



Scheme of delegation: decision-making in schools – January 2022 update

PURPOSE

This scheme of delegation clarifies the lines of responsibility and accountability in terms of decision-making at school level, so that everyone understands their roles.

THE TRUST

- It is important to note that the Trust is the legal entity and not each school (or academy); therefore, the Board of Directors (Trustees) is accountable in law for all decisions about its schools. Many of these decisions are delegated to the CEO and to the Trust committees.
- The Trust may establish a Local Advisory Board (LAB) for a school. This is effectively a committee of the Board.
- The CEO is the Accounting Officer with overall accountability for the Trust's financial effectiveness and stability, reporting directly to the Trust Board.
- The CEO delegates some decision-making to leaders in Create Central but retains overall responsibility.

THE SCHOOLS

- The CEO delegates some functions and decisions to the Headteacher (HT) mainly in terms of the school's strategic leadership and operational management.
- The HT has considerable independence but is also expected to play a full part in collaborating with all Trust schools and promoting the Trust's values and objectives.
- Unilateral decision-making is discouraged, especially if it potentially affects other schools. It may lead to Trust intervention if the school strays too far away from agreed and shared policy and practice.
- The HT is expected to consult fully with the CEO and further with the Local Advisory Board (LAB) if one is in place.
- The general mechanism for approval by the CEO of any school-based matters is via a formal meeting – normally, the Operational Meeting (OM) for each school or the MAT Leadership Group (MLG).
- Should a quicker response be necessary, then direct communication can take place at other times, but all decisions should be formally recorded.

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KEY:

- ✓ indicates responsibility for the final decision
- Other roles include: **recommend**, **consult**, **review**, **comply** and **report**.

1 GOVERNANCE

	ACTION and DECISION:	CEO (Some tasks may be delegated to Create Central leaders)	HEADTEACHER (Some tasks may be delegated to senior school leaders)	LAB A committee of the BoD with a focus on one school	NOTES
1a	LOCAL ADVISERS: <i>appoint and remove</i>	Recommend to BoD	N/a	N/a	Local advisers are appointed by the Board
1b	LAB CHAIR/VICE CHAIR: <i>appoint and remove</i>	Recommend to BoD	N/a	N/a	The LAB Chair and Vice Chair are appointed by the Board
1c	CLERK TO LAB: <i>appoint and remove</i>	✓	N/a	Consult with CEO	
1d	LAB SKILLS AUDIT: <i>ensure</i>	Recommend to BoD	Consult with CEO and LAB	Consult with CEO and HT/EL/HoS	Proforma required 2020
1e	NAMED ROLES FOR LOCAL ADVISERS: <i>ensure</i>	Report to BoD	Consult with CEO and LAB	✓	The LAB identifies key roles for its Local Advisers but must include safeguarding and SEND
1f	LAB ANNUAL SCHEDULE OF BUSINESS: <i>ensure</i>	Consult with LAB and HT/EL/HoS	Consult with CEO and LAB	✓	Required 2020
1g	LOCAL ADVISER TRAINING: <i>ensure</i>	Consult with LAB and HT/EL/HoS	Consult with CEO and LAB	✓	
1h	GOVERNANCE DETAILS SCHOOL WEBSITE: <i>ensure</i>	Comply	Comply	Comply	In line with other aspects of governance across the Trust
1i	REGISTER OF ALL LAB INTERESTS (incl pecuniary, business, loyalty & connected parties): <i>ensure</i>	Comply	Comply	Comply	Maintained by the school's Office Manager and in liaison with the LAB's Clerk
1j	LAB PERFORMANCE – SELF-REVIEW: <i>ensure</i>	Consult with LAB and HT/EL/HoS	Consult with CEO and LAB	✓	Standard proforma required 2020
1k	LAB ANNUAL REPORT: <i>ensure</i>	Consult with LAB	Consult with CEO and LAB	✓ Report to BoD	Standard proforma required 2020
1l	MINUTES OF LAB MEETINGS: <i>ensure</i>	Consult with LAB Chair	Consult with LAB Chair	✓ Report to BoD	Approval by Chair
1m	LAB TERMS OF REFERENCE: <i>ensure</i>	✓ Recommend to BoD	Review	Review	Trust-wide documentation for governance at all levels
1n	FRAMEWORK FOR GOVERNANCE VISITS TO SCHOOLS: <i>ensure</i>	✓ Recommend to BoD	Consult with CEO and LAB	Consult with CEO and HT/EL/HoS	Required 2020

2 SCHOOL - HR

	ACTION and DECISION:	CEO (Some tasks may be delegated to)	HEADTEACHER (Some tasks may be delegated to)	LAB A committee of the BoD with a focus	NOTES
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		Create Central leaders)	senior school leaders)	on one school	
2a	HT: <i>appoint</i>	Recommend to BoD	N/a	Consult with CEO	Permanent HTs are appointed by the Board
2b	DHT: <i>appoint</i>	Recommend to BoD	Consult with CEO and LAB	Consult with CEO	Permanent DHTs are appointed by the Board
2c	AHT: <i>appoint</i>	Consult with HT/LAB & member of appointment panel	√ Consult with CEO/LAB	√ Consult with HT	Permanent AHTs are appointed by the HT in consultation with the LAB, if appropriate The CEO (or delegated person) must be a member of the appointments panel
2d	INTERIM HT: <i>appoint</i>	√ Report to BoD	N/a	Consult with CEO	
2e	INTERIM DHT: <i>appoint</i>	√ Report to BoD	Consult with CEO/LAB	Review	
2f	INTERIM AHT: <i>appoint</i>	Consult with HT/EL/HoS	√ Report to CEO	Review	
2g	SUPPORT STAFF Gr6+: <i>appoint</i>	√	Consult with CEO and LAB	Consult with HT/CEO	Schools unlikely to make appointments at this level – and not in the current staffing structures
2h	Other staff: <i>appoint</i>	Consult with HT/EL/HoS	√	Consult with HT/EL/HoS	Schools make their own decisions about appointments and may request Trust or LAB support to do so
2i	SCHOOL STAFFING STRUCTURE: <i>approve or adjust</i>	√ Recommend to BoD	Consult with LAB Recommend to CEO	Review	Staffing structure approval by the Board. Further approval required if appointments are requested over and above current structure
2j	STAFF HANDBOOK: <i>ensure</i>	Review	√	Review	Currently undertaken separately by each school.
2k	APPRAISAL OF HT: <i>ensure</i>	√	Comply	N/a	CEO responsibility with external adviser support
2l	EXPECTATIONS FOR STAFF APPRAISAL OBJECTIVES: <i>ensure</i>	Review	√ Consult with CEO	Review	Set by each school but reviewed to ensure equality and consistency across the Trust
2m	EXPECTATIONS FOR STAFF ROLES AND RESPONSIBILITIES: <i>ensure</i>	Review	√ Consult with CEO	Review	Set by each school but reviewed against generic job descriptions to ensure equality and consistency across the Trust
2n	STAKEHOLDER ENGAGEMENT: <i>ensure</i>	Review	√	√	Collective responsibility at different levels: pupil, parents and staff - voice and involvement
2o	REGISTER OF ALL STAFF INTERESTS (incl pecuniary, business, loyalty & connected or related parties): <i>ensure</i>	Comply	Comply	Comply	Maintained by the school's Office Manager and in liaison with the LAB's Clerk for Local Advisers

3 SCHOOL – KEY DOCUMENTS AND ACTIONS

ACTION and DECISION:	CEO (Some tasks may be delegated to	HEADTEACHER (Some tasks may be delegated to senior school leaders)	LAB (A Committee of the BoD	NOTES
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		Create Central leaders)		with the focus on one school)	
3a	SCHOOL IMPROVEMENT PLAN: <i>ensure</i>	Review Report to BoD	✓ Recommend to CEO/LAB	Review	Publish annually; review internally
3b	SCHOOL PROFILE: <i>ensure</i>	Review Recommend to BoD	✓ Recommend to CEO/LAB	Review	Report termly
3c	SCHOOL SELF-EVALUATION: <i>ensure</i>	Review Report to BoD	✓ Recommend to CEO/LAB	Review	Report annually
3d	PUPIL ASSESSMENT DATA: <i>ensure</i>	Review	✓ Recommend to CEO/LAB	Review	Report as per Trust-wide agreement
3e	TRUST-WIDE POLICIES: <i>ensure</i>	✓	Consult with CEO Comply	N/a	Leaders in schools and Create Central are consulted before policies are finalised
3f	SCHOOL POLICIES: <i>ensure</i>	Review	✓ Consult with LAB Recommend to CEO	Review	School policies should be shared with the CEO. Reviews include a check for consistency
3g	SCHOOL RISK REGISTER: <i>ensure</i>	Review	✓	Review	Contents contribute to Trust-wide register
3h	PERFORMANCE OF THE SCHOOLS: <i>review</i>	✓ Report to BoD	Consult with CEO and LAB	Review	
3i	HEALTH AND SAFETY POLICY AND PRACTICE: <i>ensure</i>	✓ Report to BoD	✓ Report to CEO	Review	
3j	SAFEGUARDING PUPILS - POLICY AND PRACTICE: <i>ensure</i>	✓ Report to BoD	✓ Report to CEO	Review	
3k	FIXED-TERM PUPIL EXCLUSION: <i>approve</i>	Review	✓ Report to CEO	Review	
3l	PERMANENT PUPIL EXCLUSION: <i>approve</i>	✓ Report to BoD	Consult with CEO	Review	

4 SCHOOL – STRATEGIC PLANNING

	ACTION and DECISION	CEO Some tasks may be delegated to Create Central leaders)	HEADTEACHER (Some tasks may be delegated to senior school leaders)	LAB (A Committee of the BoD with a focus on one school)	NOTES
4a	STATUTORY COMPLIANCE (EDUCATION LAW): <i>ensure</i>	✓ Comply	✓ Comply	✓ Comply	Decisions, compliance and reporting at appropriate levels

4b	PUPIL ADMISSION NUMBERS (PAN): <i>review</i>	Recommend to BoD	Comply	Comply	In liaison with BCC
4c	EMERGENCY FULL OR PARTIAL CLOSURE OF THE SCHOOL: <i>approve</i>	✓ Report to BoD	Consult with CEO/LAB	Consult with CEO and HT	CEO approval must be received unless unavailable and extreme short-notice or critical situation
4d	SCHOOLS REPORTING CALENDAR: <i>ensure</i>	✓ Consult with HT	Consult with CEO Comply	Review	
4e	COMMUNICATIONS STRATEGY: <i>ensure</i>	✓ Trust-wide	✓	Review	Consideration of all stakeholders and use of websites, social media, etc.
4f	TRUST-WIDE CURRICULUM STATEMENT: <i>ensure</i>	✓ Report to BoD	Consult with CEO	Review	
4g	SCHOOL CURRICULUM STATEMENT AND PLAN: <i>ensure</i>	Review Report to BoD	✓ Recommend to CEO	Review	
4h	COLLECTIVE WORSHIP: <i>ensure</i>	Review	✓ Consult with CEO	Review	
4i	LENGTH OF SCHOOL DAY, TERM AND YEAR: <i>approve</i>	✓ Report to BoD	Consult with CEO	Review	
4j	STAFF TRAINING DAYS: <i>approve</i>	Review	✓ Consult with CEO	Review	
4k	EXPECTATIONS FOR TARGET-SETTING (pupil outcomes): <i>ensure</i>	Review	✓ Consult with CEO	Review	Set by each school but reviewed to ensure consistency across the Trust

5 SCHOOL – FINANCIAL PROBITY AND CONTRACTUAL AGREEMENTS

NB. Needs to be read alongside the Trust's Scheme of Delegation of Financial Authority

	ACTION and DECISION	CEO (Some tasks may be delegated to Create Central leaders)	HEADTEACHER (Some tasks may be delegated to senior leaders in school)	LAB (A committee of the BoD with a focus on one school)	NOTES
5a	STATUTORY FINANCIAL COMPLIANCE (INCL FUNDING AGREEMENT): <i>ensure</i>	Comply Report to BoD	Comply	N/a	Compliance and reporting at appropriate levels referencing Academy Trust Handbook (ESFA) and the Trust's Financial Regulations Handbook
5b	STATUTORY COMPLIANCE – COMPANY AND CHARITY LAW: <i>ensure</i>	Comply Report to BoD	Comply	N/a	Compliance and reporting as above plus any other guidance received
5c	TRUST SCHEME OF DELEGATION OF FINANCIAL AUTHORITY: <i>ensure</i>	Comply Recommend to BoD	Comply	N/a	Financial delegation is approved by the Board. It includes spending of up to £3,000 which can be approved by the HT

5d	SCHOOL BUDGET PLAN TO SUPPORT KEY PRIORITIES: <i>ensure</i>	Recommend to BoD	Consult with CEO	Review	The budget allocation is approved by the Board
5e	EXTERNAL AUDITOR'S REPORT: <i>receive and respond</i>	Consult with BoD Comply	Comply	N/a	CEO reports to BoD
5f	HT/DHT/AHT PAY PROGRESSION: <i>approve</i>	Recommend to BoD	N/a	N/a	CEO reports to BoD's Pay Committee
5g	OTHER STAFF PAY PROGRESSION: <i>approve</i>	Recommend to BoD	Recommend to CEO	N/a	CEO reports to BoD's Pay Committee
5h	TRUST-WIDE CHARGING AND REMISSIONS POLICY: <i>approve</i>	Recommend to BoD	Consult with CEO Comply	N/a	Board policy
5i	TRUST-WIDE PROCUREMENT STRATEGIES AND EFFICIENCY SAVINGS: <i>ensure</i>	✓ Report to BoD	Consult with CEO Comply	N/a	Board approval
5j	APPLICATIONS FOR GRANTS AND LOANS (TRUST-WIDE OR INDIVIDUAL SCHOOLS): <i>approve</i>	Recommend to BoD	Consult with CEO/LAB	N/a	
5k	CONTRACTUAL LEASES AND AGREEMENTS WITH EXTERNAL PARTIES: <i>ensure</i>	Recommend to BoD	Consult with CEO/LAB	N/a	
5l	MODIFICATIONS TO SERVICE CONTRACTS: <i>ensure</i>	Recommend to BoD	Consult with CEO/LAB	N/a	
5m	CAPITAL DECISIONS (INVESTMENTS, BUILDING WORKS): <i>ensure</i>	Recommend to BoD	Consult with CEO/LAB Comply	N/a	
5n	USE AND VALUE OF PUPIL PREMIUM: <i>ensure</i>	Report to BoD	✓ Report to CEO	Review	
5o	USE AND VALUE OF SPORTS PREMIUM: <i>ensure</i>	Report to BoD	✓ Report to CEO	Review	