

Scheme of Delegation

Trust Strategy and Leadership				A=Approves, R=Recommends, C=Consulted, I=Informed, M=Monitor						
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Develop the character/corporate identity, mission, vision and values of the trust and monitor, evaluate and review annually	A	Receive reports, evaluate success and review focus	R	Reports, propose any refocus needed	C	Reports, discuss school's/ academy's role in wider Trust	C	Review with SLT, agree emphasis or specific focus	I	Advised of any changes
Produce a Strategic Plan for each agreed period, reviewing success and priorities for development	A	Receive/record reposts, challenge, evaluate/review plan and priorities	R	Reports/drives and tracks Trust progress	C	Contribute through consultation	C	Contribute through consultation	I	Shared vision/priorities for development
Develop and review a Growth Strategy for the Trust	A	Agree non-negotiables and approve any Trust expansion	R	Review offers and opportunities, deliver approved developments	C	Contribute to planning process	C	Contribute to planning process	I	Receive information as appropriate
Establish and review the Trust's strategic objectives and Key Performance Indicators (KPIs) annually, agree priorities for the Trust's development	A	Approve strategic objectives annually	R	Monitor, evaluate and review annual objectives and propose new	C	Contribute to planning process	C	Contribute to planning process	I	Shared vision/priorities for development
Comply with all obligations in the Academy Trust Handbook	A	Review annually and disseminate any changes	R	Ensure Trust wide compliance	R	Monitor school /academy compliance	R	Ensure school/academy compliance	I	Information on limitations
Comply with all the regulations affecting the Trust, including charity law and employment law	A	Review annually and disseminate any changes	R	Ensure Trust wide compliance	R	Monitor/promote school/academy compliance	R	Ensure school /academy compliance	I	Information on limitations
Comply with the register of business interests and have a procedure to record and deal with conflicts of interest and related party transactions	A	Review and record annually for trustees/executive officers	R	Report and deliver any agreed actions	A	Review and record annually for school/academy governors/SLT	R	Report and deliver any agreed actions	I	Access to minutes for transparency – via the Senior Governance Professional
Compile and review the Trust Risk Register	A	Review and approve mitigation	R	Monitor, evaluate and update	C	Approve school /academy- level mitigating actions	R	Review school/ academy specific risks and escalate any concerns to the CEO	I	Awareness of risks via annual report

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Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Establish a process for appointment and removal of Trustees	A	Members appoint Discuss with Trustees	C	Evaluate skills audit and report need	I	Informed	I	Informed	I	Informed via websites
Appointment of AGC Chair	A		C		I		I		I	
Establish a process for appointment and removal of Governors	A	Approval of AGC composition and monitoring of effectiveness.	R	SGP recommends to Board and advises HTs	C	Establish AGC	C	Support Induction AGC skills audit and facilitate training	I	Informed of AGC membership and roles via websites
Appoint and review the work of the Governance Professional	A	Appoint and review effectiveness	R	Performance Manage/Line Manage (with Board Chair)	C	Contribute to review of effectiveness	C	Contribute to review of effectiveness	I	Essential updates advised of change
Establish committees/AGC and prepare and review Terms of Reference	A	Review and approve ToR	R	Monitor and report	C	Report any concerns	C	Report any concerns	I	Access as appropriate
Establish and review an annual training programme for Trustees and Governors	A	Review need, approve and assess effectiveness	R	Liaise with provider and evaluate provision	C	Raise needs via Skills Audit and report effectiveness	C	Raise needs via Skills Audit and report effectiveness	I	Informed in reports
Establish and review Trust wide governance policies, including Data Protection, Information Sharing, FOI, Code of Conduct, Complaints, Whistleblowing	A	Approve and review	R	Monitor and evaluate Trust wide	C	Raise any issues	C	Monitor and report on school/ academy-specific concerns	I	Policy and practice alerts on change
Establish and review Trust wide policies, including Health and Safety, Admissions, Charging and Remissions and Financial Policies and Procedures	A	Approve and review	R	Monitor and evaluate Trust wide	C	Review at school/ Academy level	C	Monitor and report on school/ academy specific concerns	I	Policy and practice alerts on change
Establish and review Trust wide policies for Safeguarding, Child Protection, Looked After Children, Safer Recruitment	A	Approve and review	R	Monitor and evaluate Trust wide	C	Review at school/ academy level	C	Monitor and report on school/ academy specific concerns	I	Policy and practice alerts on change
Production of Governance Framework and Annual Meetings Schedule	A	Approve and review	R	SGP recommends, monitor and evaluate	C	Review at school/ academy level	C	Monitor and report on school/ academy specific concerns	I	Information

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<u>School/Academy Strategy and Leadership</u>				<i>A=Approves, R=Recommends, C=Consulted, I=Informed</i>					
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT	SPC
Develop the individual school/ academy character or focus within the corporate identity, mission and values	C	Consider any refocus within wider context	C	Review with HTs	A	Approve school/ academy emphasis	R	Review and report	C Engaged in regular 'voice' activities
Establish and review the strategic objectives for the individual schools /academies in the School Improvement Plan (SIP) and KPIs under the umbrella of Trust wide objectives	I	Receive CEO/Exec reports	C	Approval of SIP prior to AGC approval; KPIs agreed prior to AGC approval	A	Approve strategy and school/ academy specific SIP/KPIs (within the Trust Strategy)	R	Produce and review SIP and evaluate school/ academy performance data	C Shared vision, Leadership and staff meetings
Review performance against the school/ academies' individual SIP and KPIs	I	Receive summary information	C	Monitoring of impact	A	Review and approve new plans (within the Trust Strategy)	R	Analyse and report	I Shared information
Establish and review school/ academy specific policies and systems	C	Consider CEO/Exec reports. Approve Trust wide statutory or contentious Policies	C	CEO and Exec consulted	A	Approve relevant statutory or contentious school related policies	R	Review	C Tiered involvement
Setting term dates two years in advance	A	Approval	R	Recommend to Board	C	Proposal review	C	CEO consults HTs	C HTs consult staff, parents informed
Review of School Day and opening hours	A	Approve change	C	Receive proposal; approval for consultation	R	Receive consultation outcome and recommend to Trustees	R	Run consultation with parents and propose change	C Consulted
Review those risks faced by the school/ academy based upon the school's/ academy's operational risk register	C	Approve mitigating actions for all risks in all schools or only escalated high risks	R	Monitor, evaluate and update	A	Review and approve mitigation, both AGC and Board approving mitigation	R	Monitor, evaluate and update	I Awareness of risks via annual report

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Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Review Exclusions and Suspensions in accordance with the DfE guidance and Disciplinary Committee Terms of Reference	A	Approval of GDC Committee. Terms of Reference and termly Trust overview	C	Informed of suspensions via periodic reports; consulted in relation to any decision to Permanently Exclude	R	Meets to review the exclusion or suspension	I	Approve and present case. Informed of outcome as appropriate	I	Informed of outcome as appropriate
Stakeholder engagement: regular staff, parent and student voice opportunities and consultations on school-based planning and delivery	C	Consulted on process	C	Consulted on process	A	Approve process and review	R	Lead process, evaluate and report	C	Participation in consultation
Determine the Trust’s approach to curriculum and assessment with regard to statutory requirement	A	Accountable for ensuring statutory requirements are met	R	Responsible for delivery and reporting	I	Receive reports. Can challenge and escalate concerns as appropriate	R	Responsible for delivery and reporting	I	Informed
Review the effectiveness of the curriculum, ensuring it is fit for purpose with clear intent, implementation, and impact	I	CEO reports	C	Challenge and support school/ academy development	A	Review and approve	R	Evaluate impact and lead change	I	Curriculum rationale, intent, implementation
Review the pupil ‘school experience’, including personal development, welfare, and behaviour	I	CEO reports	C	Challenge and support vision/values into practice	A	Approve school/ academy-based policy and practices not approved at Board level	R	Lead associated SIP strategies, monitor, evaluate and review	C	Contribute to regular evaluation
Ensure regulations relating to SEND, LAC and inclusion are in place and reviewed regularly to incorporate changes to guidance /legislation	I	Informed of change and any concerns by CEO	C	Contacted as necessary	A	Review and approve	R	Monitor, evaluate and report	I	Updated with information as necessary

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Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Review practice related to all additional funding, including Pupil Premium Strategy provision, ensuring value for money and challenging achievement gaps	I	Receive reports	C	PP VfM reviews as required	A	Review and approve additional activities relating to spend e.g. PP plan	R	Monitor, evaluate and report	C	Key staff involved in planning, parents/ pupil reviews
School self -evaluation/SEF	I	Receive reports	A	Review and approve	R	Monitor, evaluate and report	R	Lead school self-evaluation	I	
Ofsted inspections management	A	Overall responsibility	R	Directly involved in all inspections	R	ToR, direct responsibility	R	Leader of school/ academy	C	Involved in process
Setting the school Uniform Policy	M	Monitor	A	Approve	I	Inform	R	Recommend	I	Inform

Scheme of Delegation

<u>Safeguarding and Wellbeing</u>				A=Approves, R=Recommends, C=Consulted, I=Informed						
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Appointment of a Trust Exec Board lead for Safeguarding, who takes an active, strategic lead on all related matters	A	Approve appointment	R	Lead process and appoint	I	Informed of outcome	C	Consulted	I	Informed of outcome
Maintenance of the Single Central Record in each individual school	I	Updated as needed	C	Review, support/ challenge	A	Review, approve	R	Monitor, evaluate	I	Procedural reminders
Compliance with all statutory guidance	A	Approve policy and practice	R	Respond to changes, review	R	Review school/ academy practice	R	Monitor, evaluate	I	Updated
Compliance with Trust-wide policy in individual schools/ academies	I	Updated as needed	R	Monitor, evaluate	A	Review and approve	R	Monitor, evaluate and ensure school compliance. Appoint	R	Delivery
Appointment and relevant training of Designated Safeguarding Leads	I	Updated on change	I	Informed on change	A	Approve appointment	R	Delegate role, monitor and evaluate	I	Awareness

<u>Admissions</u>				A=Approves, R=Recommends, C=Consulted, I=Informed						
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Admissions criteria and policy	A	Review and approve	R	Evaluate and report	C	Consulted on change	C	Consulted on change	C	Consulted on change
Admissions decisions (not policy)	A	Accountable for admissions	C	Consulted on significant issues	R	Monitoring admission decisions	R	Implement, report	I	As required
School/Academy-specific Behaviour policy	I	Informed	C	Agreed prior to AGC approval	A	Review and approve	R	Implement, monitor, evaluate and report	I	Procedural reminders, specific focus

Scheme of Delegation

Financial				A=Approves, R=Recommends, C=Consulted, I=Informed						
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Finance Policy and Procedures incorporating the Scheme of Financial Delegation to ensure compliance with the Trust’s financial reporting requirements	A	Review and approve	R	Accounting Officer and lead Executive Director of Finance	I	May be involved in any consultation	I	May be involved in any consultation	I	Procedural reminders
Financial Oversight: maintain appropriate financial controls to ensure regularity, probity, and value for money in relation to the management of public funds	A	Review and approve	R	Monitor, evaluate and report	I	Receive information from HT	R	Monitor, evaluate and report	I	Procedural reminders
Approval and submission of annual accounts	A	Review and approve	R	Work with Auditors, evaluate and report	I	Annual Accounts	I	Expenditure/VfM review	I	Statutory accounts available
Appointment of external auditors	A	Review and recommend for approval by Members	R	Manage the process with Executive Director of Finance and report	I	Informed	I	Implement, recommended actions	I	Informed as appropriate
Agree 3-year internal audit focus and appointment of internal auditors	A	Review and approve	R	Manage the process and report	I	Recommended actions received	I	Implement, recommended actions	I	Implement recommended action
Authorise and establish a bank account and approve bank mandates in the name of the Trust.	A	Review and approve	R	Manage and make recommendation	I	Informed	I	Informed	I	Information available as required
Agree a Funding Model across the Trust in order to secure the financial health of the Trust	A	Review and approve	R	Monitor and evaluate	I	Informed	C	Consulted	I	Information available as required
Formulating and setting the Trust’s annual budgets, in accordance with the Equitable Funding Policy	A	Review and approve budgets	R	Evaluate and plan with Executive Director of Finance, present to Trustees	I	Informed	R	Work with CEO and Executive Director of Finance to propose budget	I	Budget allocation management for cost centres

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<u>Financial</u>				A=Approves, R=Recommends, C=Consulted, I=Informed						
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Management of individual school budgets, through the production of monthly management accounts and forecasts, ensuring appropriate expenditure and delivery within budget and accountability for variances that arise	A	Review expenditure, ensure in-line with budget	R	Consulted on proposed in-year changes; enforce action to mitigate risk	I	Receive reports from HT to remain informed	R	Monitor, evaluate and report om expenditure; Take action to mitigate risk	I	Information as needed
Financial KPI setting and reporting	A	Review and approve	R	Monitor, evaluate and report	I	Informed	I	Informed, align with financial benchmarks	I	Informed
Agreeing the Trust’s investment policy in line with the Finance Policy and Procedures and Academy Trust Handbook	A	Review and approve	R	Monitor, evaluate, report and recommend	I	Informed	I	Informed	I	Informed
Setting Trust-wide procurement policy in accordance with the Funding Agreement and Academy Trust Handbook	A	Review and approve	R	Ensure compliance, report	I	Informed	R	Ensure compliance at school/academy level, report	I	Informed
Entering into contracts in line with the Finance Policy and Procedures (incorporating the Scheme of Financial Delegation) and Academy Trust Handbook	A	Review and approve	R	Monitor, evaluate, report and recommend	I	May be involved in any consultation	I	May be involved in any consultation	I	Informed of decisions
Appointment of Internal and External Auditors	A	Review and approve	R	Monitor, evaluate and report	I	Informed	I	Informed	I	Informed

<u>Purchasing & Procurement</u>				A=Approves, R=Recommends, C=Consulted, I=Informed						
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Academy to enter into contracts above £60,000 (within budget)	A	Review and approve	R	Review and recommend	I	Informed	R	Recommend	I	Informed
Academy to enter into contracts between £25,000 and £60,000 (within budget)	M	Monitor	A	Approve/ Recommend	I	Informed	R	Recommend	I	Informed
Academy to enter into contracts £5,000 – £25,000 (within budget)	M	Monitor	M	Monitor	I	Informed	R	Recommend	I	Informed

Scheme of Delegation

People and Culture				A=Approves, R=Recommends, C=Consulted, I=Informed						
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Establishing and reviewing Trust-wide Human Resources policies, including discipline and grievance	A	Review and approve	R	Monitors, evaluate and report with Executive Director of People and Culture	I	Informed. Participation in panels as required	C	Work with CEO and Exec Team, review annually	C	JNC/Staff consultations
Establishing and Reviewing Pay and Professional Development Review policies	A	Review and approve	R	Evaluate and recommend	C	Consulted	C	Consulted	C	Consulted
Determining, allocating and reviewing effectiveness of central services provided to the schools by the Trust	A	Review and approve	R	Monitor, evaluate, report, recommend	C	Feedback invited	C	Feedback invited	C	Wider consultation as appropriate
Setting terms and conditions of employment of staff	A	Approve	R	Review in consultation	I	Informed	C	Review with CEO, School/academy staff	C	JCNC
Appointment and dismissal of the CEO	A	Approve process and final decision			I	Informed	I	Informed	I	Informed of outcome
Appointment of the Directors of central services, Headteachers and DHTs	I	Involved in the process and appointment of Directors and HTs	A	Approve process and final decision. Lead process for Directors. Consulted for DHT	C	Involved in the process of HT and DHT	R	Lead process for DHT, Informed for Directors	I	Informed of outcome
Dismissal of the Directors of central services, Headteachers and DHTs	A	Approve process and final decision	R	Lead process and recommend	I	Informed	I	Informed	I	Informed
Dismissal of Headteachers	A	Approve process and final decision	R	Lead process and recommend	I	Informed	I	Informed	I	Informed
Trust-based appointments and dismissals to central services	I	Informed of outcome	A	Approve process and final decision	I	Informed of outcome	I	Informed of outcome	I	Informed of outcome
Staff appointments/ dismissals in schools/ academies in line with Trust Policy and agreed staffing structures, including SLT, but not HT and DHT	I	Informed as appropriate	C	Consulted as appropriate	A	Approve process and final decision	R	Lead process	I	Informed of outcome

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People and Culture				A=Approves, R=Recommends, C=Consulted, I=Informed						
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
The Trust and associated Schools/academies are fully compliant with equalities legislation	A	Ultimately accountable	R	Overview of compliance	R	Monitor compliance in schools/academies Raise concerns	R	Ensure compliance with legislation within school/academy	I	Informed
Review staffing structure proposed by the HT annually in accordance with the Finance Policy and Procedures	M	Monitor	A R	Approve staffing structure Recommend to Trustees any change outside of budget	C	Consulted in the proposed staffing establishment; informed of final agreed structure	R	Work with CEO/Exec team to propose staffing establishment	I	Informed
Applying pay awards to reflect national agreements, scales and grades	A	Approve	R	Review in consultation	C	Consulted	C	Review with CEO school/academy staff	C	JCNC
New roles to be incorporated into Trust/School staffing structure (within budget)	A I	Approve or informed as relevant	A R	Approve the proposal of new staffing role within budget. Outside of budget, recommend to trustees	C	Consulted	R	Work with CEO/Exec Team to propose new role within budget	I	Informed
Approach to appraisal	A	Approve the appraisal policy for all staff	R	Recommend the appraisal policies	M	Monitor the appraisal policy	I	Consult and inform the appraisal	I	Informed e.g. JCNC, staff
Restructure and redundancy proposals	A	Approve	R	Review in consultation	C	Consulted	C	Consulted	I	Informed e.g. JCNC, staff
Settlements up to £50,000	I	Informed	A R	Approve Recommendation from Director of People and Culture	I	Informed	C	Consulted	I	Informed

Scheme of Delegation

Operations/Health and Safety				A=Approves, R=Recommends, C=Consulted, I=Informed						
Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Land acquisition and disposal	A	Review and approve	R	Evaluate and recommend	C	Consulted	C	Consulted	C	Consulted
Development of Estates Strategy	A	Review and approve	R	Recommend	C	Consulted	C	Consulted	C	Consulted
Asset register and management, including change of use of assets	A	Review and approve	R	Monitor, evaluate need, recommend	C	Consulted	R	Ensure kept up to date, evaluate need	C	Consulted
ICT Strategy, including changes to statutory guidance and data protection law (GDPR)	A	Review and approve	R	Monitor, evaluate, report and recommend	C	Consulted on developments	C	Consulted on developments	C	Consulted on developments
Premises management strategy	A	Approve	R	Review and recommend to Board	C	Lead, monitor, evaluate	C	Lead, monitor, evaluate	I	Information as needed
Arranging insurance for the Trust and all schools/academies	A	Review and approve	R	Evaluate and recommend	I	Informed	I	Informed	I	Informed
Overseeing public relation activities to the wider community	A	Review and approve	R	Communication Monitor, evaluate and report	C	Involved in discussion	R	Regular contact and reports	C	Involved in discussion
Trust and school/ academy marketing, prospectus and website upgrades	C	Involved at Trust level	A	Monitor, evaluate and report with Exec Director of Partnerships	C	Involved at school/academy level	R	Regular updates	I	Shared information
Establish and review a statement of intent for health & safety and the Trust wide policy	A	Review and approve	R	Monitor, evaluate and report	C	Consulted	C	Consulted and monitor as applicable in school	I	Informed
Establish individual school/academy, site-specific policies, systems, and practices	I	Reports received	C	Consulted on major issues/change	A	Review and approve	R	Monitor, evaluate and report	I	Best practice reminders, training
Monitoring of policy and practice, ensuring compliance to national standards and statutory guidance	A	Review and approve	R	Overview of compliance, appoint Trust wide H&S auditor	R	Review policy and procedure implementation	R	Monitor, evaluate with H&S auditor, lead change as necessary	C	Association reps involved in H&S matters
School Business Continuity plans	M	Monitor	A	Approves plans	R	Review process and implementation	R	Designs plans with Exec team	C	Association reps involved in H&S matters

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Operations/Health and Safety

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Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Trust Business Continuity plans	A	Review and approve	R	Design, monitor, evaluate	I	Informed	I	Informed	I	Informed

GDPR

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Item		Board of Trustees or Committee		CEO/Exec Team		AGC		EHT/HT		SPC
Information management, including data breaches, freedom of information (FOI) and subject access requests (SAR) logs	A	Review and approve relevant policies	R	Implement, monitor, evaluate, respond and report	C	Involved as required	R	Monitor, evaluate, respond	I	Procedural reminders
DfE Systems User Access approvals/ review			A	Exec Team approve all user access and monitor across the Trust			C	Consulted on policy changes/Informed; Monitor access and appropriateness		