

## 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 Headteacher 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 Headteacher (as appropriate) and (iii) the x 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 Headteacher 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 Headteacher and (iii) the LGB they will be reviewing the Headteacher 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.*

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		Trustees	CEO	LGB	Headteacher
<b>STRATEGY AND LEADERSHIP</b>	Set strategic objectives of the Trust	Determine - for the Trust	Develop - in the case of the Academies in consultation with LGB & Headteacher	Recommend	Consult - in the case of their Academy
	Set strategic objectives of the Academy	Review	Recommend, report, review	Determine, deliver and review	Develop, recommend and report
	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/Headteachers	Review - progress of the Academy Report - progress to the CEO & Board	Report - progress of the Academy to the LGB
	Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review and approve	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	Determine -		Deliver	

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		Trustees	CEO	LGB	Headteacher
	and put in place a procedure to deal with any conflicts of interest and connected party transactions	policies to ensure compliance Deliver			
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 Trustee Board		Deliver the appointment of the LGB clerk	

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		Trustees	CEO	LGB	Headteacher
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 policies to the Board for approval  Report - material non-compliance to the Board	Review - all policies approved by the Board and Academy specific policies	Recommend and 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	Recommend	Consult
	Training programme for trustees and governors	Deliver	Develop	Deliver	Develop/deliver

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		Trustees	CEO	LGB	Headteacher
<b>EDUCATION AND CURRICULUM</b>	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	Consult and agree the Academy Development Plan	Recommend - Academy Development Plan to the Board	Draft and develop 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

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		Trustees	CEO	LGB	Headteacher
<b>AS EDUCATION AND CURRICULUM</b>	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 as determined by the KPIs	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
	Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum and standards  Review - effectiveness of the curriculum across Trust	Recommend	Recommend to Board  Review effectiveness with the Academy	Consult, and develop  Deliver and recommend
	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	Recommend and deliver  Report - on effectiveness of use of the Pupil Premium

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		Trustees	CEO	LGB	Headteacher
<b>EDUCATION AND CURRICULUM</b>	Set admissions policy	Deliver	Develop	Consult and review	Consult
	Admission decisions			Deliver	Consult and recommend
	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	Recommend to Board  Receiving and review reports from the Headteacher  Report any material issues to the Board and the CEO	Develop school level policies and procedures to the LGB  Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies  Report - to the LGB on any material issues
	Academy Hours - setting the opening and closing times for the Academies	Determine - in consultation with and following recommendation from LGBs		Recommend to the Board	Consult and recommend

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	Term Dates and length of school day	Determine - in consultation with and following recommendation from LGBs		Recommend to the Board	Consult and recommend
	School lunch - ensure provided to appropriate nutritional standards			Review	Deliver
	Provision of free school meals to those meeting criteria			Review	Deliver



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		Trustees	CEO	LGB	Headteacher
<b>FINANCIAL</b>	Funding Model - 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	Develop with the Board  Review - compliance with the overall financial plan for the Academy	Consult and 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 and recommend  Comply	Develop and deliver  Recommend  Comply

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		Trustees	CEO	LGB	Headteacher
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

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		Trustees	CEO	LGB	Headteacher
<b>FINANCIAL</b>	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		

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		Trustees	CEO	LGB	Headteacher
HR AND OPERATIONS	Appointing the CEO	Appoint			
	Appointing the Headteacher at each Academy	Approve -in consultation with the CEO/ LGBs	Sit on an appointment panel consisting of a minimum of two members of the LGB, a trustee and an external adviser	Recommend - an appointment panel to consist of a minimum of two members of the LGB, a Trustee and an external adviser	
	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 Headteacher)	Recommend
	Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Comply	Review Recommend	Consult Develop 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	Review - in respect of Headteachers and cross Trust staff (and any appeals from Academy staff)  Review - and Report - (annually) to the Board on	Deliver - in respect of performance management of Headteacher  Recommend pay reviews  Review - any appeals respect of	Review - in respect of all other staff  Report - annually to the LGB on appraisal arrangements and outcomes

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		of the Headteachers and cross academy staff	appraisal arrangements and outcomes	all other staff	
		Trustees	CEO	LGB	Headteacher
<b>HR AND OPERATIONS</b>	Setting Terms and Conditions of Employment and Staff Handbook	Determine - and consider any proposals by LGBs to make amendments	Recommend	Recommend to Board on any suggested changes to the Academy's terms and conditions	Consult, develop and recommend
	Dismissing CEO and cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Deliver - in respect of the CEO	Review - in respect of cross academy staff Report - any dismissals to the Board		
	Dismissing Headteacher in accordance with the Trust disciplinary and capability policies)		Review Report - any dismissals to the Board	Recommend and deliver - in respect of the Headteacher 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 and Deliver
	Reviewing discipline and grievance policy	Review delivery	Recommend	Recommend - in line with Trust policy	Develop and recommend

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					Deliver
	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

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		Trustees	CEO	LGB	Headteacher
<b>HR AND OPERATIONS</b>	Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Approve and review	Review	Recommend, review and deliver - in accordance with Trust policy	Develop and recommend Comply
	Determining and allocating central services provided to the Academies by the Trust	Determine (in consultation with and following recommendation of the LGBs)	Deliver- on recommending the allocation of services to the Board	Consult and recommend	Consult and recommend
	Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report - to the Board	Consult and report
	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	Recommend	Consult and report
	Changing use of Assets	Deliver		Recommend, following consultation, to the Board of any changes to fixed assets used by the Academy	Consult and recommend
	Arranging insurance for the Trust	Review	Deliver		

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	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
		<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Headteacher</b>
<b>HR AND OPERATIONS</b>	Academy Prospectus		Review	Deliver	Recommend
	Trust Prospectus and website	Review	Deliver		

Last approved: [date]