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.

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 by holding CEO to account	Deliver	Review by holding Principal to account	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
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 and report 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
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	

STRATEGY AND LEADERSHIP

	Trustees	CEO	LGB	Principal
Academy Improvement Plan - for each Academy in line with strategic aims of the Trust	Determine - the Academy Improvement Plan in consultation with the appropriate LGB	Report on the – draft and agree the Academy Improvement Plan	Agree and recommend – Academy Improvement Plan to the Board	Work with the CEO in producing the Academy Improvement Plan Review – the Academy Improvement 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 LBGs 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

EDUCATION AND CURRICULUM

		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 Report strengths & concerns in quality of teaching to CEO	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	Review – effectiveness of the curriculum across Trust	Review	Consult Review	Deliver Determine curriculum & standards
	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
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 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

EDUCATION AND CURRICULUM

	Trustees	CEO	LGB	Principal
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	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

FINANCIAL

	Trustees	CEO	LGB	Principal
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 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		

FINANCIAL

	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)	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)	Determine the appraisal policy and pay review in respect of the 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	Deliver in consultation with the CEO – 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 Recommend to LGB

	Trustees	CEO	LGB	Principal
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)	Deliver – in respect of the CEO	Deliver – in respect of Principals, cross academy staff and senior leadership teams of the Academies Report – any dismissals to the Board	Receommendations – in respect of the Principal of the Academy in consultation with CEO	
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Deliver Report – to the Board	Deliver once CEO approval obtained Report – to the CEO	Comply
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

HR AND OPERATIONS

	Trustees	CEO	LGB	Principal
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	Consult	
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

HR AND OPERATIONS

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

Last approved: 12/9/2016

Annex 4 – 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.

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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.

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

Annex 5 – Terms of Reference for Sub-committees