

Scheme of Delegation

Equalities Statement

Over recent years, schools and academies have (in line with other institutions and public bodies) been working towards an improved understanding of the diverse nature of their communities. Much of the work is in response to new legislation that places an increased duty on schools, academies and other settings to tackle radicalisation and to establish a positive ethos of British Values. Legislation requires schools and academies both to eliminate direct or indirect discrimination, victimisation or harassment and to promote equalities for students, staff and others who use their facilities.

In our Trust we work to ensure that there is equality of opportunity for all members of our community who hold a range of protected characteristics as defined by the Equality Act 2010, as well as having regard to other factors which have the potential to cause inequality, such as, socio-economic factors.

Document Management

Approved by:	Directors
Approved on:	October 2017
Responsibility for Review:	Chief Executive Officer

Strategy	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services				School	School
Overall Strategy of the Trust	No	Makes recommendation to the Board	Provides financial implications in developing strategy						
School level strategy	Yes	Reviews school strategic plans with exec team		Provides direction & challenge to individual schools on their strategic plan			Monitors Trust Development plan	Carry forward vision as applicable to characteristics of their school	Develop strategic plan for their school
Admission of new schools to join Trust	No	Makes recommendation to the Trust Board	Provides due diligence advice in relation to expansion	Due diligence input					
ESFA funding agreement	No								
Leases & other legal arrangements	Yes in line with financial handbook	Can sign (in most cases)	Can sign (in some cases)						
Marketing & branding	Yes in line with Trust Development plan	Responsible for overall guidelines		Monitors effectiveness			Receive report by exception	Responsible for compliance to guidelines	Responsible for school website and local marketing
ICT	No	Responsible for strategy	Makes strategic recommendations & provides financial implications in developing strategy	Consulted as part of the process					Consulted as part of the process
Stakeholder management	No - DfE/ESFA Yes - parents and local communities	Manages relationship with key stakeholders & oversight of local PR		Reviews local issues & reports to CEO				Supports Head with local stakeholders	Manages local stakeholders & parent communications

Strategy	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services				School	School
Policies Trust-wide (see also policy breakdown)	No Approves policies		Makes recommendations to Board or appropriate committee on general policies		Reviews any changes to accounting policies or practices	Reviews any policies for HR or organisational development	Monitors compliance for admissions, SEN/EYFS, attendance & punctuality	Monitors compliance for school policies	Reports to LGB
Approval of school development plans	Yes	Approves school development plans with Exec Board & Heads		Supports Head to develop & approve school development plans			Monitors and reviews school development plans, reports to the Board	Reviews & monitors school action plan	Responsible for school development plan

Governance	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services				School	School
Appointment/removal of Trustees	No, subject to approval by Members								
Approval of terms of reference for committees	No	Makes recommendation to Trust Board							
Membership of Audit & Risk committee	No								
Membership of HR committee	No								
Membership of Primary/Secondary Board	Yes subject to scheme of delegation	Makes recommendations to Trust Board	Member of Exec Board for school improvement	Members of Exec Board for school improvement			Central Team join as necessary, Chaired appointed by Board	Chair nominated to join Exec Board	Head joins relevant Exec Board
Appointment/removal of Local Governing Body Chairs	No	Makes recommendation to Trust Board		Consults with CEO				Makes recommendation to CEO	Consulted

Governance	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services				School	School
Appointment/removal of LGB members	Yes	Approves on behalf of Board		Consults with CEO			Part of the process	Responsible for succession planning & recruitment	Provide admin support for LGB
Appointment/removal of company secretary to the Trust Board	No								
Appointment/removal of clerk to committees	Yes	Act on behalf of Board for administration & support for LGBs			Responsibility of committee Chair	Responsibility of committee Chair	Responsible to recruit clerks for LGBs and of committee		
Approve/amend scheme of delegation	No	Makes recommendation to Trust Board	Makes recommendation to Trust Board						
Agendas, training & quality assurance	No	Makes recommendation to Trust Board, QA's		Reviews training needs & actions				Responsible for self assessment	Responsible for compliance
Secure Trustee indemnity insurance cover	Yes		Responsible for making adequate arrangements						
Risk register	Yes		Manages risk register & identifies resources to manage risk		Approves and reviews risk management		Reports by exception to Board & responsible for mitigation strategy	Monitors risks through school improvement plan: H & S, safeguarding, pupil no's etc	Updates risks through school improvement plan

Education/ Curriculum	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services				School	School
Approval of Trust school targets for student achievement, attendance & quality of teaching & learning	No	Sets Trust targets & approves local targets & provides report to the Board		Sets school local targets			Benchmarks school performance & reports to the CEO		Responsible for progress against targets
Monitoring of Trust & school targets for student achievement, attendance & quality of teaching & learning	No, approves attainment & standards	Responsible for overall standards oversight & report to the Board		Responsible for monitoring school progress & provide support & challenge			Benchmarks school improvement progress	Monitors school action plan, data, SEF & British values	Reports to the LGB & through the Executive Board to the CEO
Monitoring of school improvement plans	Yes	Responsible for report to the Board		Reports to CEO			Monitors progress	Monitoring of school improvement plan and reports to the CEO via the Exec Board	Reports to the LGB & through the Exec Board to the CEO
Post-Ofsted school action plan sign-off	Yes	Determines approval for post-Ofsted school action plan		Reports to CEO				Responsible to understand school response to recommendations for changes	Makes recommendation to LGB
Monitoring of post-Ofsted action plans	Yes	Responsible for report to the Board		Monitors & reports on post-Ofsted action plans			Monitors and collates information for report to the CEO	Monitors school improvement plan and reports to the CEO via the Exec Board	Has detailed understanding of what to do to improve pupil outcomes
Curriculum planning, implementation & review	Yes	Oversees development & delivery of curriculum plans		Agrees principles of curriculum with schools and monitors delivery and impact plans			Monitors impact of curriculum plans	Agrees principles of curriculum & monitors delivery & impact of plans	Develops & delivers curriculum plans

Education/Curriculum	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Board	Head
		Central Services	Central Services	Central Services				School	School
Length/organisation of school day/term	Yes	Approves changes		Authorises organisation of the school day				Consulted	Makes recommendation to Exec Team
Fixed term exclusions	No for policy (annual review) but Yes within policy framework	Reports annual trends to Board		Consults with Head & reviews with CEO by exception			Receives report	Receives report	Authorised & but reviews with Exec Team
Permanent exclusions	No for policy (annual review) but Yes within policy framework	Reports to Board by exception		Consults with Head & reviews with CEO by exception			Receives report	Convenes hearing to review Head's decision	Consults with Exec Team
Exclusion appeals	Yes			Consults with Head & reviews with CEO by exception		Receives final appeals/may appoint external panel		Authorised	Authorised
Admissions policy	No but will consult on changes as appropriate	Recommends material changes to Board & consults with Exec Team		Consults with Head & reviews with CEO by exception			Reviews & reports to CEO	Makes recommendation via the Exec Board, updated annually	Prepares recommendation on school specific criteria

Finance	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
Statutory Reporting		Central Services	Central Services	Central Services				School	School
Approval of audited financial statements	No	Responsible for trustee report in annual accounts	Responsible to prepare the annual accounts		Makes recommendation to Board				
Completion & submission of	Yes		Authorised						
Completion & submission of finance/HR returns to statutory bodies VAT/PAYE etc	Yes		Authorised						
Systems of Internal Financial Control									
Approval of systems of internal financial control to ensure	Yes		Reports to Audit & Risk on compliance in line with Academies		Authorised to approve				
Appointment of auditors	No, Members approve auditors		Makes recommendation to the Audit & Risk committee		Recommend to Board				

Finance	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services				School	School
Approval of Annual Budget (schools)	No		Preparation in liaison with Heads & reviewed by Central Team	Ensures school resource is applied appropriately					Prepares school budget in liaison with COO
Approval of on-going medium term budget plans including deficit management	No		Preparation in liaison with Heads for the Board				Receives summary management accounts		Reviews with COO
Approval of Trust budget & school contributions	No	Recommends to Board	Recommends to CEO						
Monitoring in-year financial predictions against budget	No		Monitors & reports to Board	Monitors & ensures compliance with school financial plan with Head/COO				Responsible to review	Responsible for monitoring school budget with central team
Purchasing & procurement									
Placing orders for goods & services, entering into contracts	Yes, in line with financial regs for procurement & tendering	Authorised in some cases	Authorised in some cases	Authorised in some cases	Monitors compliance to financial reg				
Decision to procure outside of	No		Makes recommendation to						
Banking authority & cash management									
Open bank account	Yes		Authorised						
Approve signatories	Yes	May require signature	Authorised						
Approve corporate cards & limits	Yes	May require signature	Authorised						
Cashflow	Yes		Manages and reports to Board						
Investment	No		Recommends & reports to Board						

Finance	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services				School	School
Asset register	Yes		Responsible						Responsible for school assets & reports to COO
Disposal of assets	Yes in line with approved policy		Responsible						Responsible to notify COO of any changes
Insurances									
Consideration & approval of insurance requirements & arrangements	Yes		Responsible						
Human Resources	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services				School	School
Staff structure									
Central employer & approval of annual staffing budgets	No	Makes recommendation to Board	Prepares costed staffing plan for CEO	Reviews school staffing plan to ensure effective delivery of the curriculum					Prepares annual staffing plan
CPD	responsible to agree strategic priorities	advice, oversight, central programmes & monitoring	Responsible for own team	Makes recommendations to CEO			Makes recommendations to Exec Team	Monitors	Responsible for own team & reports to Exec Board
Pay policy									
Pay policy, job grades	Yes but responsible to agree strategic priorities	Approves & reports to HR & Rems Committee	Reports to HR & Rems Committee			Reviews policy & implementation			
Job descriptions	Yes	Defines standards for school leaders	Responsible for own team	Part of the process		Approves for senior leaders			
Appraisals & remuneration	Yes but responsible to agree strategic priorities	Recommends Exec Team & Heads appraisal		Consulted on Heads appraisal		Responsible for Exec Team appraisals & remuneration		Chair consulted on Head appraisal	Responsible for own staff

Authority to agree/vary terms & conditions	Delegate to HR & Rems	Ensures consistent application of T's & C's, any exceptions reviewed by HR & Rems				Approve any exceptions on behalf of the Board			
Recruitment									
Recruitment & appointment of CEO/COO	No, through selection panel					Part of the process			
Recruitment & appointment of Heads	Yes	Appoints Heads, through selection panel		Supports CEO				Part of process	
Recruitment & appointment of other senior leaders	Yes	Leads process	Leads process for their own team	Supports CEO		Supports CEO		Supports Head with SLT appointments	Leads process for their own team
Recruitment & appointment of other staff	Yes	Authorised to appoint staff	Authorised to appoint staff						Authorised to appoint staff for their own team
Professional associations/unions									
Management of relationship with prof assoc & unions	Yes	Leads on relationship management	Supports CEO	Supports CEO					

HR	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services				School	School
Allocation of TLR/SEN values	Yes			Recommends		Responsible for principles and authorised	Responsible for oversight		Recommends to Exec
Other discretionary allowances	Yes within HR policies		Authorised and responsible for policies						Consulted as part of the process
Annual pay progression	No	Makes recommendation to Board		Recommends to CEO			Reviews on behalf of the Board		Oversight of appraisal & recommendation to Exec Team
Operation of HR policies									
Appraisal & Performance Management Policy	Yes but sets policy	Responsible for performance management of Heads/COO & other senior leaders	Responsible for team				Monitors effectiveness of performance management		Responsible for own team
Approval of any Trust re-structuring plans	No	Leads on the process	Part of the process	Part of the process		Makes recommendation to Board			
Approval of a school re-structuring plan & redundancy	Yes	Leads on the process	Part of the process	Part of the process					Part of the process
Approval of severance agreements	Yes in line with delegated authorities	Agrees or makes recommendation to HR & Rems				Oversight of approvals & deals with Exec Team			Recommends to CEO
Authority to issue warnings or other disciplinary measures except dismissal	Yes in line with disciplinary policy	Yes	Yes in own team	Informed & consulted		Agrees or makes recommendation to Board			Yes in own team
Suspension or dismissal	Yes	Yes	Yes, own team as approved by CEO	Consulted		Informed as appropriate & deals with Exec Team			Recommends to Exec Team

Policies	Authority delegated from the Trust Board	CEO	COO	Exec Team	Audit & Risk Committee	HR & Remuneration Committee	Primary/Secondary Executive Board	Local Governing Board	Head
		Central Services	Central Services	Central Services				School	School
Policies Trust-wide	Approve policies or delegation		Makes recommendations to Board or appropriate committee on general policies	Supports COO/CEO	Reviews any changes to accounting policies or practices	Reviews any policies for HR or organisational development	Monitors compliance for admissions, SEN/EYFS, attendance & punctuality	Monitors compliance for school policies	Reports to LGB
Cross trust Statutory Policies *see policy framework	No	Responsible for cross trust teaching policies and reports to the board	Responsible for cross trust non-teaching policies & reports to the Board	Supports COO/CEO			Report to CEO by exception	Responsible to implement and confirm to Exec Board	Reports to LGB
Cross-trust in-School/other Policies *see policy framework	Yes for non-statutory policies within framework	Responsible for cross trust policies & reports to the Board		Supports COO/CEO			Report to CEO by exception	Responsible to action and ratify & confirm to Exec Board	Reports to LGB
Whistleblowing/allegations against staff	No for policy, yes for implementation unless involves Exec Team	Responsible for implementation unless involves Exec Team	Responsible to prepare policy			Responsible for dispute resolution for Exec Team	Policy dissemination		

Health & Safety	Authority delegated from the Trust Board	CEO	COO/Lead Health & Safety Officer	Exec Team	Primary/Secondary Executive Board	Local Governing Body	Head
		Central Services	Central Services	Central Services		School	School
Approval of Health & Safety policy	No	Makes recommendation to Board	Prepares recommendation for Board				
Ensure practice is compliant throughout Trust including critical incident planning & lockdown procedures	No		Reports to Board & Exec Board		Monitors compliance	Reports by exception to Lead Health & Safety Officer	Responsible for school
	No		Prepares & submits to Board		Reviews with COO		Responsible for implementation in school
Health & Safety RIDDOR reporting	Yes		Ensures RIDDOR reporting is in place		Receives reports & informs board by exception	Informed	Responsible for implementation in school
Fire risk assessments	No		Ensures all schools have valid assessment in place, reports to Board			Informed	Responsible for implementation in school
Asbestos risk management plan	No		Ensures all schools have valid assessment in place, reports to Board			Informed	Responsible for implementation in school
Monitoring of building conditions as regards safety	No		Reports to Board & Exec Board		Informed	Informed as relevant to school	Responsible for implementation in school

Safeguarding	Authority delegated from the Trust Board	CEO	Exec Team	Primary/Secondary Executive Board	Local Governing Body	School LGB Safeguarding Representative	Head
		Central Services	Central Services		School	School	School
Approve Safeguarding policy	No	Makes recommendation to Board		Monitors implementation	Monitors implementation & reports to Exec Board	Monitors implementation	Ensures compliance & implementation
Ensure compliance with policy & statutory requirements	Yes	Reports by exception to Board		Monitors	Reports by exception to Exec Board	Monitors & reports to LGB	Responsible
Monitor effectiveness of policy	Yes but monitors	Reports by exception to Board		Monitors, determines audits & reports to CEO	Monitors, reports & challenges, responsible for understanding the school's own QA	Oversees on behalf of LGB	Implements audit & actions recommendations
Ensure safer recruitment procedures are implemented	Yes but monitors	HR team ensures process is in place & receives report		Ensures that process is understood by all schools	Reviews procedure & receives report from representative	Monitors & reports to LGB	Ensures compliance & reports to LGB
Ensure <i>Prevent</i> is implemented	Yes but monitors	Receives report from Exec Team	Reviews report by Heads	Reviews report by Heads			Ensures implementation & reports to CEO