



# Scheme of Delegation

## Context

Jewish Community Academy Trust (JCAT) is an ambitious family of academies committed to embracing our Jewish values and identity as well as making a meaningful contribution to the Jewish community and wider society. We are united in learning and in developing a high-quality, nurturing educational environment for all children.

JCAT is modern centrist Orthodox in outlook, under the authority of the Chief Rabbi. We are committed to providing an immersive Jewish experience and education for all students, tailored to the specific needs of each of our academy communities.

We are a centre of educational excellence with a focus on maintaining the highest possible ratio of teaching staff to students. Through this method we take an inclusive approach to enable every child to make their best possible progress. We are focussed on building strong relationships between academy, the home and community – a triangulation which is at the centre of a successful and transformative educational and Jewish environment.

**Vision, Ethos and Direction** JCAT seeks to be an organisation which is constructive in communication, collaborative in relationships, fosters positive behaviours and inspires, grows and improves.

## Organisational Structure

**The Members** protect the Charitable and Educational objectives, including the Ethos of the Trust. They take part in annual and extraordinary general meetings and appoint the Directors to the Trust Board. The United Synagogue (US) is the Foundation Body, and the Office of the Chief Rabbi (OCR) provides the religious guidance for our academies.

**The Board of Trustees** holds the overarching responsibility and accountability for governance of the Trust and its academies; it meets throughout the year. The **Trustees** are responsible for *setting and monitoring* strategic objectives, as well as *ensuring compliance* with charity and company law and the Trust's funding agreement.

**Policies** (statutory and non statutory) adopted by the Trust Board are reviewed on a rolling cycle – see Appendix, page 12.

The Board works through the **Executive Team** headed by the CEO which is responsible for finance, HR / operations and monitoring standards together with promoting and monitoring safeguarding whilst ensuring high quality professional development and staff well-being. The Trust Board has further delegated these responsibilities to **three committees**, each with its own terms of reference. Chaired by a Trustee, each committee meets termly with their minutes submitted to the Board of Trustees for noting, comment and action.

- Education
- Finance and Operations, Audit and Risk
- HR and Remuneration

**Each Committee will ensure that the Terms of Reference reflect the context above.**

**The Education Committee** oversees the educational performance of each academy and the personal development and wellbeing of pupils. The responsibility of the **Education Committee** *is to ensure all pupils in each academy receive the very best education through a broad, balanced and engaging curriculum.*

**The Finance, Operations, Audit and Risk Committee** has responsibilities for issues of finance, control and governance and delegates the operational management, regulation and oversight to the **Chief Financial Officer (CFO)**, in accordance with scheme of delegation, who reports directly to the committee. It is accountable for holding the risk register, appointing auditors and ensuring actions arising from the annual report are swiftly enacted.

**The Remuneration and HR committee** handles matters relating to pay and HR issues which cannot be resolved at either academy or executive team level.

**Local Governing Committees LGC** (known now as Local Governing Committees although referred to in JCAT Articles as Local Governing Bodies). Their primary role is to enable Academy leaders to achieve the highest educational outcomes for all pupils, through monitoring the quality of education and by providing effective support and challenge. **Each LGC to be constituted from Trust appointed governors, Head Teacher, two parent governors and staff governor alongside the CEO of the MAT. Where relevant other central team members e.g. the CFO, should attend. The skills of this committee to be reviewed annually to ensure that these meet statutory requirements.**

In exceptional cases where any academy requires rapid improvement, due to for example failing standards as judged by OFSTED, an Interim Management Board is formed in place of an LGC to deliver the necessary improvements until such time as the Trust Board deems appropriate.

Voluntary contributions are managed separately to the finances of the Trust according to a specific donations policy.

Version and Date		Action	Notes	Date to be Reviewed
1	March 2022			
2	Jan 2023	See minutes of Trustee meeting 26/1/23		Spring Term 2024

This scheme of delegation sets out the approach to JCAT’s delegations between the different layers of governance and leadership. It is divided into four sections:

- Strategy and Leadership
- Education and Curriculum
- Finance and Operations
- HR

This scheme of delegation has been prepared using the RASCI responsibility matrix. In the tables below, the letters used have the corresponding meanings.

<b>R</b>	means <b>Responsible</b> . The individual/group that has responsibility for undertaking or completing the task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO, this reporting will be at board level. In the case of the Headteacher, this will be at academy LGC level.
<b>A</b>	means <b>Accountable</b> . The individual/group that has the ultimate or final responsibility for ensuring completion of the task. This will include determining how the MAT and/or academies (as appropriate) should undertake the task, including determining appropriate milestones and targets to be reported against.
<b>S</b>	means <b>Support</b> . The individual/group who should provide support during the implementation of the task.
<b>C</b>	means <b>Consult</b> . The individual/group that should be consulted as part of the process of the completing the task because they can provide valuable advice and/or input.
<b>I</b>	means <b>Inform</b> . The individual/group that should be kept up to date about the progress of the task and/or the decisions in the task.

Note where the CEO and HTs are jointly responsible the CEO has overarching responsibility

Point to note:

- The term Headteacher can include the role of the Executive Headteacher or Head of Academy

STRATEGY AND LEADERSHIP	TRUSTEES		CEO	LGC/IMB	HEADTEACHER
Set strategic objectives of the Trust	A	R	S	C	C
Set strategic objectives of the Academies	A		R	S	S
Develop the character, mission and ethos of the Trust and Academies	A	R	S	S	S
Scrutiny: performance – review & challenge progress of the Trust against its strategic objectives and KPIs	A		R	S	S
Scrutiny: ethos – operation of the Trust and Academies against the agreed character, mission and ethos	A		R	S	S
Compliance: funding agreement – comply with all obligations including the Academy Trust Handbook	A		R	S	S

<p><b>Compliance: regulatory</b> – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)</p>	<p style="text-align: center;"><b>A</b></p>	<p style="text-align: center;"><b>R</b></p>	<p style="text-align: center;"><b>S</b></p>	<p style="text-align: center;"><b>S</b></p>
<p><b>Compliance: financial oversight</b> - ensuring there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds</p>	<p style="text-align: center;"><b>A</b></p>	<p style="text-align: center;"><b>R</b></p>	<p style="text-align: center;"><b>S</b></p>	<p style="text-align: center;"><b>S</b></p>
<p><b>Compliance</b> – completing the register of Trustees’ business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions</p>	<p style="text-align: center;"><b>A</b></p>	<p style="text-align: center;"><b>R</b></p>		
<p><b>Compliance</b> – completing the register of Local Governors’</p>	<p style="text-align: center;"><b>A</b></p>	<p style="text-align: center;"><b>R</b></p>	<p style="text-align: center;"><b>S</b></p>	<p style="text-align: center;"><b>S</b></p>

business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions					
<b>MAT risk register</b>	<b>A</b>		<b>R</b>	<b>S</b>	<b>S</b>
<b>Appointments of Trustees –</b> ensuring processes in place for appointment of Trustees (including ensuring that the Trustees have the skills to run the Trust)	<b>A</b>	<b>R</b>	<b>S</b>	<b>I</b>	<b>I</b>
<b>Appointment and removal of LGC/ IMB Members –</b> ensuring processes in place for appointment of LGC/ IMB Members (including ensuring that the LGC/ IMB Members have the skills required)	<b>A</b>	<b>R</b>	<b>S</b>	<b>S</b>	<b>S</b>
<b>Register of interests</b>	<b>A</b>		<b>R</b>	<b>S</b>	<b>R</b>
<b>Appointment of Governance Professional – Trust Board</b>	<b>A</b>	<b>R</b>	<b>S</b>	<b>I</b>	<b>I</b>

Appointment of Governance Professional – LGC/ IMB	S	A	R	C	S
Policies – review and approval of Trust statutory policies	A	R	S	S	S
Prepare terms of reference for LGC/ IMB and all committees	A	R	S	C	C
Training programme for Trustees/ LGC/ IMB Members	A	R	S	S	C

STRATEGY AND LEADERSHIP	TRUSTEES	CEO	LGC/ IMB	HEADTEACHER
<b>Academy development improvement plan</b> - for each Academy in line with strategic aims of the Trust	A	R	C	R
<b>Key performance indicators</b> – setting and reviewing performance of the Trust and the Academies	A	R	S	S
<b>Quality of teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	A	R	S	R
<b>Curriculum</b> – setting the curriculum for the Academies and reviewing its effectiveness	A	R	S	R
<b>Pupil Premium</b> – reviewing and challenging the value for money/ ROI of the pupil premium in terms of educational outcomes and narrowing the achievement gap	A	R	S	R

EDUCATION AND LEADERSHIP	TRUSTEES	CEO	LGC/ IMB	HEADTEACHER
Set admissions policy	A	R	S	S
Admission decisions/appeals	S	S	S	A

<b>Review</b> – considering and evaluating performance of the Academies by: <ul style="list-style-type: none"> <li>reviewing progress against agreed KPIs</li> <li>holding each Academy’s leadership to account for academic performance, quality of care and quality of provision</li> <li>monitoring the overall effectiveness and efficiency of leadership and management at the Academies</li> <li>receiving reports on the quality of teaching and learning and making recommendations to the Trust Board</li> </ul>	A	R	S	S
<b>Self-evaluation</b> - carrying out the self-evaluation process to identify areas for improvement with regard to outcomes and success criteria	A	R	S	R
<b>Review priorities</b> - considering the aims and priorities for raising standards of achievement in each of the Academies’ strategic plans	A	R	S	R
<b>Report</b> - termly to Trust Board on performance	A	R	S	S
<b>Pupil issues</b> (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	A	A	S	A R
<b>Academy hours, term dates and length of school day</b> - setting the opening and closing times for the Academies	A	R	S	S

EDUCATION AND LEADERSHIP	TRUSTEES	CEO	LGC/ IMB	HEADTEACHER
<b>School lunch</b> - ensure they meet appropriate nutritional standards	A	S	S	R
<b>Provision of free school meals to those meeting criteria</b>	A	S	S	R
<b>Safeguarding</b> – including ensuring each Academy has appointed a designated safeguarding lead, ensuring compliance with statutory guidance and maintenance of single central record	A	R	R	R
<b>Stakeholder engagement</b> <ul style="list-style-type: none"> <li>Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by pupils</li> <li>Undertaking consultation with pupils, parents/carers and other stakeholders as part of a programme of regular self- evaluation by the Academies to assess its performance against its stated aims and objectives</li> <li>Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall pupil experience</li> </ul>	A	S	S	R
<b>Ofsted inspections: Trust</b> <ul style="list-style-type: none"> <li>Trust Board will liaise with Ofsted where MAT is inspected and will assist with an Academy inspection</li> </ul>	A	R	S	S



<ul style="list-style-type: none"> <li>CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</li> <li>CEO will support LGC / IMBs and Headteachers for individual Academy inspections</li> </ul>				
<b>Ofsted inspections: Academies</b>	A	S	S	R
<b>Pikuach inspections: Academies</b>	A	S	S	R

<b>FINANCE AND OPERATIONS</b>	<b>TRUSTEES</b>		<b>CEO*</b>	<b>LGC/ IMB</b>	<b>HEADTEACHER</b>
<b>Appointment of the Trust Board committees</b>	A	R	I	I	I
<b>Recommend appointment of external auditors to the members</b>	A	R	S	I	I
<b>Appointment of the internal auditors</b>	A	R	S	I	I
<b>Approve annual accounts</b>	A	R	S	I	I
<b>Scheme of financial delegation and financial policies</b> – establishing policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	A	R	S	S	S
<b>Bank accounts</b> – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust/ Academies	A	R	S	I	I
<b>Funding model</b> - agreeing a funding model across the Trust to secure the Trust’s financial health in the short and long term	A	R	S	C	S
<b>Trust annual budget</b> – formulating and setting the Trust wide budget	A	R	S	S	S
<b>Academy annual budgets</b> – formulating and determining the proportion of the overall budget to be delegated to each academy (including uses of contingency funds/ balances)	A		R	S	R
<b>Expenditure and ensuring delivery of annual budgets</b>	A		R	S	R
<b>Investments</b> – agreeing the investment policy in line with the Academy Trust Handbook and scheme of financial delegation	A		R		
<b>Setting trust wide procurement policies</b> (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the funding agreement, Academy Trust Handbook and the Trust’s procurement policy	A		R	I	I
<b>Determining and allocating central services provided to the Academies by the Trust</b>	A		R	S	S
<b>Overseeing the effectiveness of services provided centrally by the Trust</b>	A		R	C	C
<b>Asset and premises maintenance strategy</b> – determining use of academies’ premises and ensuring premises are adequately maintained	A		R	S	R
<b>Acquiring and disposing of Trust land</b>	A		R	I	C
<b>Changing use of assets</b>	A		R	I	R

Enter into contracts – up to limit of delegation set out in scheme of financial delegation	A	R	I	R
Arranging Trust insurance/access to risk protection arrangement (RPA)	A	R		

**\*Supported in turn by the CFO**

HR	TRUSTEES		CEO*		L GC/ IMB	HEADTEACHER		
Appointing the Chief Executive Officer/ Accounting Officer	A	R			S	S		
Appointing the Chief Financial Officer	A	R	C	S	I	I		
Appointing the Headteacher at each Academy	S		A	R	S			
Appointing of Trust staff (in line with recruitment policy)	C		A	R	I	I		
Appointing Academy SLT (excluding Headteacher)	S		C		S	A	R	
Appointing Academy staff (excluding SLT & Headteacher)	I		C		I	S	A	R
Establishing Trust wide HR policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with appropriate regulations	A		R		I	S		
Setting appraisal performance management policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	A		R		C	S		
Setting terms and conditions of employment	A		R		I	I		
Dismissing CEO/ Accounting Officer/ CFO (in accordance with the Trust disciplinary and capability policies)	A	R	I		I	I		
Dismissing Trust staff (in accordance with the Trust disciplinary and capability policies)	A		R		I	I		
Dismissing Headteachers (in accordance with the Trust disciplinary and capability policies)	A		R		S			
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)	I		A		S	R		

**\*Supported in turn by the CFO**

HR	TRUSTEES		CEO*		LGC/ IMB	HEADTEACHER	
Reviewing discipline and grievance policy	A	R	S		I	I	
Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	A		R		S	R	
Information management – including adopting and following policies for information security and compliance with Freedom of Information Act and data protection legislation and maintaining accurate staff and student records	A		R		S	R	
Academy prospectus and website	A		R		S	R	
Trust prospectus and website	A		R		I	I	

**\*Supported in turn by the CFO**

This scheme of delegation will be reviewed on an annual basis by the Board of Trustees.

Signature of Chair of Trustees:	Signature of Chief Executive Officer:
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February 2023

APPENDIX

**JCAT Policies List**

Policy in Place	POLICY NUMBER	Policy Title	Statutory	Frequency of Review	Approval Level				
					LGC	EDUCATION	HR	FOAR	TRUSTEE
Yes	1	Admissions	YES	Annual, consult on changes and at least every 7 years					
Yes	2	Accessibility Plan	YES	3 years					
	3	Behaviour	YES	Annual					
Yes	4	Charging and Remissions	YES	Annual					
Yes	5	Capability	YES	Annual					
Yes	6	Staff discipline	YES	Annual					
Yes	7	Child Protection and Safeguarding	YES	Annual					
Yes	8	Staff Code of Conduct	YES	Annual					
Yes	9	Data Protection	YES	Annual					
Yes	10	Statement of procedures for dealing with allegations of abuse made against staff	YES	Annual					
Yes	11	Exclusion	YES	Annual					
Yes	12	Governors Allowances	ADVISED	Annual					
Yes	13	Supporting Pupils with Medical Conditions	YES	Annual					
Yes	14	Grievance	YES	Annual					
Yes	15	Governing Board Code of Conduct	NO	Annual					

Yes	16	Children with Health Needs who cannot attend school	YES	Annual					
Yes	17	ECT from Sept 21	YES	Annual					
Yes	18	Equality Information and Objectives Statement	YES	Equality info - annual Equality objectives - 4 years					
Yes	19	First Aid	YES	Annual					
Yes	20	Health and Safety	YES	Annual					
Yes	21	Premises Management		Annual	FACILITIES MANAGER				
Yes	22	RSE	YES	Annual					
	23	EYFS	YES	Varies					
Yes	24	SEN and SEN Information Report	YES	Annual, and update any changes					
Yes	25	Statement of Behaviour Principles	YES	Annual					
Yes	26	Complaint	YES	Annual					
Yes	27	Whistleblowing	ADVISED	Determined by Trustees					
Yes	29	Adoption Leave (Support Staff)							
Yes	30	Adoption Leave (Teaching Staff)							
Yes	31	Shared Parental Leave							
Yes	32	Special Leave Provisions							
Yes	33	Maternity Leave Provisions (Teaching Staff)							

Yes	34	Maternity Leave Provisions (Support Staff)							
Yes	35	Sickness Absence Management							
Yes	36	Paternity Leave Provisions							
Yes	37	Safer Recruitment							
Yes	38	Appraisal							
Yes	39	Mental Health and Wellbeing							
Yes	40	Pay		Annual					
	41	Bullying and Harassment							
	42	Curriculum							
	43	Pupil Premium							
	44	Religious Education							
	45	School trips							
	46	Teaching and Learning							
	47	Asset management							
	48	GDPR							
	49	Freedom of Information Publication scheme	ADVISED	Determined by Trustees					
	50	Separated Parent							
	51	CME							
	52	Privacy notices	ADVISED	Determined by Trustees					
Yes	53A	Letting Agreement							
	53B	Letting Requirements							
Yes	54	Gifts and Hospitality	ADVISED	Determined by Trustees					
Yes	55	Anti-fraud and Corruption							

Yes	56	Reserves							
Yes	57	Risk Assessment	ADVISED	Determined by Trustees					
Yes	58	Bad Debt Redundant Equipment							
Yes	59	Accounting	ADVISED	Determined by Trustees					
Yes	60	Investment	ADVISED	Determined by Trustees					
Yes	61	Procurement	ADVISED	Determined by Trustees					
Yes	62	No PO No Payment							
Yes	63	Risk Register	ADVISED	At least annually					
Yes	64	Remote Working							
Yes	65	Flexible Working							
YES	66	Attendance							
YES	74	ICT and Internet Acceptable Use Policy							
YES	75	Business Continuity Plan							
Yes	64	Scheme of Delegation	ADVISED	Annual					
<b>We have Enfield/The Key versions of these</b>									
Yes	65	Induction Probation and Assessment Period for Support Staff							

Yes	66	NQT prior to Sept 2021						
Yes	67	Dealing with Alcohol and Substance Misuse						
Yes	68	Dealing with Disability in Recruitment and Employment						
Yes	69	English Language Requirement for public sector workers						
Yes	70	Declaration of Criminal Offences						
Yes	71	Fixed term Employment Guidance and Procedure for Termination						
Yes	72	Proposed Termination of Employment						
Yes	73	Redundancy Redeployment Reorganisation Schools Staff						