



Thomas Deacon Education Trust

Scheme of Delegation

1 Introduction

- i) Under the approved structure, Thomas Deacon Education Trust (the “Trust”) is a charitable company limited by guarantee. The Trust has entered into a Master Funding Agreement with the Department for Education (DfE) and a Supplemental Funding Agreement in respect of each academy.
- ii) The Trust is responsible for ensuring that the company fulfils its statutory objectives, general functions and duties and appropriately exercises the legal powers vested in it, under the Charities Act 2011 and other legislation. The Trust is ultimately responsible to:
 - the Members of the Trust - for overall performance and conduct. Members may at any time review and/or make amendments to the governance structure of the Trust; and
 - the DfE in relation to compliance with the Funding Agreements and the requirements of the Academies’ Financial Handbook.

2 The Scheme of Delegation

- i) The TDET Board (“Trust Board”) is the Governing Body of the Trust. The Board has full authority and responsibility for:
 - setting the strategic direction and policy governing all aspects of Trust activity; and
 - governance and compliance.
- ii) In accordance with the Articles of Association of the Trust, the Board has delegated the power to carry out many of these responsibilities to sub-committees or, through the Chief Executive, to the Executive Group and Principals. This document sets out the Scheme of Delegation approved by the Board.
- iii) The delegated powers are broken down into five different levels: Own, Deliver, Monitor, Review and Assurance. The delegated autonomy for individual academies is aligned with the requirement for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education, the Education and Skills Funding Agency, the Charities Commission, HMRC and Companies House.

- iv) The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined:
- **Own:** the individual/group that has responsibility for determining the task, ensuring that it is completed. Determining the task involves initiating, shaping and developing it.
 - **Deliver:** the individual/group that has responsibility for undertaking the task delegated to them and reporting on its delivery as determined by the owner.
 - **Monitor:** the individual/group that has responsibility for ensuring compliance, monitoring effectiveness and reporting on that monitoring whilst the task is in progress.
 - **Review:** the individual/group that has responsibility for reviewing, at the end of the process, whether a particular task has been delivered satisfactorily, and taking any subsequent action as appropriate.
 - **Assurance:** the individual/group that reviews the task to test that it has been appropriately completed by the Trust/academy. This may be an individual or group external to the Trust. Not all tasks require quality assurance external to the Trust.
- v) The Scheme of Delegation should be read in conjunction with the Terms of Reference for each sub-committee (Resources and Education) and Terms of Reference for Academy committees.

3 Sub Committees

- i) There are two sub committees to the Trust Board: Education Committee and Resources Committee. Both operate to terms of reference approved by the Trust Board and consist of Trustees from the Trust Board. Delegated responsibilities are included in the scheme of delegation and the terms of reference for the relevant committee.
- ii) Academy Committees are responsible for holding the Principal to account for educational standards and targets as detailed in the Annual Academy Action Plan (AAP). Delegated responsibilities are included in the terms of reference for academy committees.
- iii) Joint Scrutiny Groups (JSGs) are responsible for overseeing, challenging and evaluating the standards of the member academies in the Trust in relation to educational and financial performance against national benchmarks and TDET KPIs. Responsibilities are included in the terms of reference for JSGs.

APPENDIX A: Scheme of Delegation

Ref	Task	Own	Deliver	Monitor	Review	Assurance
1. Strategy and Leadership						
1.1	Create and annually review the Scheme of Delegation	Trust Board	Chief Executive	Chair of Trust Board	Trust Board	Members External review
1.2	Set strategic objectives of the Trust	Trust Board	Chief Executive	Chair of Trust Board	Trust Board	Members Trust review
1.3	Set Trust strategic plan	Trust Board	Chief Executive	Chair of Trust Board	Trust Board	Members Trust review
1.4	Deliver Trust strategic plan	Trust Board	Trust Executive Group	Trust Board: sub-committees	Trust Board	Members Trust review
1.5	Set strategic objectives of the Academy (in line with the Trust's strategic plan)	Academy Committee	Principal	Trust Executive Group	Trust Board: Education Committee	Chief Executive Trust Review
1.6	Set Academy Annual Action Plan (in line with the Academy's strategic objectives)	Academy Committee	Principal	Trust Executive Group	Trust Board: Education Committee	Chief Executive Ofsted
1.7	Complete Trust self-evaluation framework	Trust Board	Chief Executive	Trust Board: sub-committees	Trust Board	Members Trust Review Ofsted
1.8	Complete Academy Self Evaluation Form	Academy Committee	Principal	Director of Standards and Improvement	Academy Committee	Chief Executive Ofsted

Ref	Task	Own	Deliver	Monitor	Review	Assurance
1.9	Compliance: Funding Agreement – ensure compliance with all obligations including the Academies Financial Handbook	Trust Board	Chief Executive Director of Resources	Trust Board: Resources Committee	Trust Board	Auditor
1.10	Compliance: Regulatory – ensure compliance with all regulations affecting the Trust	Trust Board	Trust Executive Group	Trust Board: sub-Committees	Trust Board	Auditor Charity Commission HSC ICO etc
1.11	Compliance – complete the register of business interests for Trustees, Academy Committee members and relevant staff and put in place a procedure to deal with any conflicts of interest	Trust Board	Clerk to Trust Board	Executive Assistant	Trust Board	Auditor
1.12	Appoint and remove Member-appointed Trustees	Members	Chair of Trust Board ¹	Clerk to Trust Board	Members	DFE External Review of Governance
1.13	Appoint and remove non-Member-appointed Trustees	Trust Board	Chair of Trust Board ²	Clerk to Trust Board	Members	DFE External Review of Governance

¹ With ratification by Members

² With ratification by Members

Ref	Task	Own	Deliver	Monitor	Review	Assurance
1.14	Appoint and remove Academy Committee members (including ensuring that members have the skills to perform their functions and the constitution of the Committee is correct)	Chair of Academy Committee	Academy Committee	Executive Assistant	Trust Board	External Review of Governance
1.15	Appoint and remove Academy Committee Chair	Chief Executive	Academy Committee	Executive Assistant	Trust Board	External Review of Governance
1.16	Appoint the Company Secretary	Trust Board: Resources Committee	Chief Executive	Trust Board: Resources Committee	Trust Board	Auditor
1.17	Appoint the Internal Assurance team	Trust Board: Resources Committee	Chief Executive	Trust Board: Resources Committee	Trust Board	Auditor
1.18	Appoint the Audit & Risk Committee (subsumed within Resources Committee)	Trust Board	Trust Board	Trust Board	Members	Auditor
1.19	Appoint the Clerk to the Trust Board	Trust Board	Chair of Trust Board	Trust Board	Trust Board	Annual Review of Governance Auditor
1.20	Appoint the Clerk to the Academy Committees	Trust Executive Group	Trust Executive Group	Executive Assistant	Trust Executive Group	Annual Review of Governance

Ref	Task	Own	Deliver	Monitor	Review	Assurance
1.21	Identify which Trust-wide policies are to be standardised	Trust Board	Chief Executive	Trust Board: sub-committees	Trust Board	Ofsted Annual Review of Governance
1.22	Determine Academy Policies - including Trust-wide statements/sections as indicated	Trust Executive Group	Principal	Academy Committee	Trust Board	Trust Executive Group
1.23	Prepare and review annually terms of reference for Trust Board Committees including Academy Committees with reference to the Trust's Articles of Association	Trust Board	Chair of Trust Board	Clerk to Trust Board Executive Assistant	Trust Board	Annual Governance Review
1.24	Develop a suitable training programme for Trustees and Academy Committee members	Trust Board	Trust Board Academy Committees	Clerk to Trust Board	Trust Board	Annual Governance Review
1.25	Review performance of Trust Board	Members	Chair of Trust Board	Members	Members	External Governance Consultant
1.26	Review performance of Academy Committees	Trust Board	Trust Board	Trust Executive Group	Trust Board	External Governance Consultant

Ref	Task	Own	Deliver	Monitor	Review	Assurance
2. Educational Standards						
2.1	Set Educational Key Performance Indicators	Trust Board	Chief Executive	Trust Board: Education Committee	Trust Board	Ofsted External Review
2.2	Quality of Education (Trust-wide): Set framework for curriculum intent, implementation, and impact	Trust Board	Chief Executive	Trust Board: Education Committee	Trust Board	Ofsted External Review
2.3	Quality of Education (academy specific): Develop and implement the TDET curriculum framework in context	Academy Committee	Principal	Chief Executive	Trust Board: Education Committee	Ofsted External Review
2.4	Narrowing the achievement gap – review and challenge value for money of: <ul style="list-style-type: none"> • Pupil Premium • CLA • Catch up • Sports Premium (Primary) • EHCP • SEND 	Trust Board	Principal	Academy Committee Chief Executive JSGs	Trust Board: Education Committee	Ofsted External Review Auditors
2.5	Set published admissions numbers (PAN)	Trust Board	Principal	Chief Executive	Trust Board	Local Authority
2.6	Academy Hours – set term dates and academy hours	Trust Board	Principal	Chief Executive	Trust Board	Ofsted

Ref	Task	Own	Deliver	Monitor	Review	Assurance
3. Finance						
3.1	Appoint Responsible Officer	Trust Board	Trust Board: Resources Committee	Chief Executive	Trust Board	Auditors
3.2	Funding Model - agree a funding model across the Trust	Trust Board	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor ESFA
3.3	Trust Annual Budget – formulate and set the Trust-wide budget	Trust Board	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor ESFA
3.4	Deliver Annual Trust Budgets	Chief Executive	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor Internal Assurance Officer
3.5	Set Academy Annual Budgets	Trust Board	Principal Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor
3.6	Deliver Annual Academy Budgets	Trust Executive Group	Principal	Trust Executive Group JSGs	Trust Board: Resources Committee	Auditor Internal Assurance Officer
3.7	Adhere to scheme of delegation of financial authority and related financial policies and procedures (Trust)	Trust Board	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor
3.8	Adhere to scheme of delegation of financial authority and related financial policies and procedures (Academy)	Trust Executive Group	Principal	Trust Board: Resources Committee	Trust Board	Auditor

Ref	Task	Own	Deliver	Monitor	Review	Assurance
3.9	Ensure appropriate insurance arrangements are in place across the Trust	Trust Board	Director of Resources	Trust Board: Resources Committee	Trust Board	Auditor
3.10	Submit monthly Management Reports (Trust)	Chief Executive	Director of Resources	Trust Executive Group	Trust Board: Resources Committee	Auditor
3.11	Submit monthly Management Reports (Academy)	Trust Executive Group	Director of Resources	Principal	Trust Board: Resources Committee	Auditor
3.12	Submit annual Trust accounts	Trust Board	Chief Executive (Accounting Officer)	Trust Board: Resources Committee	Members	Auditor ESFA
3.13	Compile, maintain and review Trust Risk Register	Trust Board	Trust Executive Group	Trust Board: sub committees	Trust Board	Auditor
3.14	Compile, maintain and review Academy Risk Register	Trust Executive Group	Principal	Academy Committee JSGs	Trust Executive Group	Auditor
3.15	Unrestricted Trust reserves – agree the strategy in line with the Academies Financial Handbook and any internal policies and controls	Trust Board	Chief Executive	Trust Board: Resources Committee	Trust Board	Auditor
3.16	Restricted Trust reserves - agree the strategy in line with the Academies Financial Handbook and any internal polices and controls	Trust Board	Chief Executive	Trust Board: Resources Committee	Trust Board	Auditor

Ref	Task	Own	Deliver	Monitor	Review	Assurance
3.17	Designated Trust reserves - agree the strategy in line with the Academies Financial Handbook and any internal polices and controls	Trust Board	Chief Executive	Trust Board: Resources Committee	Trust Board	Auditor
3.18	External Sponsor funds - agree access to external sponsor funding	Trust Board	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor
3.19	Investments – agree the strategy in line with the Academies Financial Handbook and any internal polices and controls	Trust Board	Director of Resources	Trust Board: Resources Committee	Trust Board Members	Auditor ESFA
3.20	Trust Trading Subsidiary (TDA Development Ltd) - maintain financial oversight	Trust Board	Chief Executive Director of Resources	Trust Board: Resources Committee	Trust Board	Auditor
4. HR						
4.1	Appoint the Chief Executive	Trust Board	Specifically convened panel	Chair of panel	Chair of Trust Board	External Adviser
4.2	Fulfil 'appraisal' process for Chief Executive	Trust Board	Specifically convened panel	Chair of panel	Chair of Trust Board	External Adviser
4.3	Approve individual pay decisions for Trust Executive Group	Trust Board	Trust Board: Resources Committee	Trust Board	Chair of Trust Board	External Adviser ESFA
4.4	Appoint Principals at each Academy	Trust Board	Chief Executive	Academy Committee	Trust Board	External Adviser

Ref	Task	Own	Deliver	Monitor	Review	Assurance
4.5	Fulfil 'appraisal' process for Principals	Trust Board	Chief Executive	Trust Executive Group	Trust Board	External Adviser
4.6	Approve individual pay decisions for Principals	Trust Board	Chief Executive	Trust Board: Resources Committee	Trust Board	External Adviser
4.7	Approve staffing strategy for Academies	Trust Executive Group	Principal	Academy Committee	Trust Executive Group	Trust Board
4.8	Appoint SLT staff in Academies	Trust Executive Group	Principal	Academy Committee	Trust Executive Group	Trust Board
4.9	Appoint all other academy staff (in line with recruitment policy)	Trust Executive Group	Principal	Academy Committee	Trust Executive Group	Trust Board
4.10	Appoint central staff	Trust Executive Group	Central team leads	Trust Executive Group	Trust Executive Group	Trust Board
4.11	Arrangements for the induction of newly staff - ensure compliance with legal requirements	Trust Executive Group	Principal Central team leads	Trust Executive Group	Trust Executive Group	Trust Board
4.12	Set pay rates annually for all staff	Trust Board	Chief Executive Director of Resources	Trust Board: Resources Committee	Trust Board	Auditor
4.13	Set Terms and Conditions of employment	Trust Board	Chief Executive Director of Resources	Trust Board: Resources Committee	Trust Board	External adviser
4.14	Perform disciplinary and capability - Chief Executive Trust	Members	Specifically convened panel	Chair of panel	Chair of Trust Board	External Adviser
4.15	Perform disciplinary and capability - Principals	Trust Board	Chief Executive	Trust Executive Group	Trust Board	External Adviser

Ref	Task	Own	Deliver	Monitor	Review	Assurance
4.16	Deal with grievances - Chief Executive	Trust Board	Specifically convened panel	Chair of panel	Chair of Trust Board	External Adviser
4.17	Deal with grievances - Principals	Trust Board	Chief Executive	Trust Executive Group	Trust Board	External Adviser
5. Operations						
5.1	Establish Trust-wide procurement practices	Trust Board	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditors
5.2	Determine central services provided by the Trust to its Academies	Trust Board: sub-committees	Trust Executive Group	Trust Board: sub-committees JSGs	Trust Board	Auditor
5.3	Maintain Trust asset register	Trust Board	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor
5.4	Manage the ICT Replacement Strategy	Trust Board	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor
5.5	Develop policy for use of Academy premises	Trust Board	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor
5.6	Manage strategic estates plan including maintenance	Trust Board	Trust Executive Group	Trust Board: Resources Committee	Trust Board	Auditor External Condition Surveys H&S Audit

Ref	Task	Own	Deliver	Monitor	Review	Assurance
5.7	Acquire and dispose of Trust land	Trust Board	Chief Executive	Trust Board: Resources Committee	Members	ESFA
5.8	Change use of Assets	Trust Board	Chief Executive	Trust Board: Resources Committee	Members	ESFA
5.9	Oversee Trust Media and PR	Trust Executive Group	Communications Officer	Chief Executive	Trust Board	External Trust consultant
5.10	Oversee Academy Media and PR	Trust Executive Group	Principal Communications Officer	Communications Officer	Chief Executive	External Trust consultant
5.11	Develop and update Trust documents and website	Trust Board	Trust Executive Group Executive Assistant	Chief Executive	Trust Board	External Trust consultant
5.12	Develop and update Academy prospectus and website	Trust Executive Group	Principal Communications Officer	Communications Officer	Trust Executive Group	External Trust consultant

APPENDIX B: TDET Governance Structure

