure		A	C	
4.2	Appoint, dismiss or suspend the Chief Executive Officer (CEO)	I	A		
4.3	Appoint, dismiss or suspend the Chief Financial Officer (CFO)	I	C	A	
4.4	Appoint, dismiss or suspend other members of the Executive Leadership Team	I	I	A	
4.5	Appoint, dismiss or suspend other Trust staff		I	A	
4.6	Appoint, dismiss or suspend a Headteacher, Assistant Headteacher or Deputy Headteacher		I	A	
4.7	Appoint, dismiss or suspend other academy staff		I	A	C
4.8	Performance management of the CEO		A / D	C	
4.9	Performance management of Executive Leadership Team, including CFO		I	A / D	
4.10	Performance management of Headteacher, Assistant Headteacher or Deputy Headteacher		I	A / D	
4.11	Performance management of other Trust staff		I	A / D	
4.12	Performance management of other academy staff		I	A	D
4.13	Set levels of remuneration for all staff, including Executive Pay		A	C	I
4.14	Oversee staff wellbeing, workload and working conditions		A	C / D	I
4.15	Approve People Strategy, including equality, diversity and inclusion		A	C	

Statutory Responsibility		Members	Board of Trustees	CEO	Head
Key: A = Approve. C = Consult D = Deliver I = Inform					
4.16	Approve statutory Human Resources (People) Policies		A	C	
5. FINANCIAL MANAGEMENT					
5.1	Approve annual budget and three-year budget forecast return (BFR)		A	C	
5.2	Approve delegated limits for financial transactions		A	C	
5.3	Receive monthly management accounts, in line with Academy Trust Handbook requirements		A	D	
5.4	Oversee the Trust's cash position		A	C	
5.5	Oversee the Trust's procurement exercises, in line with delegated limits		A	C	
5.6	Oversee the Trust's insurance arrangements		A	C	
5.7	Oversee conflicts of interest and related party transactions		A	C	
5.8	Approve statutory financial policies and procedures		A	C	
5.9	Set vision and targets for Trust growth		A	C / D	
5.10	Approve due diligence review process for potential schools joining Trust		A	C / D	
5.11	Approve new schools joining Trust	I	A	C	I
6. PREMISES & ESTATES					
6.1	Oversee and approve Trust estate strategy		A	C / D	
6.2	Oversee and approve Trust Health and Safety strategy		A	C / D	
6.3	Approve statutory Health and Safety policies		A	C	
6.4	Oversee Health and Safety incidents across the Trust estates		A	C / D	
6.5	Approve new building projects, in line with delegated limits	I	A	C / D	I
7. STANDARDS					
7.1	Set and approve Trust approach to curriculum and assessment, in line with statutory requirements		I	A / D	I
7.2	Review, approve and monitor academy targets		A	C / D	C
7.3	Review, approve and monitor the Trust Quality Assurance Framework		A	C / D	I

Statutory Responsibility		Members	Board of Trustees	CEO	Head
Key: A = Approve. C = Consult D = Deliver I = Inform					
7.4	Review, approve and monitor safeguarding arrangements and policies		A	C / D	D
7.5	Review, approve and monitor support and strategies for pupils with Special Educational Needs and Disability		A	C / D	D
7.6	Review, approve and monitor support for pupils in the care of the local authority		I	A / D	C / D
7.7	Review, approve and monitor pupil attendance strategies and policies		A	C / D	C / D
7.8	Review, approve and monitor pupil behaviour strategies and policies, including use of and reviews of suspensions and permanent exclusions		A	C / D	C / D
7.9	Monitor pupil premium spend and effectiveness		A	C	C / D
7.10	Review and approve admissions policies		A	C	I
7.11	Attend Trust or academy Ofsted inspections		I	A / D	C / D
7.12	Approve academy day and annual academy calendars		I	A	C / D
7.13	Review, approve and monitor the academy uniform policies		I	A	C / D
7.14	Review, approve and monitor all other statutory policies		A	C	I