



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 EP 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 EP 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, EP and/or Principal (as appropriate) and (iii) the Principal they will be making recommendations in relation to their Academy to the EP 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 EP 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 EP (as appropriate) and (iii) the Principal they will be making reports in relation to their Academy to the EP 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 EP and/or LGB (as appropriate), (ii) the EP 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.

		Directors	EP	LGB	Principal
STRATEGY AND LEADERSHIP	Set strategic objectives of the Trust & Academies	Determine - for the Trust & Academies	Develop - in the case of the Academies in consultation with LGB & Principals	Recommend	Consult - in the case of their Academy
	Deliver strategic objectives of the Trust & Academies	Review	Deliver	Review	Deliver
	Scrutiny - review & challenge progress of the Trust against its strategic objectives and KPIs	Review - progress of the Trust & Academies	Report Review - reports from the LGBs/Principals	Review - progress of the Academy Report - progress to the EP & Board	Report - progress of the Academy to the LGB
	Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review	Deliver with Finance Director	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 & EP
	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 with Finance Director Finance Director to report to the Board	Review	Deliver Report - to LGB & Executive Principal
	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	

		Directors	EP	LGB	Principal
STRATEGY AND LEADERSHIP	Appointments of Directors and Governors - ensuring processes in place for appointment of directors (including ensuring that the Directors and Governors have the skills to run the Trust and the Academies)	<p>Determine - policies and criteria for the selection of Directors and Governors</p> <p>Review - the Board's own performance</p> <p>Review - performance of the LGBs</p>	<p>Report - to the Board on the performance of the LGBs</p> <p>Review - annually the size, structure and composition and skill Determines of LGBs</p> <p>Recommend - if appropriate changes to the size and composition of the LGBs</p>	<p>Review - procedures for the election of staff and parent governors of the LGB</p> <p>Review - own performance</p>	
	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	Advise	Consult - in connection with the appointment of the LGB clerk	
	Appointment of Principals / Heads of School	Deliver - appoint the Executive Principal Confirm the appointment of Principals / Heads of School	Deliver - appointment of Principals / Heads of School	Deliver - appointment of Principals / Heads of School	

		Directors	EP	LGB	Principal
STRATEGY AND LEADERSHIP	Policies - review and approval of Trust Wide Policies	Determine	Deliver - presenting policies to the Board for approval Report - material non-compliance to the Board	Review - all policies approved by the Board and Academy specific policies	Deliver - presenting Academy specific policies for approval by the LGB Report - non-compliance to the LGB and the EP
	Prepare terms of reference for LGB's and Committees	Deliver Review - annually	Develop		
	Training programme for directors and governors	Deliver	Develop and Advise	Deliver	
	Appraisal of Executive Principal	Directors' Pay Committee to determine			
	Appraisal of Principals / Heads of School and PRP	Review Confirm	Determine (with Chair of LGB)	Chairs to determine (with Executive Principal)	
	Appraisal of Teaching Staff (and PRP)	Monitor	Confirm Review methodology	Determine	Deliver

		Directors	EP	LGB	Principal
EDUCATION AND CURRICULUM	Academy Development Plan - for each Academy in line with strategic aims of the Trust	Determine - the Academy Development Plan in consultation with the EP and appropriate LGB	Deliver - drafting and agreeing the Academy Development Plan Review the ADP	Recommend - Academy Development Plan to the Board	Work with the EP in producing the Academy Development Plan Review - the Academy Development Plan
	Key Performance Indicators - setting and reviewing performance of the Trust & the Academies	Determine - Trust wide and Academy KPIs Review - performance against KPIs	Consult - with the LGBs and propose KPIs to the Board Receive reports - from the Principals and LGBs and report performance against KPIs Review performance against KPIs	Review - performance of the Academy and report to the EP Deliver - holding leadership to account for delivery against KPIs	Recommend - targets for performance of the Academy to the EP Deliver - performance of the Academy against KPIs Report - performance of the Academy to EP and LGB

		Directors	EP	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 EP	Deliver - supporting the Academies and intervening where appropriate	Review - at the Academy	Review - management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to EP and LGB
	Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum and standards Review - effectiveness of the curriculum across Trust	Determine - curriculum and standards Recommend significant Trust changes to Board	Consult Review	Deliver Develop
	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 Trust approach and Review - how Pupil Premium is spent at the Academy	Deliver Report - on effectiveness of use of the Pupil Premium

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EDUCATION AND CURRICULUM	Set admissions policy	Deliver	Develop and Advise		
	Admission decisions			Deliver	Consult
	Collective workshop arrangements for school, without religious character			Review	Deliver
	Student issues (including uniform, attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Determine policies with Principals Review delivery	Receiving reports from the Principal Report any material issues to the Board and the EP	Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies Report - to the EP and LGB on any material issues
	Academy Hours - setting the opening and closing times for the Academies	Determine - in consultation with EP and LGBs	Advise Directors	Consult - with the EP and Board	Comply
	Term Dates and length of school day	Determine - in consultation with EP and LGBs	Advise Directors	Consult - with the EP and Board	Comply

		Directors	EP	LGB	Principal
FINANCIAL	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	Finance Director to Deliver - on preparation of Trust budget and present to the Board for approval Finance Director to Review - submission of Trust budget to the EFA EP to monitor and review work of Finance Director		
	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 by the Finance Director in consultation with the LGBs and presented to the Board for approval Review - submission of Academy budgets by the Finance Director to the EFA	Consult - with EP in respect of the Academy's requirements Comply	Consult with EP in respect of the Academy's requirements Deliver Comply

		Directors	EP	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 EP any issues with expenditure or compliance with the Annual Budgets by the Academy	Report - to the LGB any need for any matters of concern in respect of the Academy's annual budget
	Reporting: financial reporting and KPIs	Determine	Deliver	Review	Deliver
	Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies	Determine	Deliver - on recommending financial limits to the Board Review - effectiveness of limits	Review Delivery-Academy Comply - adherence to limits	Comply - adherence to limits

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FINANCIAL	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 EP	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		

		Directors	EP	LGB	Principal
HR AND OPERATIONS	Appointing the EP	Appoint			
	Appointing the Principals at each Academy	Approve -in consultation with the EP/ 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 EP	
	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)	Review - in respect of EP 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	Assure - 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 EP on appraisal arrangements and outcomes

		Directors	EP	LGB	Principal
HR AND OPERATIONS	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 EP, Principals, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Review - in respect of EP	Review - in respect of Principals, cross academy staff and senior leadership teams of the Academies Report - any dismissals to the Board	Review - in respect of the Principal of the Academy	
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report - to the Board	Review (in consultation with the EP Report - to the EP	Comply
	Reviewing discipline and grievance policy	Review delivery	Recommend	Review - in line with Trust policy	
	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

		Director	EP	LGB	Principal
HR AND OPERATIONS	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		
	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

		Directors	EP	LGB	Principal
HR AND OPERATIONS	Academy Prospectus		Review	Deliver	Recommend
	Trust Prospectus and website	Review	Deliver		

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