

Annex 3 – Delegations

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 Principal 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 Principal (as appropriate) and (iii) the Principal 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 Principal 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 Principal and (iii) the LGB they will be reviewing the Principal and his leadership team.

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

Principal: this could also be the headteacher or head of school, depending on individual job titles within the academy.

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



| | Trustees | CEO | LGB | Principal |
|--|--|---|--|---|
| Set strategic objectives of the Trust & Academies | Determine – for the Trust & Academies | Develop – in the case of the Academies in consultation with LGB & Principal | Recommend | Consult – in the case of their Academy |
| Deliver strategic objectives of the Trust & Academies | Review | Deliver | Review | Deliver |
| Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs | Review – progress of the Trust & Academies | Report Review - reports from the LGBs/Principals | Review – progress of the Academy Report – progress to the CEO & Board | Report – progress of the Academy to the LGB & CEO |
| Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook | Review | Deliver | Comply | Comply |
| Compliance: Regulatory – 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 |
| Compliance: Financial Oversight - 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 |
| Compliance – 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 | |

STRATEGY AND LEADERSHIP



| | | Trustees | CEO | LGB | Principal |
|-------------------------|---|---|--|---|-----------|
| STRATEGY AND LEADERSHIP | Appointments of Trustees and Governors – 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 | Report - to the Board on the performance of the LGBs Review - annually the size, structure and composition and skill Determines of 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 | |
| | Appointment of the Responsible Officer and Audit Committee | Deliver - appoint Responsible Officer and (if necessary) the Audit Committee | Deliver – the Responsible Officer role | | |
| | Appointment of Clerk – Board and LGBs | Deliver - appoint the clerk to the Board & LGBs | | Consult – in connection with the appointment of the LGB clerk | |



| | | Trustees | CEO | LGB | Principal |
|-------------------------|---|----------------------------------|---|---|--|
| STRATEGY AND LEADERSHIP | Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding) | Determine | Deliver – presenting polices 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 |
| | Prepare terms of reference for LGB's and Committees | Deliver Review - annually | Develop | | |
| | Training programme for trustees and governors | Deliver | Develop | Deliver | |

| | | Trustees | CEO | LGB | Principal |
|--------------------------|---|---|--|---|--|
| EDUCATION AND CURRICULUM | Academy Development Plan - for each Academy in line with strategic aims of the Trust | Determine - the Academy Development Plan in consultation with the appropriate LGB | Deliver – drafting and agreeing the Academy Development Plan | Recommend – Academy Development Plan to the Board | Work with the CEO in producing the Academy Development Plan Review – the Academy Development Plan |
| | Key Performance Indicators – setting and reviewing performance of the Trust & the Academies | Determine – Trust wide and Academy KPIs Review – performance against 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 – 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 | Deliver – performance of the Academy against KPIs Report – performance of the Academy to LGB |

| | | Trustees | CEO | LGB | Principal |
|--------------------------|--|---|--|--|---|
| EDUCATION AND CURRICULUM | Quality of Teaching - 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 & CEO |
| | Curriculum – setting the curriculum for the Academies and reviewing its effectiveness | Determine - curriculum and standards Review – effectiveness of the curriculum across Trust | Deliver Recommend | Consult Review | Deliver |
| | Pupil Premium – 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 |

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



| | | Trustees | CEO | LGB | Principal |
|-----------|--|---|--|---|-----------------------|
| FINANCIAL | Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to 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 | Comply |
| | Trust Annual Budget – 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 | | |
| | Academy Annual Budgets – 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 | Consult - with CEO in respect of the Academy's requirements Comply | Deliver Comply |



| | | Trustees | CEO | LGB | Principal |
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| FINANCIAL | Expenditure and ensuring delivery of Annual Budgets | 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 |
| | Reporting: financial reporting and KPIs | Determine | Deliver | Review | Deliver |
| | Delegated Budgets and Finances - 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 |



| | | Trustees | CEO | LGB | Principal |
|-----------|---|-------------------------------|---|---|---|
| FINANCIAL | Financial Policies –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 |
| | Approving annual accounts | Approve | Deliver – arrange for auditing and filing of annual report and accounts | Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts | |
| | Corporate Risk Register | Review delivery | Deliver – management of corporate risk register | Review - Academy risk register | Deliver – management of Academy risk register |
| | Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls | Determine and review delivery | Deliver | | |



| | | Trustees | CEO | LGB | Principal |
|-------------------|---|--|--|---|---|
| HR AND OPERATIONS | Appointing the CEO | Appoint | | | |
| | Appointing the Principals at each Academy | Approve -in consultation with the CEO/ LGBs | Recommend – sit on appointment panel along with [two] representatives of the relevant LGB | Recommend – [two representatives] to sit on the appointment panel with the CEO | |
| | Appointing of cross-Trust Staff (in line with recruitment policy) | Review | Appoint and report to the Board | | |
| | Appointing Academy Staff | | | Appoint (in consultation with the Principal & CEO) | Recommend |
| | Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations | Determine Review | Comply | Review | Comply |
| | Setting Appraisal Performance Management Policy together with pay reviews (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 Principals and cross academy staff | Review – in respect of Principals and cross Trust staff (and any appeals from Academy staff) Review - and Report – (annually) to the Board on appraisal arrangements and outcomes | Assure – in respect of performance management of Principal Review – any appeals respect of all other staff | Review – in respect of all other staff Report – annually to the CEO on appraisal arrangements and outcomes |



| | | Trustees | CEO | LGB | Principal |
|-------------------|---|---|---|--|-----------|
| HR AND OPERATIONS | Setting Terms and Conditions of Employment and Staff Handbook | 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 |
| | Dismissing CEO, Principals, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies) | Review – in respect of the CEO | Review – in respect of Principals, cross academy staff and senior leadership teams of the Academies Report – any dismissals to the Board | Review – in respect of the Principal of the Academy | |
| | Dismissing all other staff (in accordance with the Trust disciplinary and capability policies) | | Review Report – to the Board | Review (in consultation with the CEO) Report – to the CEO | Comply |
| | Reviewing discipline and grievance policy | Review delivery | Recommend | Review - in line with Trust policy | |
| | 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 | Determine | Deliver | Comply | Comply |



| | Trustees | CEO | LGB | Principal | |
|-------------------|---|---|--|---|---|
| HR AND OPERATIONS | Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy | Determine | Review | Deliver – in accordance with Trust policy | Recommend |
| | Determining and allocating central services provided to the Academies by the Trust | Determine (in consultation with the LGBs) | Deliver- on recommending the allocation of services to the Board | Consult | Consult |
| | Overseeing the effectiveness of services provided centrally by the Trust | Review | Deliver and report to Board | Report – to the Board | |
| | Asset and Premises Maintenance Strategy – 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 |
| | Acquiring and disposing of Trust land | Deliver | Recommend | | |
| | Changing use of Assets | Deliver | | Recommend to the Board of any changes to fixed assets used by the Academy | |
| | Arranging insurance for the Trust | Review | Deliver | | |
| | Media and PR - 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 |



| | | Trustees | CEO | LGB | Principal |
|-------------------|------------------------------|----------|---------|---------|-----------|
| HR AND OPERATIONS | Academy Prospectus | | Review | Deliver | Recommend |
| | Trust Prospectus and website | Review | Deliver | | |

Last approved: [date]

