



MTOAT SCHEME OF DELEGATION

About this Scheme of Delegation

This Scheme of Delegation outlines the delegated responsibilities between the key governance tiers within the Merchant Taylor's Oxfordshire Academy Trust (MTOAT) – the Trust Board, Executive Team (including CEO, Trust Operations Director and Trust Finance Director), Academy Headteachers/Principals, Local Governing Bodies and trust/academy committees. This summary is written according to the Responsible Accountable Consulted Informed ("RACI") framework, outlining who is **responsible** for delivery, **accountable**, **consulted** or **informed** in relation to the key delivery areas within MTOAT, defined as follows:

- **Responsible:** These are the "doers" of the task. They must complete the task or objective or make the decision. Several people can be either jointly responsible or responsible for delivering a specific aspect of the task. For example, while one person may be responsible for delivering an objective, others may be responsible for monitoring or scrutinising that delivery or preparing information reports delivery on that delivery.
- **Accountable:** This person or body is the "owner" of the task. They must sign off or approve when the task, objective or decision is complete. This person or body must make sure that responsibilities are assigned in the matrix for all related activities. There is only one person or body accountable.
- **Consulted:** The individuals or bodies who are active participants who will be consulted as part of the process of completing a task. Their input is required before the task can be completed and signed off. While those responsible and accountable are not obliged to accept the views put forward, they must be actively considered. Consulted, however, does not mean that they are decision makers for the task.
- **Informed:** The individuals or bodies who need to be kept "in the picture." They need updates on progress or decision, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.

This Summary is designed for use by governance stakeholders within MTOAT and external regulators, including Ofsted and the Education &



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Skills Funding Agency (“ESFA”). In line with the requirement outlined in the Academy Trust Handbook (also known as the Academies Financial Handbook), it is also made available on MTOAT’s website and can be viewed by parents, community members and the wider public. It should be read alongside MTOAT’s Articles of Association and local governing body terms of reference, in addition to MTOATs financial regulations.

MTOAT is an exempt charity and a company limited by guarantee. Company details of MTOAT members, trustees, executives and local governing body members, including business interests and attendance at meetings, can be found on MTOAT’s website.

Summary of Governance Structure

Within MTOAT, the overarching approach to delegations for each governance tier is as follows:

- **Members:** Members have responsibility for ensuring the purpose of MTOAT is met as set out in its Articles of Association. Members need to assure themselves that governance of MTOAT is effective and that MTOAT’s trustees are acting in accordance with MTOAT’s charitable objectives. This document sets out areas where the MTOAT Board delegates functions and, as such, does not include the roles or responsibilities of the members.
- **MTOAT Board:** The MTOAT Trust Board holds ultimate legal accountabilities for all aspects of operational delivery, as well as being responsible for MTOAT policy and decision-making. Trustees oversee the management and administration of MTOAT and the academies run by MTOAT and delegate authority and responsibility to others, including the executive team and academy leadership teams who undertake the day-to-day management of the academies. Key matters reserved to the board include strategic direction, vision and values, and approval of the MTOAT business plan, policies, and educational targets.
- **MTOAT Board Committees:** the MTOAT Board is supported by the Finance and Audit Committee that delivers detailed scrutiny and makes delegated decisions on behalf of or makes recommendations to the board. The MTOAT Board from time to time also establishes other committees to manage issues in a particular MTOAT setting.
- **Local Governing Bodies (LGBs):** At academy level, LGBs will monitor and understand how the academy is led and managed, be the



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key link between the academy and its community and have a role in influencing decision making. They will have a direct link to the MTOAT Board should concerns need to be raised.

- **Executive Team:** This is the central team of MTOAT consisting of the senior leaders responsible for the operational running of the organisation, supporting individual academies with operational matters to meet the both the core object of MTOAT to advance education for public benefit, and to achieve strategic targets as set by the MTOAT Board. The membership of the Executive Team includes the Chief Executive /Accounting Officer, Academy Headteachers / Principals, the Trust Operations Director and the Trust Finance Director. The Accounting Officer may identify and recommend the addition of further members of the executive team.
- **Academy Headteachers / Principals:** The Academy Headteachers / Principals within MTOAT are responsible for all aspects of the day-to-day running of their setting and operational delivery of academy development plans.

In addition to the delegations set out in this document, some functions may be further delegated, for example by the Chief Executive Officer to members of the executive team or from one of the Academy Headteachers / Principals to senior academy staff. In line with MTOAT's Articles of Association, where any function or power that has been delegated is further delegated, the board must be informed as soon as is reasonably practicable. The articles contain further detail on the requirements under the section on delegation (article 105 onwards). The MTOAT Board retains overarching responsibility for all decisions made. The chair (or the vice chair in the absence of the chair) has the power to carry out functions of the MTOAT Board through chair's action **only** in exceptional circumstances where a delay in doing so would be seriously detrimental to the interests of MTOAT or/and its academies and it would not be possible to postpone a decision until a meeting of the MTOAT Board. The use of chair's action must be compliant with MTOATs financial regulations.

Approval and Renewal

MTOAT's Scheme of Delegation will be renewed at least annually or so that the roles and responsibilities outlined continually reflect the realities of MTOATs organisation or when another school joins MTOAT. Where a number of groups have a shared duty, overall lead/authority is as shown in **bold text**.

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Key	
R	Responsible
A	Accountable
C	Consulted
I	Informed

Function	Delegation									Comments
	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
Governance: People										
Appoint/remove members	A/R*	I		I	I			C		* Check AoA for full details.
Appoint/remove trustees	A/R*	A/R*		I	I			C		*Check AoA for full details.
Appoint/remove chair and vice chair of the MTOAT Board	I	A/R		I	C			C		
Establish trust committees		A/R		I	R	I		C	C	
Appoint/remove trust board committee chair		A/R	C		I			C		
Determine powers of chair in urgent situations		A/R			I			I		
Appoint/remove trust committee members		A/R	C		I			I		
Appoint named safeguarding trustee		A/R		I	I	I		C		
Appoint named SEND trustee		A/R		I	I	I		C		

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	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
Appoint named careers trustee		A/R		I	I	I		C		
Appoint named safeguarding governor (academy)		A		R	I	I		I		
Appoint named SEND governor (academy level)		A		R	I	I		I		
Appoint named careers governor (secondary academies)		A		R	I	I		I		
Defining additional link trustee/governor roles		A/R		C	I	I		I		
Appoint/remove LGB chairs/vice chairs*		A		R	I	C		I		*Check ToR for full details.
Appoint/remove members of an LGB*		A		R	I	C		I		*Check ToR for full details.
Approve parent and staff members of an LGB*		A		R	I	C		I		*Check ToR for full details
Appoint trust governors to LGB*		A/R		C	I	C		I		*Check ToR for full details
Establish academy committees		A/R		C	I	C				
Appoint/remove academy committee chairs*		A		R	I	I	C		I	*Check ToR for full details
Appoint/remove academy committee members*		A		R	I	I	C			*Check ToR for full details
Appoint/remove trust governance professional		A			R			I		
Agree LGB clerking arrangements		A			R	I				
Agree board committee clerking arrangements		A	C		R					
Agree academy committee clerking arrangements		A/R		C		I	C			
Appoint and remove the Responsible Officer	A	R								
Appoint and remove the Company Secretary	C	A/R			R					

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	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
Governance: Systems and Structure										
Establish and review trust governance structure		A/R			C	I		I		
Determine the name of the trust	A/R	I			C	I		C		
Dissolve the company	A/R	I		I	C	I		C	C	
Articles of association: ratify	A/R	I			C			I		
Articles of association: review and agree		A/R			C			I		
Complete annual review of trust's scheme of delegation		A		C	R	I		C		
Review and agree terms of reference for trust board and its committees other than LGBs		A/R	C	C	C	C	C	I		
Review and agree LGB constitution and terms of reference		A/R		C		I		I		
Agree trust board annual schedule of business		A/R			C	I		I	I	
Agree LGB annual schedule of business		A		R	C	I		I		
Complete annual trust board self-review and skills audit alongside training plan		A/R			C			I		
Complete annual review and skills audit of LGBs, alongside training plan		A		R	C	I				
Commission external review of board effectiveness every three years		A/R			C			I		

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	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
Governance Framework: Reporting										
Publish governance arrangements on trust and schools' websites		A		I	R	C		R		
Trust website – content and compliance		A			R			R		
Academy websites – content and compliance		A		I	R	R		I		
ESFA required reports and returns		A	R		R			R	R	
MTOAT annual report and accounts: submit to members and publish (website and Companies House)	I	A	R		R			C	R	
Academy performance reports		A		R	R	R		C		
Vision and Strategy										
Determine trust's vision, strategy and key priorities		A/R		C	R	C		C		
Apply trust vision and strategy to individual schools		A		C	R	R		I		
Academy development plan(s) are in place/reviewed and implemented		A		C	R	R		I		
Growth: Set vision and targets for trust growth	I	A		I	R	I		C		
Growth: Undertake due diligence review process on potential schools joining the trust		A			R			C	R	
Growth: Approve new schools joining the trust	I	A/R		I	R	I		C	C	
Determine trust-wide policies, which reflect the trust's ethos and values		A	C	I	R	I		R	R	

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Determine school-level policies		A		C	R	R				
Ensure engagement with stakeholders		A		R	C	R		C		
Establish trust risk register and conduct regular review		A			R	C		R	R	
Academy management of risk including academy risk register		A		C	R	R		R		
Finance and Resources										
Produce MTOAT annual report and accounts in line with the Charity Commission's Statement of Recommended Practice	I	A	C		R			C	R	
Adopt the MTOAT annual report and accounts	A	R	C		I			I	C	
Agree budget plan to support delivery of trust strategic priorities		A	R		R			C	R	
Agree budget plan to support delivery of academy strategic priorities		A		C	A	R		I	R	
Agree reporting and monitoring arrangements for trust and school budgets		A	C	I	R	I		C	R	
Monitor MTOAT budget in-year		A	C		R			I	R	
Monitor academy budgets in-year		A		C	R	R		I	R	
Deliver monthly management accounts and forecasts for each academy and MTOAT		A	C	I	C	I		I	R	
Agree MTOAT Financial Scheme of Delegation		A	R	I	R	I		C	R	
Develop financial, procurement and charging policies and procedures		A	C	I	C	I		R	R	

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	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
Manage cash position		A	C		R	I		I	R	
Agree the financial charging model (top slice) for academies		A			R				R	
Financial Accountability (including Audit)										
Agree the annual audit programme	A	R	R		C			C	C	
Appoint/remove external auditors	A	R	R		C			C	C	
Appoint internal auditors	I	A			R			C	C	
Receive and respond to external auditor's report	I	A	R		R			C	R	
Receive internal audit management letters and findings reports		A	C		R			I	R	
Action recommendations made by external auditors		A	C		R	R		C	R	
Action recommendations made by internal auditors		A	C		R	I		I	R	
Carry out benchmarking and trust-wide value for money evaluation		A			C	C		C	R	
Manage conflicts of interest and related part transactions		A	R		R			R	R	
Ensure compliance with requirements of ESFA, DfE and funding agreement		A	R		R			R	R	
Ensure adequate insurance is in place		A	R		R	C		R	C	

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	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
HR: People, Pay and Performance										
Appoint CEO/accounting officer and inform the Secretary of State of appointment	I	A	R	I		I		I	I	
Suspend/dismiss CEO/accounting officer	I	A	R	I	I	I		I	I	
Appoint trust finance officer		A	C		R	I		I		
Suspend/dismiss trust finance director	I	A	I		R	I		I		
Appoint trust operations director		A	I		R	I			I	
Suspend/dismiss trust operations director		A	I		R	I			I	
Appoint academy headteachers/principals	I	A	R	C	R	I		I	I	
Suspend/dismiss academy headteachers/principals	I	A	R	C	R	I		I	I	
Appoint academy SLT		A	C	C	R	R			I	
Suspend/dismiss academy SLT		A	I	I	R	R			I	
Determine approach to appraisal and performance management		A	R		R					
Performance manage CEO		A	R		C			C		
Performance manage executive team		C			A/R					
Performance manage academy headteachers / principals				C	A/R					
Agree CEO pay and reward		A	R						C	
Agree headteacher/principal pay and reward				C	A/R				C	

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	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
Review and agree staff appraisal procedure and pay progression		A	R		R	C		I	C	
Determine executive team staffing structure		A	R		R			C	C	
Determine academy staffing structure				I	A	R	C	I	C	
Changes to academy staffing structures including recruitment (within agreed budget)		A		I	R	R		I	C	
Changes to academy staffing structures including recruitment (outside agreed budget)		A	C	I	R	R		I	C	
Appoint/dismiss academy staff (within the agreed staffing structure)		A	I	I	R	R		I	C	
Determine trust-wide pay policy, terms and conditions of employment		A		I	R	C		R	C	
Determine other HR, disciplinary and capability policies, including whistleblowing		A	R	I	C			R	C	
Implement disciplinary and capability procedures - CEO		A/R								
Implement disciplinary and capability procedures – central team		A			R					
Implement disciplinary and capability procedures - schools		A		C	C	R				
Approval of exit payments/early retirement/pension discretion (above a certain threshold)		A/R			C	I		I	C	
Ensure staff health and wellbeing		A	R							

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	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
Approve GPG report and Facility Time report		A	R		I			I	I	
Complete statutory safeguarding employment checks		A	I	I	R	R		C		
Monitor single central record		A		R	R	R		C		
Education (including Admissions, Curriculum, Standards, Safeguarding, Inclusion)										
Set academy day times, dates of academy terms and holidays		A		I	R	R				
Set admissions policies		A		C	R	R		R		
Admissions: application decisions		A			C	R		I		
Admissions appeal process		A		C	R	C		I		
Keep admissions register		A		I	C	R		I		
MTOAT's approach to curriculum and assessment regarding statutory requirements		A		C	R	R		I		
Set and approve school curricula and curriculum policies		A		C	R	R		I		
Delivery of curriculum		I		I	A	R		I		
Ensure high standards of teaching and learning		A	I	C	R	C				
Set attendance policy and procedures		A		C	C	R		R		
Keep attendance register		A		I	C	R		I		
Academic performance policies and procedures		A		C	C	R		R		
Set targets for trust and academy outcomes		A		I	R	R		I		
Plan and deliver individual school improvement interventions and strategies		I		C	A	R		I		

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	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
Review school progress against academy development plan and produce academy performance reports		A		R	R	R		I		
Set safeguarding practices and policies		A		I	R	R		C		
Ensure safeguarding annual report is filed with the trust		A				R				
Set SEN policy and ensure compliance with SEND code of practice		A		I	R	R				
Support for LAC, disadvantaged and SEN students		A	R	R	R	R		C	C	
Monitor the amount of additional grants, including pupil premium, sports funding and others		A	R		R	I		I	R	
Monitor the effect of additional grants, including pupil premium, sports funding and others		A	R	R	R	R		I		
Set academy behaviour policies		I		C	A	R		C		
Implement academy behaviour policies				I	A	R		C		
Set trust complaints policy		A/R		C	C					
Implement complaints procedures		A/R		R	R	R				
Review permanent and fixed-term exclusions		A/R		R/C	C	C				
H&S, Estates and Operational Compliance										
Approve trust-wide estate vision, strategy and asset management plan		A	R		R			C	C	
Set and monitor premises-related policies		A		C	C	C		R		



MERCHANT TAYLORS'
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	Members	Trust Board	Trust Committees	LGB	CEO	Academy Headteacher / Principal	Academy Committees	Trust Operations Director	Trust Finance Director	
Approval of significant capital projects		R	C		R			C	C	
Set and monitor health & safety policy customised for each site		A	R	R	R	R		R		
Monitor school estate to ensure it is safe and well maintained		A	R	R		R		R		
Ensure compliance with H&S legislation including food safety, first aid and educational visits		A		R		R				
Produce site compliance report to include cyclical maintenance, fire-risk assessment, asbestos management, water management, catering compliance reports		A	C	I	C	C		R	C	
Statutory training for colleagues report		A		I	C	C		R	I	
Contractual arrangements reports, including statutory checks, for those hiring or working on trust premises		A	R		R			R	C	
Cybercrime and ransomware management report		A/R			R			R		
Community										
Developing stakeholder partnerships across the trust		A		C	R	C				
Developing stakeholder partnerships at school level				A	C	R				