

Scheme of Delegation 2019/20

This scheme of delegation sets out the Trust's approach to delegations between the different layers of governance and leadership within the trust. It is divided into four sections.

- Strategy and Leadership
- Education and the curriculum
- Financial
- HR and Operations

This scheme of delegation has been prepared using the corresponding meanings.

R	means Responsible . An 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 head teacher, this will be at School LAB level.
A	means Accountable . The individual/group that has the ultimate or final responsibility for ensuring completion of the task. This will include determining how the Trust and/or schools' (as appropriate) should undertake the task, including determining appropriate milestones and targets to be reported against.
S	means Support . The individual/group who should provide support during the implementation of the task.
C	means Consult . 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.
I	means Inform . The individual/group that should be kept up-to-date about the progress of the task and/or the decisions in the task.

STRATEGY AND LEADERSHIP	Trustees	CEO	LAB		Head Teacher	
Set strategic objectives of the Trust	A	R	C	I	C	I
Set strategic objectives of the schools	A	R	A		R	
Develop the character, mission and ethos of the Trust	A	R	C		C	
Develop the character, mission and ethos of the schools	A	R	A		R	
Scrutiny: performance - review & challenge progress of the Trust against its strategic objectives and KPIs	A	R	C		S	
Scrutiny: ethos - operation of the Trust and its schools' against the agreed character, mission and ethos	A	R	C		S	
Compliance: funding agreement – comply with all obligations including the Academies Financial Handbook	A	R	S		S	
Compliance: regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	A	R	S		S	
Compliance: financial oversight - ensuring there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	A	R	S		S	
Compliance - completing the register of trustees' business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	A	R				

STRATEGY AND LEADERSHIP	Trustees	CEO	LAB		Head Teacher
Compliance - completing the register of governors' business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	A	S	R		I
Trust risk register	A	R	S		S
Appointments of trustees - ensuring processes in place for appointment of trustees (including ensuring that the trustees have the skills to run the Trust)	A	S			
Appointment and removal of governors - ensuring processes in place for appointment of governors (including ensuring that the governors have the skills to run the schools")	A	S	R		S
Register of interests	A	R	R		
Appointment of clerk - Board	A	R			
Appointment of clerk - LAB	A	R	S		S
Policies - review and approval of Trust wide policies (including admissions, DBS, charging and remissions policies, health and safety and safeguarding)	A	R	C	S	S
Prepare terms of reference for LAB's and committees	A	S	R		C
Training programme for trustees	A	R			
Training programme for governors	A	R	R		S

STRATEGY AND LEADERSHIP	Trustees	CEO	LAB	Head Teacher
Trust development plan	A	R		
School's development plan - for each school in line with strategic aims of the Trust	A	R	A	R
Key performance indicators - setting and reviewing performance of the Trust	A	R	C	I
Key performance indicators - setting and reviewing performance of the school's	A	R	C	I
Quality of teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	C	S	A	R
Curriculum - setting the curriculum for the schools and reviewing its effectiveness	C	S	A	R
Pupil Premium - reviewing and challenging the value for money/ ROI of the pupil premium in terms of educational outcomes and narrowing the achievement gap	A	S	A	R
Collective worship arrangements for schools without religious character	C	C	A	R

EDUCATION AND LEADERSHIP	Trustees	CEO	LAB	Head Teacher
Set admissions policy	A	R	R	R
Admission decisions	A	R	R	R
Review -considering and evaluating performance of the schools by: <ul style="list-style-type: none"> ▪ reviewing progress against agreed KPIs ▪ holding each school's leadership to account for academic performance, quality of care and quality of provision ▪ monitoring the overall effectiveness and efficiency of leadership and management at the schools' ▪ receiving reports on the quality of teaching and learning and making recommendations to the Board. 	A	R	S	S
Self-evaluation - carrying out the self-evaluation process to identify areas for improvement with regard to outcomes and success criteria	A	R	A	A
Review priorities - considering the aims and priorities for raising standards of achievement in each of the schools' strategic plans	A	S	A	R
Report - termly to Board on performance	A	C	R	S
Student issues (including attendance, exclusions, punctuality and disciplinary matters for each school)	C	C	A	R
School hours – setting the opening and closing times	A	S	C	R
Term dates and length of school day	A	S	R	S

EDUCATION AND LEADERSHIP	Trustees	CEO	LGB	Principal/Head
School lunch – ensure they meet appropriate nutritional standards		S	A	R
Provision of free school meals to those meeting criteria		S	A	R
Safeguarding – including ensuring each school has appointed a designated safeguarding lead, ensuring compliance with statutory guidance and maintenance of single central record	A	R	A	S
Stakeholder engagement <ul style="list-style-type: none"> ▪ Promoting partnership working between parents/carers and the schools to promote high standards of attendance, behaviour and learning by students ▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the schools' to assess its performance against its stated aims and objectives ▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience 	A	R	A	R

EDUCATION AND LEADERSHIP	Trustees	CEO	LAB	Head Teacher
<p>Ofsted inspections - Trust support</p> <ul style="list-style-type: none"> ▪ Board will liaise with Ofsted when the Trust is inspected and will assist with a school inspection ▪ 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 ▪ CEO will support LAB's and head teachers for individual school inspections 	A	R	A	R

FINANCIAL	Trustees		CEO	LAB	Head Teacher
Ofsted inspections: schools	A		S	R	R
Appointment of the Audit & Risk committee	A	R			
Appointment of the accounting officer and chief financial officer	A	R			
Recommend appointment of external auditors to the members	A	R	S		
Appointment of the internal auditors	A	R	S		
Approve annual accounts	A	R	S	S	
Scheme of financial delegation and financial policies -establishing policies and procedures to ensure compliance with the Trust's financial and reporting requirements	A	R	S	C	S
Bank accounts - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	A	R	S		
Funding model - agreeing a funding model across the Trust and develop an individual funding model for the schools to secure the Trust's financial health in the short and long term	A	R	S	C	S
Trust annual budget - formulating and setting the Trust wide budget	A	R	S	C	

FINANCIAL	Trustees	CEO	LGB	Principal/Head
Schools annual budgets - formulating and determining the proportion of the overall budget to be delegated to each school (including uses of contingency funds/ balances)	A	R	R	S
Expenditure and ensuring delivery of annual budgets	A	R	R	S
Investments - agreeing the investment policy in line with the schools' financial handbook and scheme of financial delegation	A	R		

HR AND OPERATIONS	Trustees		CEO	LAB	Head Teacher
Appointing the CEO	A	R			
Appointing the Head Teacher at each school	A		R	C	
Appointing of cross-Trust staff (in line with recruitment policy)	A		R	C	
Appointing school SLT			S	A	R
Appointing school staff				A	R
Establishing Trust wide HR policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with appropriate regulations	A		R	C	
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 and staff handbook	A		R	I	I
Dismissing CEO (in accordance with the Trust disciplinary and capability policies)	A	R		I	
Dismissing cross-Trust staff (in accordance with the Trust disciplinary and capability policies)	I		A	R	C
Dismissing head teachers (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)			C	A	R
Reviewing discipline and grievance policy	A	R	S	I	I

HR AND OPERATIONS	Trustees	CEO	LAB	Head Teacher
Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the funding agreement, Academies Financial Handbook and the Trust's procurement policy	A	R	I	I
Setting school specific procurement policies - in accordance with the funding agreement, Academies Financial Handbook and the Trust's procurement policy		C	A	R
Determining and allocating central services provided to the schools' by the Trust	A	R	C	I
Overseeing the effectiveness of services provided centrally by the Trust	A	R	C	C
Asset and premises maintenance strategy - determining use of schools' premises and ensuring premises are adequately maintained	S	A	C	I
Acquiring and disposing of Trust land	A	R	C	
Changing use of assets	A	R	C	
Media and PR - overseeing public relations activities to project the activities of the Trust and the schools' to the wider community	A	R	S	S
Information management - including adopting and following policies for information security and compliance with FoI and data protection legislation and maintaining accurate staff and student records	A	R	S	S

HR AND OPERATIONS	Trustees		CEO	LAB	Head Teacher
Setting school specific procurement policies - in accordance with the funding agreement, Academies Financial Handbook and the Trust's procurement policy	A		R	S	I
Enter into contracts - up to limit of delegation set out in scheme of financial delegation	A		R	S	I
Determining and allocating central services provided to the schools' by the Trust	A	R	S	C	C
Overseeing the effectiveness of services provided centrally by the Trust	A		R	C	C
Asset and premises maintenance strategy - determining use of schools' premises and ensuring premises are adequately maintained	A		R	I	S
Arranging Trust insurance/ access to risk protection arrangement (RPA)	A		R		
School prospectus	I		C	A	R
Trust prospectus and website	A		R	I	I