



# Scheme of Delegation

Annex 3



In this Annex the phrases used have the following meanings:

**Consult:** the individual/group that should be consulted as part of the process of completing a particular task.

**Deliver:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Head Teacher this will be at Academy level.

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

**Develop:** the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Head Teacher (as appropriate) and (iii) the Head Teacher they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Head Teacher they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Head Teacher and (iii) the LGB they will be reviewing the Head Teacher and his leadership team.

**Comply:** the individual/group will follow agreed policies and procedures.

*To assist interpretation of the matters delegated the table below provides additional comment as appropriate.*



		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Head Teacher</b>
<b>STRATEGY AND LEADERSHIP</b>	<b>Set strategic objectives of the Trust &amp; Academies</b>	Determine – for the Trust	Deliver for the trust Develop – in the case of the Academies in consultation with LGB & Head Teacher	Recommend for the trust Determine for their Academy Report to Trust	Consult – in the case of their Academy Deliver Report to LGB
	<b>Deliver strategic objectives of the Trust &amp; Academies</b>	Review	Deliver with respect to the Trust Review with respect to Academies	Review and report	Deliver
	<b>Scrutiny</b> – review & challenge progress of the Trust against its strategic objectives and KPIs	Review – progress of the Trust & Academies	Report Review - reports from the LGBs/Head Teachers	Review – progress of the Academy Report – progress to the CEO & Board	Report – progress of the Academy to the LGB
	<b>Compliance: Funding Agreement</b> – comply with all obligations including the Academies Financial Handbook	Review	Deliver and report	Comply	Comply
	<b>Compliance: Regulatory</b> – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver Report – to Board	Review	Deliver Report – to LGB & CEO
	<b>Compliance: Financial Oversight</b> - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Determine – policies to ensure compliance Review	Deliver Report – to Board	Review	Deliver Report – to LGB & CEO

	<b>Compliance</b> – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine – policies to ensure compliance Deliver		Deliver	
<b>STRATEGY AND LEADERSHIP</b>	<b>Appointments of Trustees and Governors</b> – ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies)	Determine – policies and criteria for the selection of Trustees and Governors  Review – the Board's own performance  Review – performance of the LGBs	Recommend – if appropriate changes to the size and composition of the LGBs	Review - procedures for the election of staff and parent governors of the LGB  Review – own performance  Report - to the Board on the performance of the LGBs  Review - annually the size, structure and composition and skill Determines of LGBs	Recommend
	<b>Appointment of the Responsible Officer and Audit Committee</b>	Deliver - appoint Responsible Officer and the Audit Committee	Deliver – the Responsible Officer role		
	<b>Appointment of Clerk – Board and LGBs</b>	Deliver - appoint the clerk to the Board		Deliver the appointment of the LGB clerk	

		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Head Teacher</b>
<b>STRATEGY AND LEADERSHIP</b>	<b>Policies – review and approval of Trust Wide Policies</b> (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Deliver – presenting policies to the Board for approval  Report – material non-compliance to the Board	Review – all policies approved by the Board and Academy specific policies	Deliver – presenting Academy specific policies for approval by the LGB  Report – non-compliance to the LGB and the CEO
	<b>Prepare terms of reference for LGB's and Committees</b>	Deliver  Review - annually		Deliver for committees  Review - annually	
	<b>Training programme for trustees and governors</b>	Deliver for trustees		Deliver for LGBs	

		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Head Teacher</b>
<b>EDUCATION AND CURRICULUM</b>	<b>Trust Development Plan</b>	Review	Determine, develop and deliver the Trust development plan	Recommend	Consult
	<b>Academy Development Plan</b> - for each Academy in line with strategic aims of the Trust	Review	Consult and recommend	Review & Recommend – Academy Development Plan to the Board	Determine & deliver  Work with the CEO in producing the Academy Development Plan  Review – the Academy Development Plan
	<b>Key Performance Indicators</b> – setting and reviewing performance of the Trust & the Academies	Determine – Trust wide and Academy KPIs  Review – performance against KPIs and National KPIs	Consult – with the LGBs and propose KPIs to the Board  Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend with the Head Teacher targets for performance of the Academy to the CEO  Review – performance of the Academy and report to the CEO  Deliver - holding leadership to account for delivery against KPIs	Consult  Recommend & Deliver – performance of the Academy against KPIs  Report – performance of the Academy to LGB

<b>EDUCATION AND CURRICULUM</b>	<b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the CEO	Deliver - supporting the Academies and intervening where appropriate	Review - at the Academy	Review – management of staff to ensure teaching and learning objectives are met  Report- strengths and concerns in the quality of teaching to LGB
	<b>Curriculum</b> – setting the curriculum for the Academies and reviewing its effectiveness	Consult & Review – effectiveness of the curriculum across Trust	Deliver  Recommend	Consult  Review Academy curriculum	Determine Recommend Deliver Review
	<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	Review	Report – to Board effectiveness of use of the Pupil Premium across Trust	Determine & Review – how Pupil Premium is spent at the Academy	Deliver  Report – on effectiveness of use of the Pupil Premium

		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Head Teacher</b>
<b>EDUCATION AND CURRICULUM</b>	<b>Set admissions policy</b>	Review	Recommend	Determine & Develop	Comply
	<b>Admission decisions</b>			Deliver	Consult
	<b>Collective worship arrangements for school without religious character</b>			Review	Deliver
	<b>Student issues</b> (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receiving reports from the Head Teacher  Report any material issues to the Board and the CEO	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies  Report – to the LGB on any material issues
	<b>Academy Hours</b> – setting the opening and closing times for the Academies	Determine – in consultation with LGBs		Consult – with the Board	Recommend Comply
	<b>Term Dates and length of school day</b>	Determine – in consultation with LGBs		Consult – with the Board	Recommend Comply
	<b>School lunch</b> – ensure provided to appropriate nutritional standards			Review	Deliver
	<b>Provision of free school meals to those meeting criteria</b>			Review	Deliver



		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Head Teacher</b>
<b>FINANCIAL</b>	<b>Funding Model</b> - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Determine – in consultation with the LGBs	Recommend a funding model to the Board for approval  Review	Consult – with the Board  Review - compliance with the overall financial plan for the Academy	Consult  Comply
	<b>Trust Annual Budget</b> – formulating and setting the Trust wide budget	Determine	Deliver - on preparation of Trust budget and present to the Board for approval  Review – submission of Trust budget to the EFA		
	<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)	Determine	Deliver - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval  Review – submission of Academy budgets to the EFA	Develop & determine with CEO in respect of the Academy's requirements  Comply	Consult Deliver Develop Comply

		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Head Teacher</b>
<b>FINANCIAL</b>	<b>Expenditure and ensuring delivery of Annual Budgets</b>	Review	Report – to the board any material issues with delivery against the Annual Budget by the Academies  Receive reports – on matters of concern in connection with compliance with the Annual Budgets	Review  Report – to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy	Report – to the LGB any need for any matters of concern in respect of the Academy's annual budget
	<b>Reporting:</b> financial reporting and KPIs	Determine	Deliver	Review  Report	Deliver
	<b>Delegated Budgets and Finances</b> - in the form of a scheme of delegation of financial authority to the Academies	Determine	Deliver – on recommending financial limits to the Board  Review – effectiveness of limits	Review Delivery– Academy  Comply - adherence to limits	Comply - adherence to limits

		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Head Teacher</b>
<b>FINANCIAL</b>	<b>Financial Policies</b> –establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine	Review – compliance with policies  Report – any issues or non-compliance to the Board	Review delivery - compliance with policies  Report – any issues or non-compliance to the CEO	Deliver – compliance with finance policies
	<b>Approving annual accounts</b>	Approve	Deliver – arrange for auditing and filing of annual report and accounts	Review and report	Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts
	<b>Corporate Risk Register</b>	Review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
	<b>Investments</b> – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls	Determine and review delivery	Deliver		

		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Head Teacher</b>
<b>HR AND OPERATIONS</b>	<b>Appointing the CEO</b>	Appoint			
	<b>Appointing the Head Teachers at each Academy</b>	Approve and deliver -in consultation with the CEO/ LGBs	Recommend – sit on appointment panel along with representatives of the relevant LGB	Recommend –to sit on the appointment panel with the CEO	
	<b>Appointing of cross-Trust Staff (in line with recruitment policy)</b>	Review	Appoint and report to the Board		
	<b>Appointing Academy Staff</b>			Appoint (in consultation with the Head Teacher)	Appoint Recommend
	<b>Establishing Trust wide HR Policies</b> (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Recommend Comply	Review	Comply
	<b>Setting Appraisal Performance Management Policy together with pay reviews</b> (in line with the Trust's pay policy and all statutory regulations)	Review – in respect of CEO  Receive reports – in respect of appraisal arrangements and outcomes  Review – any appeals in respect of the Head Teachers and cross academy staff	Review – in respect of Head Teachers and cross Trust staff  Review - and Report – (annually) to the Board on appraisal arrangements and outcomes	Deliver – in respect of performance management of Head Teacher  Review with respect their Head Teacher  Review – any appeals respect of their academy staff	Review – in respect of all other Academy staff  Report – annually to the LGBs and CEO on appraisal arrangements and outcomes

<b>HR AND OPERATIONS</b>	<b>Setting Terms and Conditions of Employment</b>	Determine – and consider any proposals by LGBs to make amendments	Recommend	Consult - report to Board on any suggested changes to the Academy's terms and conditions	Comply
	<b>Staff Handbook</b>	Determine with respect to Trust	Develop and deliver with respect to Trust	Consult with respect to Trust and determine with respect to Academies	Develop and deliver with respect to Academies
	<b>Dismissing CEO, Head Teachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)</b>	Recommend and deliver – in respect of the CEO  Consult with respect to Head Teachers	Consult & recommend with respect to Head Teachers  Review and deliver for cross Trust staff  Report – any dismissals to the Board	Deliver – in respect of the Head Teacher of the Academy	
	<b>Dismissing all academy staff (in accordance with the Trust disciplinary and capability policies)</b>		Review  Report – to the Board	Review  Report – to the CEO	Deliver
	<b>Reviewing discipline and grievance policy</b>	Review delivery	Recommend	Review - in line with Trust policy	comply
	<b>Setting trust wide procurement policies</b> (for suppliers including auditors, HR and payroll providers and solicitors)	Determine	Deliver	Comply	Comply

	in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy				
	<b>Setting academy specific procurement policies</b> - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Review	Deliver – in accordance with Trust policy	Recommend

		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Head Teacher</b>
<b>HR AND OPERATIONS</b>	<b>Determining and allocating central services provided to the Academies by the Trust</b>	Determine (in consultation with the LGBs)	Deliver– on recommending the allocation of services to the Board	Consult	Consult
	<b>Overseeing the effectiveness of services provided centrally by the Trust</b>	Review	Deliver and report to Board	Report – to the Board	Report to LGBs
	<b>Asset and Premises Maintenance Strategy</b> – determining use of Academies' premises and ensuring premises are adequately maintained	Determine – Trust wide policy	Recommend	Determine – academy plan in accordance with Trust policy Review delivery of academy plan	Deliver – in accordance with Academy policy
	<b>Acquiring and disposing of Trust land</b>	Deliver	Recommend	Consult	
	<b>Changing use of fixed assets</b>	Deliver		Recommend to the Board of any changes to fixed assets used by the Academy	
	<b>Arranging insurance for the Trust</b>	Review	Deliver		

	<b>Media and PR</b> - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Review	Deliver – Trust wide activities	Comply	Comply
	<b>Academy Prospectus</b>		Review	Deliver	Recommend
	<b>Trust Prospectus and website</b>	Review	Deliver		

#### Annex 4

Section 5.4.2 of the SECAT Terms of Reference sets out the powers retained by the Trust, the powers delegated to the CEO, LGB and the Head Teacher of a school placed into Category 4 or cited as having weak governance following an Ofsted or HMI inspection.

The possible reasons for such judgements are varied and the consequent modifications will also be dependent on the cause, therefore Annex 4 will be written and invoked on a case by case basis and agreed by a majority of Trustees.