



# **Scheme of Delegation**

*October 2024*

## Trust Mission

### **'Inspiring learners'**

Inspiring a community of learners and leaders, to achieve excellence,  
with children at the heart of everything we do.

**Passion** – *passionate about learning*

**Ambition** – *ambitious for everyone to grow*

**Collaboration** – *working together, supporting each other*

**Innovation** – *imagining possibilities, challenging ideas*

**Integrity** – *open and authentic*

***Our core values define who we are, how we work and what we strive to achieve***

Our Trust's Scheme of Financial Delegation, which we are required to have under the Academy Trust Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

**The Scheme is divided into four sections as follows:**

- **Strategy & Leadership**
- **Education & Curriculum**
- **Financial & Operations**
- **HR**

To assist interpretation of the matters delegated in the Scheme we have used defined phrases which are supplemented by additional comment as appropriate.

The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on page 4 of this scheme.

**In our Trust the following roles are within our team structure and referred to in this document:**

- **Head of Trust (HoT)** - this is the CEO
- **Trust Finance Director (TFD)** - this is the CFO
- **Headteacher (HT) / Head of School (HoS)**

This Scheme of delegation outlines responsibilities delegated to school LGBs/school leaders. In exceptional circumstances, where there are concerns about leadership or governance within a school, the Trust Board reserve the right to intervene and will review the Scheme of Delegation for that school.

**In this Scheme the phrases used above have the following meanings:**

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

**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 Head of Trust this will be at Trust level. In the case of the Headteachers/Heads of School this will be at School level.

**DETERMINE:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Schools (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:

- *the Head of Trust will be making recommendations to the Board and/or LGB (as appropriate)*
- *the LGB will be making recommendations in relation to their School to the Board, Head of Trust and/or Head of School (as appropriate)*
- *the Headteacher/Head of School will be making recommendations in relation to their School to the Head of Trust and/or LGB (as appropriate)*

**REPORT:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- *the Head of Trust will be making reports to the Board and/or LGB (as appropriate)*
- *the LGB will be making reports in relation to their School to the Board and/or Head of Trust (as appropriate)*
- *the Headteacher/Head of School will be making reports in relation to their School to the Head of Trust 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:

- *the Board they will be reviewing the Head of Trust and LGB (as appropriate)*
- *the Head of Trust will be reviewing the Headteacher/Head of School*
- *the LGB will be reviewing the Headteacher/Head of School and his/her leadership team.*

**SUPPORT:** the individual/group that should support completing a particular task.

**STRATEGY AND LEADERSHIP**

|       |  | Trust Board<br>(Board)  | Head of Trust<br>(HoT)  | Local Governing Body<br>(LGB)   | Headteacher (HT)<br>Head of School (HoS)                  |
|-------|--|---|---|---|---|
| 1.01a | Set strategic objectives of the Trust  | DEVELOP<br><br>DETERMINE  | DEVELOP   |   | CONSULT   |
| 1.01b | Set strategic objectives of the School   | CONSULT<br><br>DETERMINE - to be in line with strategic objectives of the Trust           | CONSULT   | RECOMMEND<br><br>DELIVER  | DEVELOP<br><br>RECOMMEND<br><br>DELIVER                   |
| 1.02a | Develop the character, mission & ethos of the Trust  | DEVELOP<br><br>DETERMINE  | DEVELOP   | CONSULT   | CONSULT   |
| 1.02b | Develop the character, mission & ethos of the School   | CONSULT<br><br>DETERMINE - to be in line with the character, mission & ethos of the Trust | CONSULT   | DEVELOP<br><br>RECOMMEND<br><br>DELIVER   | DEVELOP<br><br>RECOMMEND<br><br>DELIVER                   |
| 1.03a | Deliver strategic objectives of the Trust  | REVIEW  | DELIVER   |   | DELIVER   |
| 1.03b | Deliver strategic objectives of the School   | REVIEW  | DELIVER   | REVIEW  | DELIVER   |
| 1.04  | Scrutiny: Performance – review & challenge progress of the Trust against its strategic objectives and KPIs | REVIEW – progress of the Trust & Schools  | REVIEW - reports from the LGBs & HT/HoS<br><br>REPORT – progress to the Board | REVIEW – Performance of School contribution to Trust priorities<br><br>REPORT – themes to the HoT | REPORT – progress of the School to the LGB & HoT          |
| 1.05  | Scrutiny: Ethos – operation of the Trust & Schools against the agreed character, mission & ethos           | REVIEW – progress of the Trust & Schools  | REVIEW - reports from the LGBs & HT/HoS<br><br>REPORT – progress to the Board | REVIEW – ethos of the School<br><br>REPORT – progress to the HoT                                  | REPORT – progress of the School to the LGB, HoT and Board |
| 1.06  | Compliance: Funding Agreement – comply with all obligations including the Schools Financial Handbook       | REVIEW  | DELIVER<br><br>REPORT – progress to the Board                                 | COMPLY  | COMPLY<br>REPORT – progress to HoT, TFD & LGB             |

**STRATEGY AND LEADERSHIP**

|              |   | Trust Board<br>(Board)  | Head of Trust<br>(HoT)                                      | Local Governing Body<br>(LGB)        | Headteacher (HT)<br>Head of School (HoS)                        |
|--------------|---|---|---|--------------------------------------|---|
| <b>1.07</b>  | <b>Compliance: Regulatory</b> – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)   | <b>REVIEW</b>   | <b>DELIVER</b><br><br><b>REPORT</b> – progress to the Board | <b>COMPLY</b>                        | <b>COMPLY</b><br><br><b>REPORT</b> – progress to HoT, TFD & LGB |
| <b>1.08</b>  | <b>Compliance: Financial Oversight</b> - 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  | <b>DETERMINE</b> – policies to ensure compliance<br><br><b>REVIEW</b>   | <b>DELIVER</b><br><br><b>REPORT</b> – progress to the Board | <b>COMPLY</b>                        | <b>COMPLY</b><br><br><b>REPORT</b> – to LGB & HoT               |
| <b>1.09</b>  | <b>Compliance</b> – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions  | <b>DETERMINE</b> – policies to ensure compliance<br><br><b>DELIVER</b>  | <b>DELIVER</b>  | <b>DELIVER</b>                       | <b>DELIVER</b>  |
| <b>1.10</b>  | <b>Compliance</b> – completing the Trust Risk Register  | <b>DETERMINE</b><br><br><b>REVIEW</b>   | <b>DELIVER</b> – management of Trust Risk Register          | <b>REVIEW</b> - School Risk Register | <b>DELIVER</b> – management of School Risk Register             |
| <b>1.11a</b> | <b>Appointment of Trustees</b> – ensuring processes in place for appointment of trustees (including ensuring that the Trustees have the skills to govern the Trust)<br><br><b>(Members to review appointment and performance of Trustees)</b> | <b>DETERMINE</b> – policies and criteria for the selection of trustees<br><br><b>RECOMMEND</b> – new trustees to Members<br><br><b>REVIEW</b> - annually the size, structure and composition and skill of the Trust Board | <b>RECOMMEND</b> – new trustees to Trust Board              |                                      |   |
| <b>1.11b</b> | <b>Appointment of Chair of Trust Board</b> – ensuring processes in place for appointment of CoTB (including ensuring that the CoTB have the skills to lead the Trust Board)   | <b>DETERMINE</b> – criteria for the selection of Chair of Trust Board and selection of CoTB<br><br><b>DETERMINE</b> – selection of CoTB   | <b>RECOMMEND</b> – CoTB to Trust Board                      |                                      |   |

**STRATEGY AND LEADERSHIP**

|              |  | Trust Board<br>(Board)  | Head of Trust<br>(HoT)   | Local Governing Body<br>(LGB)  | Headteacher (HT)<br>Head of School (HoS) |
|--------------|--|---|--|--|--|
| <b>1.11c</b> | <b>Appointment of Governors</b> – ensuring processes in place for appointment of governors (including ensuring that governors have the skills to govern the School)        | <b>DETERMINE</b> – process for the selection of new governors   |  | <b>CONSULT</b> – governors about trust policies / criteria for the selection of new governors<br><br><b>COMPLY</b><br><br><b>DELIVER</b> |  |
| <b>1.11d</b> | <b>Appointment of Governors</b> – ensuring processes in place for appointment of governors (including ensuring that governors have the skills to govern the School)        | <b>DETERMINE</b> – process for the selection of new governors   |  | <b>CONSULT</b> – governors about trust policies/criteria for the selection of new governors<br><br><b>COMPLY</b><br><br><b>DELIVER</b>   |  |
| <b>1.11e</b> | <b>Appointment of Chair of Governor</b> – ensuring processes in place for appointment of Chair of Governors (including ensuring that CoGs have the skills to lead the LGB) | <b>DETERMINE</b> – process for the selection of new governors<br><br><b>DETERMINE</b> – selection of CoTB                     | <b>RECOMMEND</b> – CoG to Trust Board  | <b>RECOMMEND</b> – CoG to Trust Board  | <b>CONSULT</b>                           |
| <b>1.12a</b> | <b>Performance of Trust Board</b>  | <b>REVIEW</b> – the Board’s own performance   |  | <b>CONSULT</b> – on Board’s performance (annually)   |  |
| <b>1.12b</b> | <b>Performance of LGB</b>  | <b>REVIEW</b> – performance of the LGBs<br><br><b>REVIEW</b> - annually the size, structure and composition and skill of LGBs | <b>REPORT</b> - to the board on the performance of the LGBs<br><br><b>RECOMMEND</b> – to Board appropriate changes to the size and composition of LGBs | <b>REVIEW</b> – performance of own LGB   |  |
| <b>1.13a</b> | <b>Removal of Trustees</b><br><br><b>(Members to remove trustees)</b>  | <b>RECOMMEND</b> – removal of a trustee to Members  | <b>RECOMMEND</b> – removal of trustees to Trust Board  |  |  |

**STRATEGY AND LEADERSHIP**

|              |   | Trust Board<br>(Board)  | Head of Trust<br>(HoT)   | Local Governing Body<br>(LGB)  | Headteacher (HT)<br>Head of School (HoS)  |
|--------------|---|---|--|--|---|
| <b>1.13b</b> | <b>Removal of Governors</b>   | <b>DETERMINE</b>  | <b>CONSULT</b><br><br><b>RECOMMEND</b>   | <b>CONSULT</b><br><br><b>RECOMMEND</b>   | <b>CONSULT</b><br><br><b>RECOMMEND</b>  |
| <b>1.14</b>  | <b>Register of Interests</b>  | <b>DELIVER</b>  |  | <b>DELIVER</b>   |   |
| <b>1.15</b>  | <b>Appointment of Clerk – Board and LGBs</b>  | <b>DETERMINE</b> - appoint the clerk to the Board & LGBs  |  | <b>CONSULT</b> – in connection with the appointment of the LGB clerk                                   | <b>CONSULT</b> – in connection with the appointment of the LGB clerk  |
| <b>1.16a</b> | <b>Policies</b> – review and approval of Trust Wide Policies ( <i>including admissions, DBS, charging and remissions policies, health &amp; safety and safeguarding</i> ) and other Template Policies to support individual Schools | <b>DETERMINE</b><br><br><b>REVIEW</b>   | <b>DELIVER</b> – presenting polices to the Board for approval<br><br><b>REPORT</b> – compliance /non-compliance to the Board | <b>ADOPT</b><br><br><b>REVIEW</b> – implementation of Trust wide policies at their school (compliance) | <b>DELIVER</b> – presenting School specific policies for approval by the LGB<br><br><b>REPORT</b> – non-compliance to the LGB and the HoT |
| <b>1.16b</b> | <b>Policies</b> – review and approval of School Policies  |   |  | <b>DETERMINE</b><br><b>REVIEW</b>  | <b>DELIVER</b>  |
| <b>1.17</b>  | <b>Prepare terms of reference for LGB's and Committees</b>  | <b>DETERMINE</b><br><br><b>REVIEW</b> - annually  | <b>DEVELOP</b>   | <b>CONSULT</b> – with CoG<br><br><b>COMPLY</b>   | <b>CONSULT</b>  |
| <b>1.18</b>  | <b>Training programme for trustees and governors</b>  | <b>REVIEW</b>   | <b>DEVELOP</b><br><b>DELIVER</b>   | <b>CONSULT</b>   | <b>CONSULT</b>  |
| <b>1.19</b>  | <b>Key Performance Indicators</b> – setting and reviewing performance of the Trust  | <b>DETERMINE</b><br><br><b>REVIEW</b>   | <b>DEVELOP</b><br><b>DELIVER</b>   |  | <b>CONSULT</b>  |
| <b>1.20</b>  | <b>Key Performance Indicators</b> – setting and reviewing performance of the School   | <b>DETERMINE</b> - to be in line with the KPIs of the Trust<br><br><b>REVIEW</b> – performance against KPIs | <b>CONSULT</b><br><br><b>RECEIVE REPORTS</b> - from the LGBs and report performance of the LGBs against School KPIs          | <b>DETERMINE</b><br><br><b>REVIEW</b> – performance of the School and report to the HoT                | <b>DELIVER</b> – performance of the School against KPIs<br><br><b>REPORT</b> – performance of the School to LGB                           |



| <b>EDUCATION AND CURRICULUM</b> |   |  |   |  |  |
|---------------------------------|---|--|---|--|--|
|                                 |   | <b>Trust Board<br/>(Board)</b>                               | <b>Head of Trust<br/>(HoT)</b>  | <b>Local Governing Body<br/>(LGB)</b>  | <b>Headteacher (HT)<br/>Head of School (HoS)</b>   |
| <b>2.01</b>                     | <b>School Development Plan</b> - for each School in line with strategic aims of the Trust   | <b>REVIEW</b>  | <b>REVIEW</b>   | <b>DETERMINE</b><br><br><b>REVIEW</b>  | <b>DELIVER</b> – drafting and agreeing the School Development Plan, with HoT<br><br><b>RECOMMEND</b> – the School Development Plan to LGB  |
| <b>2.02</b>                     | <b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes                         | <b>REVIEW</b> - the work of the HoT                          | <b>DELIVER</b> - supporting the Schools and intervening where appropriate<br><b>REPORT</b> – to Board | <b>REVIEW - at the School</b>  | <b>DELIVER</b><br><br><b>REVIEW</b> – management of staff to ensure teaching and learning objectives are met<br><br><b>REPORT</b> - strengths and concerns in the quality of teaching to LGB |
| <b>2.03</b>                     | <b>Curriculum</b> – setting the curriculum for the Schools and reviewing its effectiveness  | <b>REVIEW</b> – effectiveness of the curriculum across Trust | <b>REVIEW</b>   | <b>REVIEW</b>  | <b>DETERMINE</b><br><br><b>DELIVER</b>   |
| <b>2.04</b>                     | <b>Curriculum</b> - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.                    | <b>REVIEW</b> – effectiveness of the curriculum across Trust | <b>REVIEW</b> – effectiveness of the curriculum across Trust  | <b>REVIEW</b>  | <b>DETERMINE</b><br><br><b>DELIVER</b>   |
| <b>2.05</b>                     | <b>Pupil Premium</b> – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap | <b>REVIEW</b>  | <b>REPORT</b> – effectiveness of use of the pupil premium across the Trust                            | <b>DETERMINE</b><br><br><b>REVIEW</b> – how pupil premium is spent at the School | <b>DELIVER</b><br><br><b>REPORT</b> – on effectiveness of use of the pupil premium   |
| <b>2.06</b>                     | <b>Collective worship arrangements for school without religious character</b>   |  |   | <b>DETERMINE</b><br><br><b>REVIEW</b>  | <b>DELIVER</b>   |
| <b>2.07</b>                     | <b>Set Admissions Policy</b>  | <b>DETERMINE</b><br><br><b>DELIVER</b>                       | <b>DEVELOP</b>  | <b>CONSULT</b>   | <b>CONSULT</b>   |
| <b>2.08</b>                     | <b>Admission decisions</b>  | <b>REVIEW</b>  |   | <b>DELIVER</b>   | <b>CONSULT</b>   |

| EDUCATION AND CURRICULUM |  |  |  |   |   |
|--------------------------|--|--|--|---|---|
|                          |  | Trust Board<br>(Board)   | Head of Trust<br>(HoT)   | Local Governing Body<br>(LGB)   | Headteacher (HT)<br>Head of School (HoS)  |
| <b>2.09a</b>             | <b>Review</b> – considering and evaluating performance of the Schools by:<br>* <i>reviewing progress against agreed KPIs</i><br>* <i>holding each School's leadership to account for academic performance, quality of care and quality of provision</i><br>* <i>monitoring the overall effectiveness and efficiency of leadership and management at the Schools</i><br>* <i>receiving reports on the quality of teaching and learning and making recommendations to the Board.</i> | <b>REVIEW</b> – a School's overall performance                               | <b>REVIEW</b><br><br><b>REPORT</b> – to the Board  | <b>REVIEW</b> - against SDP priorities  | <b>DELIVER</b><br><br><b>REPORT</b> – to LGB and HoT for SDP performance, and to HoT and Board for overall performance                                      |
| <b>2.09b</b>             | <b>Review</b> - considering and evaluating performance of the Trust  | <b>REVIEW</b>  | <b>DELIVER</b><br><br><b>REPORT</b>  |   | <b>CONSULT</b>  |
| <b>2.10</b>              | <b>Self-evaluation</b> – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.   | <b>REVIEW</b> - overall School performance                                   | <b>REVIEW</b> - progress against SDP priorities and overall performance<br><br><b>REPORT</b> – progress to the Board | <b>REVIEW</b> - progress against SDP priorities   | <b>DELIVER</b><br><br><b>REPORT</b> – progress to the LGB, HoT and Board  |
| <b>2.11</b>              | <b>Review priorities</b> - considering the aims and priorities for raising standards of achievement in each of the Schools' strategic plans.   | <b>REVIEW</b>  | <b>REVIEW</b><br><br><b>REPORT</b> – progress to the Board   | <b>REVIEW</b>   | <b>DELIVER</b><br><br><b>REPORT</b> – to the LGB and HoT  |
| <b>2.12</b>              | <b>Pupil issues</b> (including attendance, exclusions, punctuality and disciplinary matters for each School)   | <b>DETERMINE</b> – Trust policies<br><br><b>REVIEW</b> – overall performance | <b>REVIEW</b> – delivery<br><br><b>REPORT</b> – progress to the Board  | <b>COMPLY</b> – Trust policies<br><br><b>DETERMINE</b> – School policies<br><br><b>DELIVER</b> – receive reports from the HT/HoS<br><br><b>REPORT</b> – any issues to the Board and the HoT | <b>DELIVER</b> – ensuring pupil issues are dealt with in accordance with trust and School policies<br><br><b>REPORT</b> – to the LGB on any material issues |
| <b>2.13</b>              | <b>School Hours</b> – setting the opening and closing times for the Schools  |  |  | <b>DETERMINE</b>  | <b>COMPLY</b>   |

| EDUCATION AND CURRICULUM |  |   |   |   |  |
|--------------------------|--|---|---|---|--|
|                          |  | Trust Board<br>(Board)                                  | Head of Trust<br>(HoT)                                  | Local Governing Body<br>(LGB)                         | Headteacher (HT)<br>Head of School (HoS)                                   |
| 2.14                     | <b>Term Dates and length of school day</b>   | <b>DETERMINE</b> – in consultation with LGBs            | <b>RECOMMEND</b>  | <b>CONSULT</b> – with the Board                       | <b>CONSULT</b> – with the Board<br><br><b>DELIVER</b><br><br><b>COMPLY</b> |
| 2.15                     | <b>School lunch – ensure provided to appropriate nutritional standards</b>   |   |   | <b>REVIEW</b>   | <b>DELIVER</b>   |
| 2.16                     | <b>Provision of free school meals to those meeting criteria</b>  |   |   | <b>REVIEW</b>   | <b>DELIVER</b>   |
| 2.17                     | <b>Safeguarding</b> – including ensuring each School has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.   | <b>DETERMINE</b> - policy<br><br><b>REVIEW</b> - policy | <b>RECOMMEND</b> – policy<br><br><b>REVIEW</b> - policy | <b>DELIVER</b><br><br><b>REVIEW</b> – at school level | <b>DELIVER</b>   |
| 2.18a                    | <b>Stakeholder Engagement - Schools</b><br>promoting partnership working between parents/carers and the Schools<br><br>undertaking consultation with pupils, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Schools<br><br>ensuring that such feedback is used to support the development of best practice | <b>REVIEW</b>   | <b>CONSULT</b>  | <b>DETERMINE</b><br><br><b>REVIEW</b>                 | <b>DETERMINE</b><br><br><b>DELIVER</b>                                     |
| 2.18b                    | <b>Stakeholder Engagement - Trust</b><br>promoting partnership working between parents/carers and the Schools<br><br>undertaking consultation with pupils, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Schools<br><br>ensuring that such feedback is used to support the development of best practice   | <b>DETERMINE</b><br><br><b>REVIEW</b>                   | <b>DELIVER</b>  |   | <b>CONSULT</b>   |

|                    |  |  |   |  |  |
|--------------------|--|--|---|--|--|
| <p><b>2.19</b></p> | <p><b>Ofsted Inspections Support Across the Trust</b><br/> Board will liaise with Oftsed where MAT is inspected and it will assist with a School inspection.</p> <p>HoT will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review.</p> <p>HoT will support LGBs and HT/HoS for individual School inspections.</p> | <p><b>DELIVER</b> – Trust inspections</p> <p><b>SUPPORT</b> – School inspections</p> | <p><b>DELIVER</b> – Trust and School inspections</p> <p><b>SUPPORT</b> – School inspections</p> | <p><b>SUPPORT</b> – Trust inspections</p> <p><b>DELIVER</b> – School inspections</p> | <p><b>SUPPORT</b> – Trust inspections</p> <p><b>DELIVER</b> – School inspections</p> |
|--------------------|--|--|---|--|--|

**FINANCIAL AND OPERATIONAL**

|              |   | Trust Board<br>(Board)                                     | Head of Trust (HoT)<br>Trust Finance Director (TFD)                            | Local Governing Body<br>(LGB)  | Headteacher (HT)<br>Head of School (HoS)   |
|--------------|---|--|--|--|--|
| <b>3.01</b>  | <b>Appointment of the Trust Audit &amp; Risk and Finance Committees</b>   | <b>DETERMINE</b><br><br><b>DELIVER</b>                     |  |  |  |
| <b>3.02a</b> | <b>Appointment of the Accounting Officer</b>  | <b>DETERMINE</b><br><br><b>DELIVER</b>                     |  |  |  |
| <b>3.02b</b> | <b>Appointment of the Chief Financial Officer (Trust Finance Director)</b>  | <b>DETERMINE</b><br><br><b>DELIVER</b>                     | <b>RECOMMEND</b>   |  |  |
| <b>3.03</b>  | <b>Recommend appointment of External Auditors to the Members</b>  | <b>RECOMMEND</b>   |  |  |  |
| <b>3.04</b>  | <b>Appointment of the Internal Auditors</b>   | <b>DETERMINE</b>   |  |  |  |
| <b>3.05a</b> | <b>Key Performance Indicators – setting and reviewing performance of the Trust</b>  | <b>DETERMINE</b><br><br><b>REVIEW</b>                      | <b>DEVELOP</b><br><br><b>DELIVER</b>   |  | <b>CONSULT</b>   |
| <b>3.05b</b> | <b>Key Performance Indicators – setting and reviewing performance of the School</b>   | <b>REVIEW – performance against KPIs</b>                   | <b>CONSULT</b>   | <b>RECOMMEND – targets for performance of the School to the HoT</b><br><br><b>REVIEW – performance of the School and report to the HoT</b>       | <b>DELIVER – performance of the School against KPIs</b><br><br><b>REPORT – performance of the School to LGB and HoT</b>                          |
| <b>3.06</b>  | <b>Approve Annual Accounts</b>  | <b>APPROVE</b>   | <b>DELIVER – arrange for auditing and filing of annual report and accounts</b> | <b>COMPLY – by ensuring School keeps proper records and providing such information to assist the trust in preparation of the annual accounts</b> | <b>COMPLY – by ensuring School keeps proper records and providing such information to assist the trust in preparation of the annual accounts</b> |
| <b>3.07</b>  | <b>Scheme of Financial Delegation &amp; Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements</b> | <b>DETERMINE</b><br><br><b>COMPLY</b><br><br><b>REVIEW</b> | <b>REPORT – any issues or non-compliance to the Board</b><br><br><b>COMPLY</b> | <b>REVIEW - compliance by the School</b><br><br><b>REPORT – any issues or non-compliance to the HoT</b><br><br><b>COMPLY</b>                     | <b>COMPLY</b>  |

**FINANCIAL AND OPERATIONAL**

|              |   | Trust Board<br>(Board)  | Head of Trust (HoT)<br>Trust Finance Director (TFD)   | Local Governing Body<br>(LGB)  | Headteacher (HT)<br>Head of School (HoS)  |
|--------------|---|---|---|--|---|
| <b>3.08</b>  | <b>Bank Accounts</b> – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust  | <b>DETERMINE</b>  | <b>RECOMMEND</b>  |  |   |
| <b>3.09</b>  | <b>Funding Model</b> - agreeing a funding model across the Trust and develop an individual funding model for the Schools so as to secure the Trust’s financial health in the short term and the long term | <b>DETERMINE</b> – in consultation with the LGBs<br><br><b>REVIEW</b> | <b>RECOMMEND</b> - a funding model to the Board for approval<br><br><b>REPORT</b>   | <b>CONSULT</b> – with the Board<br><br><b>REVIEW</b> - compliance with the overall financial plan for the School   | <b>COMPLY</b>   |
| <b>3.10</b>  | <b>Trust Annual Budget</b> – formulating and setting the Trust wide budget  | <b>DETERMINE</b><br><br><b>REVIEW</b>                                 | <b>DELIVER</b> - preparation of Trust budget and present to the Board for approval<br><br><b>RECOMMEND</b>                    | <b>COMPLY</b><br><br><b>RECOMMEND</b> – School budget  | <b>COMPLY</b>   |
| <b>3.11</b>  | <b>School Annual Budgets</b> – formulating and determining the proportion of the overall budget to be delegated to each School (including uses of contingency funds/ balances)                            | <b>DETERMINE</b><br><br><b>REVIEW</b>                                 |   | <b>CONSULT</b> - with HoT & TFD in respect of the School’s requirements<br><br><b>COMPLY</b><br><b>RECOMMEND</b> - within permitted limits (as defined in the scheme of financial delegation) any variances<br><br><b>REVIEW</b> | <b>CONSULT</b><br><br><b>DELIVER</b> – in consultation with CFO<br><br><b>COMPLY</b>  |
| <b>3.12a</b> | <b>Expenditure and ensuring delivery of Annual Budgets - Trust</b>  | <b>REVIEW</b>   | <b>REPORT</b> – to the Board any material issues with delivery against the annual budget by the Schools<br><br><b>DELIVER</b> |  |   |
| <b>3.12b</b> | <b>Expenditure and ensuring delivery of Annual Budgets - School</b>   | <b>REVIEW</b>   | <b>REPORT</b> – to the Board any material issues with delivery against the annual budget by the Schools                       | <b>REVIEW</b>  | <b>DELIVER</b><br><br><b>REPORT</b> – to the LGB any need for any matters of concern in respect of the School’s annual budget |

| <b>FINANCIAL AND OPERATIONAL</b> |   |                                       |  |   |  |
|----------------------------------|---|---------------------------------------|--|---|--|
|                                  |   | <b>Trust Board<br/>(Board)</b>        | <b>Head of Trust (HoT)<br/>Trust Finance Director (TFD)</b>                                      | <b>Local Governing Body<br/>(LGB)</b>   | <b>Headteacher (HT)<br/>Head of School (HoS)</b>     |
| <b>3.13a</b>                     | <b>Reporting</b> - financial reporting and KPIs (Trust)   | <b>DETERMINE</b><br><br><b>REVIEW</b> | <b>DELIVER</b><br><br><b>REPORT – to the Board</b>   |   |  |
| <b>3.13b</b>                     | <b>Reporting</b> - financial reporting and KPIs (School)  | <b>REVIEW</b>                         |  | <b>REVIEW</b>   | <b>DELIVER</b><br><br><b>REPORT – to LGB and HoT</b> |
| <b>3.14</b>                      | <b>Investments</b> – agreeing the investment policy in line with the Schools Financial Handbook/Scheme of Financial Delegation        | <b>DETERMINE</b><br><br><b>REVIEW</b> | <b>DELIVER</b>   |   |  |
| <b>3.15</b>                      | <b>Setting Trust procurement policies</b> - in accordance with the Funding Agreement  | <b>DETERMINE</b><br><br><b>REVIEW</b> | <b>RECOMMEND</b><br><br><b>DELIVER</b><br><br><b>REPORT</b>                                      | <b>COMPLY</b>   | <b>COMPLY</b>  |
| <b>3.16</b>                      | <b>Enter into contracts</b> – up to limit of delegation set out in Scheme of Financial Delegation                                     | <b>REVIEW</b>                         | <b>DELIVER</b>   | <b>COMPLY</b>   | <b>COMPLY</b>  |
| <b>3.17</b>                      | <b>Determining and allocating central services provided to the Schools by the Trust</b>   | <b>DETERMINE</b>                      | <b>RECOMMEND</b><br><br><b>DELIVER</b> – on recommending the allocation of services to the Board |   | <b>CONSULT</b>                                       |
| <b>3.18</b>                      | <b>Overseeing the effectiveness of services provided centrally by the Trust</b>   | <b>REVIEW</b>                         | <b>DELIVER</b><br><br><b>REPORT - to Board</b>   | <b>REPORT – to the Board</b>  | <b>REPORT – to the Board</b>                         |
| <b>3.19</b>                      | <b>Asset and Premises Maintenance Strategy</b> – determining use of Schools’ premises and ensuring premises are adequately maintained | <b>DETERMINE</b><br><br><b>REVIEW</b> | <b>RECOMMEND</b><br><br><b>DELIVER</b>   | <b>DETERMINE</b> – School plan in accordance with Trust policy<br><br><b>REVIEW</b> - delivery of School plan | <b>DELIVER</b> – in accordance with Trust policy     |
| <b>3.20</b>                      | <b>Acquiring and disposing of Trust land</b>  | <b>DELIVER</b>                        | <b>RECOMMEND</b>   | <b>CONSULT</b> – if relevant  | <b>CONSULT</b> – if relevant                         |
| <b>3.21</b>                      | <b>Changing use of Assets</b>   | <b>DETERMINE</b>                      | <b>RECOMMEND</b>   | <b>CONSULT</b>  | <b>CONSULT</b><br><br><b>DELIVER</b>                 |
| <b>3.22</b>                      | <b>Arranging insurance for the Trust</b>  | <b>REVIEW</b><br><br><b>DETERMINE</b> | <b>DELIVER</b>   |   |  |

## HR

|       |  | Trust Board<br>(Board)   | Head of Trust<br>(HoT)   | Local Governing Body<br>(LGB)  | Headteacher (HT)<br>Head of School (HoS)   |
|-------|--|--|--|--|--|
| 4.01  | Appointing the HoT   | <b>DETERMINE</b><br><br><b>DELIVER</b>   |  |  | <b>CONSULT</b>   |
| 4.02  | Appointing of cross-Trust Staff  | <b>DETERMINE</b>   | <b>RECOMMEND - sit on appointment panel</b>  | <b>CONSULT</b>   | <b>RECOMMEND</b> – at least one HT to sit on appointment panel   |
| 4.03a | Determine the appointment process for the Headteacher/Head of School at each School  | <b>DETERMINE</b>   | <b>RECOMMEND</b>   | <b>RECOMMEND</b>   |  |
| 4.03b | Appointing the Headteacher/Head of School at each School   | <b>DETERMINE</b>   | <b>RECOMMEND</b> – sit on appointment panel along with two other trustees & three representatives of the relevant LGB  | <b>RECOMMEND</b> – three representatives to sit on the appointment panel with the HoT & two trustees   |  |
| 4.04  | Appointing School Deputy Headteacher / Assistant Headteacher   | <b>DETERMINE</b>   |  | <b>RECOMMEND</b>   | <b>RECOMMEND</b>   |
| 4.05  | Appointing School SLT (excluding AHTs, DHTs, HoSs, HTs)  |  | <b>CONSULT</b>   | <b>DELIVER</b> - report to Board<br><b>REPORT</b> – to HoT and Board   | <b>RECOMMEND</b>   |
| 4.06  | Appointing School Staff (excluding SLT, AHTs, DHTs, HoSs, HTs)   |  |  | <b>DELIVER</b>   | <b>RECOMMEND</b>   |
| 4.07  | Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations | <b>DETERMINE</b><br><b>REVIEW</b>  | <b>RECOMMEND</b><br><b>COMPLY</b>  | <b>COMPLY</b>  | <b>COMPLY</b>  |
| 4.08  | Implement Appraisal Performance Management Policy together with pay reviews (in line with the Trust’s pay policy and all statutory regulations)                    | <b>REVIEW</b> – in respect of HoT<br><br><b>DETERMINE</b> – in respect of appraisal arrangements and outcomes<br><br><b>RECEIVE</b> – annual report from of HoT<br><br><b>REVIEW</b> – any appeals in respect of the HT/HoS and cross School staff | <b>REVIEW</b> – in respect of HoS/HT and cross trust staff (and any appeals from School staff)<br><br><b>REPORT</b> – (annually) to the Board on appraisal arrangements and outcomes | <b>COMPLY</b> – in respect of performance management of HT/HoS<br><br><b>RECEIVE</b> – annual report from HoS/HT<br><br><b>REVIEW</b> – any appeals respect of all other staff | <b>COMPLY</b><br><br><b>REVIEW</b> – in respect of all other staff<br><br><b>REPORT</b> – annually to the HoT on appraisal arrangements and outcomes |



**HR**

|              |   | Trust Board<br>(Board)   | Head of Trust<br>(HoT)   | Local Governing Body<br>(LGB)   | Headteacher (HT)<br>Head of School (HoS)                          |
|--------------|---|--|--|---|---|
| <b>4.09</b>  | <b>Setting Terms and Conditions of Employment</b>   | <b>DETERMINE</b> – and consider any proposals by LGBs to make amendments | <b>RECOMMEND</b>   | <b>CONSULT</b> - report to Board on any suggested changes to the School's terms and conditions<br><br><b>COMPLY</b> | <b>CONSULT</b><br><b>COMPLY</b>                                   |
| <b>4.10a</b> | <b>Dismissing HoT</b> (in accordance with the Trust disciplinary and capability policies)   | <b>DETERMINE</b><br><b>REVIEW</b>  |  |   |   |
| <b>4.10b</b> | <b>Dismissing HT/HoS</b> (in accordance with the Trust disciplinary and capability policies)  | <b>DETERMINE</b> – in consultation with HoT/LGB<br><br><b>REVIEW</b>     | <b>RECOMMEND</b>   | <b>CONSULT</b> - report to Board  |   |
| <b>4.10c</b> | <b>Dismissing AHT/DHT</b> (in accordance with the Trust disciplinary and capability policies)   | <b>DETERMINE</b> – in consultation with HoT/LGB/HT<br><br><b>REVIEW</b>  | <b>RECOMMEND</b>   | <b>RECOMMEND</b>  | <b>RECOMMEND</b>  |
| <b>4.10d</b> | <b>Dismissing school/senior staff in schools</b> (in accordance with the Trust disciplinary and capability policies)                                | <b>RECEIVE</b>   | <b>REVIEW</b><br><br><b>REPORT</b> – any dismissals to the Board | <b>DETERMINE</b><br><br><b>REVIEW</b><br><br><b>REPORT</b> – any dismissals to the HoT                              | <b>RECOMMEND</b>  |
| <b>4.10e</b> | <b>Dismissing cross Trust staff</b> (in accordance with the Trust disciplinary and capability policies)   | <b>DETERMINE</b><br><br><b>REVIEW</b>                                    | <b>RECOMMEND</b>   | <b>CONSULT</b> – depending on the person's role and the situation   | <b>CONSULT</b> – depending on the person's role and the situation |
| <b>4.11a</b> | <b>Determine school leadership pay spine</b>  | <b>DETERMINE</b>   | <b>RECOMMEND</b>   | <b>RECOMMEND</b>  |   |
| <b>4.11b</b> | <b>Determine school leadership pay rise</b>   |  | <b>RECOMMEND</b>   | <b>DETERMINE</b>  |   |
| <b>4.12a</b> | <b>Media and PR</b> - overseeing public relations activities to project the ACTIVITIES OF THE SCHOOL to the wider community (POSITIVE SITUATION)    |  |  |   | <b>DELIVER</b>  |
| <b>4.12b</b> | <b>Media and PR</b> - overseeing public relations activities to project the ACTIVITIES OF THE SCHOOL to the wider community (CHALLENGING SITUATION) | <b>DETERMINE</b>   | <b>DELIVER</b>   | <b>CONSULT</b><br><br><b>COMPLY</b>   | <b>CONSULT</b><br><br><b>COMPLY</b>                               |

**HR**

|              |  | Trust Board<br>(Board)                | Head of Trust<br>(HoT)                             | Local Governing Body<br>(LGB)       | Headteacher (HT)<br>Head of School (HoS) |
|--------------|--|---------------------------------------|--|-------------------------------------|--|
| <b>4.12c</b> | <b>Media and PR</b> - overseeing public relations activities to project the ACTIVITIES OF THE TRUST to the wider community (POSITIVE SITUATION)  | <b>DETERMINE</b>                      | <b>DELIVER</b>                                     |                                     |  |
| <b>4.12d</b> | <b>Media and PR</b> - overseeing public relations activities to project the ACTIVITIES OF THE TRUST and the Schools to the wider community (CHALLENGING SITUATION)                             | <b>DETERMINE</b>                      | <b>DELIVER</b>                                     | <b>CONSULT</b><br><br><b>COMPLY</b> | <b>CONSULT</b><br><br><b>COMPLY</b>      |
| <b>4.13</b>  | <b>Information management</b> – including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, pupil) | <b>DETERMINE</b><br><br><b>REVIEW</b> | <b>DELIVER</b><br><br><b>REPORT</b> – to the Board | <b>COMPLY</b><br><br><b>REVIEW</b>  | <b>COMPLY</b><br><br><b>REVIEW</b>       |
| <b>4.14</b>  | <b>School Prospectus &amp; Website</b>   |                                       |  | <b>REVIEW</b>                       | <b>DELIVER</b>                           |
| <b>4.15</b>  | <b>Trust Prospectus and website</b>  | <b>REVIEW</b>                         | <b>DELIVER</b>                                     |                                     |  |