

## TrustEd Schools' Partnership - Scheme of Delegation (Sept 2021)

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- should be read in conjunction with the Trust's Committee Terms of Reference;
- may only be altered or revoked by the Trustees.

St Leonards Primary School, a C of E school, and Castlefields Primary School are High Delegation (HD) schools for both finance and education aspects. Stokesay Primary School is a Low Delegation (LD) school for finance and education aspects. Church Stretton School, Oldbury Wells School and Alveley School are low delegation schools for finance (section 3 in this Scheme) but are high delegation school for education aspects (sections 1, 2 and 4 in this Scheme).

The Trust's Scheme of Financial Delegation, which the Trust is required to have under the Academies Financial 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 Members, Trustees and members of the Local Governing Bodies may be asked to serve on a committee for a purpose outside of their usual delegated responsibility.

The Trust Board and the Local Governing Bodies will conduct all business through their schedule of meetings except where a delay in exercising a function of the Trust Board or a Local Governing Body is likely to be seriously detrimental to the interests of one of the Trust's academies, a pupil attending one of the Trust's academies (or their parents) or a person who works at one of the Trust's academies. In such circumstances, the Chair has the authority to carry out functions on behalf of the Trust Board or relevant Local Governing Body. The Vice Chair has this authority where the Chair is absent. If the Chair takes action under these circumstances, they will first consult with the relevant Headteacher, or any other relevant source of guidance. The Chair will also report on any action taken to the Trust Board or relevant Local Governing Body as soon as possible after the event.

The Scheme is divided into four sections as follows:

1. Strategy & Leadership;
2. Education & Curriculum;
3. Financial;
4. HR & Operations.

To assist interpretation of the matters delegated in the Scheme it uses 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 the final page of this Scheme.

## 1. STRATEGY AND LEADERSHIP

	Trustees	CEO (and DOFB)	LGB	Head
<b>1.1</b> Set strategic objectives of the Trust & Academies	Determine – for the Trust & Academies	Draft with Heads. Recommend to Trust.	Liaise with HT as appropriate. Receive from Trust.	Draft with EH – in the case of their Academy. Report against progress to Trust. Write SIP using SOs as headings.
<b>1.2</b> Develop the character, mission & ethos of Trust & Academies (including distinct Christian values of CE school).	Determine – for the Trust Consult - for the Academies.	Develop – for the Trust Consult – for the Academies	Deliver – for the Academies	Recommend – for the Academies
<b>1.3</b> Scrutiny and delivery of strategic objectives and KPIs of the Trust & Academies	Scrutinise termly through reports from HTs, CEO and SIA. HD- receive LG - ratify	Deliver for Trust Report annually on KPIs by writing the annual report. Challenge and support Headteachers for the Academies.	LD-review progress and impact of SIP in conjunction with CEO and HT HD- Ratify and review progress and impact of the SIP. ALL – challenge and support HTs in progress and impact of SIP and SOs.	Deliver for the academy. Report termly to Trust progress against SOs. Report once termly to LGB. Deliver through planned actions in the SIP.
<b>1.4</b> Scrutiny: Ethos – operation of the Trust & Academies against the agreed character, mission & ethos	Review	Report	Review	Report

## 1. STRATEGY AND LEADERSHIP

	Trustees	CEO (and DOFB)	LGB	Head
<b>1.5 Compliance: Funding Agreement</b> – comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply
<b>1.6 Compliance: Regulatory</b> – 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
<b>1.7 Compliance: Covid 19 approaches are fit for purpose and compliant with internal and external regulations.</b>	Receive and review. Chair and Vice Chair to be informed of all active cases and / or school closure by CEO.	Draw up Trust approaches, practical resources and administration/guidelines to support schools in effective delivery. Actively monitor and coordinate Trust responses to Covid 19. Report any areas of concern to Trust.	Support and challenge through Link Governor. Report areas of concern to HT, CEO and Trust. Receive information regarding cases or closure from HT	Deliver Draw up approaches to Covid19 in line with regulations and any relevant Trust policy. Ensure approaches and responses are effectively delivered and communicated.

## 1. STRATEGY AND LEADERSHIP

	Trustees	CEO (and DOFB)	LGB	Head
<p><b>1.8 Compliance: Regulatory – manage risk assessment process</b> for Covid19 matters.</p>	<p>Ratify major changes to risk assessments as a result of significant national change (Audit and Risk Committee).</p> <p>Receive updated risk assessments periodically from the CEO with minor changes.</p> <p>(Audit and Risk Committee).</p>	<p>Actively support HT in drawing up Covid 19 risk assessments.</p> <p>Support the development of all Covid 19 risk assessments after major national changes. Advise HTs and carry out site visits. Present risk assessments to Trust.</p> <p>Authorise minor changes to risk assessments on behalf of the Trust.</p>	<p>HD - Review Covid 19 risk assessment with HT through Link Governor</p>	<p>Report – to LGB, CEO and DOFB</p> <p>Develop any significant new Covid 19 risk assessments with the support of the CEO.</p> <p>Make minor alterations or additions to the risk assessments and communicate with the CEO</p>
<p><b>1.9 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</p>	<p>Determine – policies to ensure compliance</p> <p>Review</p>	<p>Deliver</p> <p>Report – to Board</p>	<p>All – Receive information from DOFB in regular updates.</p> <p>HD- Support delivery of some aspects in line with financial scheme of delegation.</p>	<p>Deliver (supported by DOBF)</p> <p>Report – to LGB DOBF &amp; CEO</p>
<p><b>1.10 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</p>	<p>Determine – policies to ensure compliance</p> <p>Deliver</p>		<p>Deliver</p>	

## 1. STRATEGY AND LEADERSHIP

	Trustees	CEO (and DOFB)	LGB	Head
<b>1.11</b> Trust Risk Register	Review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
<b>1.12</b> 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)	<p>Determine – policies and criteria for the selection of Trustees and Governors</p> <p>Review – the Board’s own performance</p> <p>Review – performance of the LGBs</p>	<p>Report - to the Board on LGB performance</p> <p>Review - annually LGB size, structure, composition and skills.</p> <p>Recommend – if appropriate changes to the work, size and composition of the LGBs</p>	<p>Review - procedures for the election of staff, parent governors and others of the LGB (see Committee terms of reference for the LGBs).</p> <p>Review – own performance</p>	<p>Give views and suggested modifications to CEO to support developments and improvements to committees and LGBs</p>
<b>1.11</b> Register of Interests	Deliver		Deliver	
<b>1.12</b> Appointment of Clerk – Board and LGBs	Deliver - appoint the clerk to the Board and LGBs		Consult – in connection with the appointment of the LGB clerk	

## 1. STRATEGY AND LEADERSHIP

	Trustees	CEO (and DOFB)	LGB	Head
<b>1.13</b> Policies – review and approval of Trust Wide Policies (including DBS, charging and remissions policies, health & safety and Pay)	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 EH
<b>1.14</b> Establish and ensure effectiveness of committees, including preparation of terms of reference for LGB's and Committees	Deliver Review - annually	Develop	Consult	Consult
<b>1.15</b> Establish high and low delegation status and scheme of delegation	Determine and review	Consult Recommend	Recommend	Recommend
<b>1.16</b> Training programme for trustees and governors	Deliver	Develop including developing opportunities for Link Governors across schools to be trained and meet.	Deliver	Develop

## 2. EDUCATION AND CURRICULUM

	Trustees	CEO (and DOFB)	LGB	Head
<p><b>2.1 Trust and School Improvement Plans</b> - for the Trust and each Academy in line with Strategic Objectives.</p>	<p>Receive the School Improvement Plans from LGBs.</p> <p>Ratify and support the development and direction of the Trust Improvement Plan (TIP).</p>	<p>Deliver – draft, agree and implement the Trust Improvement Plan. Review outcomes.</p> <p>For SIPs - provide general support and advice (high delegation schools); or close support and advice over formation of the SIP (low delegation schools). Vary this support as appropriate in consultation with Headteachers.</p>	<p>HD - Develop and ratify the SIP.</p> <p>All - Monitor and review impact and progress.</p> <p>Use Link Governors to monitor progress against the SIP and outcomes.</p>	<p>Produce the SIP in line with the SOs (High delegation – can request support / advice from CEO; low delegation with support of CEO).</p> <p>Deliver implementation of SIP and support implementation of TIP.</p> <p>Review outcomes of this work.</p>
<p><b>2.2 Key Performance Indicators – setting</b> and reviewing performance of the Trust &amp; the Academies</p>	<p>Determine – Trust wide and Academy KPIs</p> <p>Review – performance against KPIs at least annually.</p>	<p>Consult – and propose and changes to KPIs to the Board</p> <p>Receive information regularly and report annually on KPIs for the academies. Write this for the Trust’s Annual Report.</p>	<p>Deliver - holding leadership to account for delivery against KPIs</p>	<p>Deliver – performance of the Academy against KPIs</p> <p>Report – any concerns regarding performance against KPIs to CEO.</p>

## 2. EDUCATION AND CURRICULUM

	Trustees	CEO (and DOFB)	LGB	Head
<p><b>2.3 Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes</p>	<p>Review overall quality across Trust through Standards Committee, CEO monitoring and appointed SIA.</p> <p>Determine Performance Management Policy.</p>	<p>LD -Support delivery -supporting the Headteacher and work alongside where requested.</p> <p>HD- support and advice as required.</p> <p>Develop Performance management approaches and policy for teachers and train Heads to ensure parity across schools.</p>	<p>Review - at the Academy.</p>	<p>Review – management of staff to ensure teaching and learning objectives are met</p> <p>Report- strengths and concerns in the quality of teaching to LGB (LD – report this also to Trust if requested) via accurate SEF and HT reports.</p> <p>Deliver.</p>
<p><b>2.4 Curriculum</b> – setting the curriculum for the Academies and reviewing its effectiveness</p>	<p>For low delegation - Determine - Curriculum Review – effectiveness of curriculum across Trust</p>	<p>Low delegation – support delivery.</p> <p>For high delegation support and general advice as appropriate.</p>	<p>Consult Review</p>	<p>Deliver</p>
<p><b>2.5 Curriculum</b> - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.</p>			<p>Review</p>	<p>Deliver</p>
<p><b>2.6 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 (and replicate this with similar grants)</p>	<p>Review</p>	<p>Report – to Board effectiveness of use of the Pupil Premium across Trust</p>	<p>Determine &amp; Review annually – how Pupil Premium is spent at the Academy</p>	<p>Deliver. Report – on effectiveness of use of the Pupil Premium and any similar grants.</p>



## 2. EDUCATION AND CURRICULUM

	Trustees	CEO (and DOFB)	LGB	Head
2.7 Collective worship arrangements for school			Review	Deliver
2.8 Develop and implement the full range of requirements for being a Church School			Review	Deliver  Lead a termly theme with Heads (focus morals and ethics for a multi-faith audience)
2.9 Set admissions policy	Deliver- overall principles for the Trust ensuring all academies have a suitable admissions policy.	Liaise with LA over admissions.	Review and establish admissions Committee as required.	Deliver
2.10 Admission decisions			Deliver	Consult
2.11 Review – considering and evaluating performance of the Academies by: <ul style="list-style-type: none"> <li>▪ reviewing progress against agreed KPIs and SOs</li> <li>▪ holding each academy’s leadership to account for academic performance, quality of care and quality of provision (as expressed in SEF)</li> <li>▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academies (as expressed in SEF)</li> </ul>	Receive termly reports from HTs re SOs and annual report from CEO about KPIs.  Standards Committee to review effectiveness and SEF conclusions.  Appointment of SIA who updates Standards	Support LGBs of low delegation schools.  Review for High delegation schools.  Inform Trust of outcomes of all important reviews.  Coach Headteachers to promote school improvement.	Deliver  For High delegation schools deliver through Link governors and LGB work.  For low delegation schools deliver with support from CEO and Headteacher.	Report

## 2. EDUCATION AND CURRICULUM

	Trustees	CEO (and DOFB)	LGB	Head
<ul style="list-style-type: none"> <li>receiving reports on the quality of teaching and learning and making recommendations to the Board.</li> </ul>	Committee through the rolling record.			
<b>2.12</b> Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Review	Consult Support delivery and validate judgments	Review	Deliver
<b>2.13</b> Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies' strategic plans (SIPs) and the Trusts strategic plan (TIP).	Review through HT reports. Review for EH and the TIP	Support as required for high delegation schools. Deliver alongside the HT for Low delegation schools.	Review	Deliver
<b>2.14</b> Report – termly to Board on performance	Review through Standards Committee (including predictions / targets).	Review	Deliver	Deliver
<b>2.15</b> Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review High delegation schools. Review and advise delivery of Low delegation schools.	Receiving reports from the Head Report any material issues to the Board and the CEO	Deliver – ensuring student issues are dealt with in accordance with compliance, Trust and Academy Policies  Report – to the LGB on any material issues

## 2. EDUCATION AND CURRICULUM

	Trustees	CEO (and DOFB)	LGB	Head
<b>2.16 Academy Hours</b> – setting the opening and closing times for the Academies	Determine – in consultation with LGBs		Consult – with the Board	Review and request changes.
<b>2.17 Term Dates and length of school day</b>	Determine – in consultation with LGBs		Consult – with the Board	Review and request changes.
<b>2.18 School lunch</b> – ensure provided to appropriate nutritional standards			Review	Deliver
<b>2.19 Provision of free school meals to those meeting criteria</b>			Review	Deliver
<b>2.20 Safeguarding</b> – including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Review	Review and report to LGB / Board any matters of relevance / concern.	Deliver Establish Link Governor	Deliver
<b>2.21 Stakeholder Engagement</b> – <ul style="list-style-type: none"> <li>▪ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students.</li> <li>▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Academies to assess its performance against its stated aims and objectives.</li> </ul>	Review	Review High delegation schools. Review and advise delivery of Low delegation schools. Deliver where appropriate (e.g. under mass school closure)	Determine	Deliver

## 2. EDUCATION AND CURRICULUM

	Trustees	CEO (and DOFB)	LGB	Head
<ul style="list-style-type: none"> <li>Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</li> </ul>				
<p><b>2.22 Ofsted Inspections Trust Support –</b></p> <ul style="list-style-type: none"> <li>Board will liaise with Ofsted where MAT is inspected. It will assist with an Academy inspection.</li> <li>CEO will ensure Trust is prepared for inspection and actively assist the process from a Trust perspective where the impact of the Trust is under review</li> <li>CEO will support LGBs and Principals/Headteachers for individual Academy inspections</li> </ul>	Deliver	Deliver Actively support all Headteachers and governors in this process.	Support	Support
<p><b>2.23 Ofsted Inspections: Academies</b></p>	Support Standards committee to deliver	Support For Low delegation Schools be active in supporting delivery; for high delegation schools as relevant.	Deliver with Standards Committee.	Deliver

### 3. FINANCIAL

	Trustees	DOFB (AND CEO)	LGB	Head
<b>3.1</b> Appointment of the Audit & Risk Committee	Deliver			
<b>3.2</b> Appointment of the Accounting Officer & Chief Financial Officer	Deliver	Deliver – the Accounting Officer role		
<b>3.3</b> Recommend appointment of External Auditors to the Members	Deliver			
<b>3.4</b> Appointment of the Internal Auditors	Deliver			
<b>3.5</b> Approve Annual Accounts	Approve	Deliver – arrange for auditing and filing of annual report and accounts.	Receive	HD - Comply – by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts, with support as required from DOFB.  LD- in conjunction with DOFB.
<b>3.6</b> Scheme of Financial Delegation & Financial Policies –establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	Determine	Review – compliance	Review - compliance by the Academy	Comply
	Comply	Report – any issues or non-compliance to the Board	Report – any issues or non-compliance to the CEO / DOFB	
		Comply	Comply	

### 3. FINANCIAL

	Trustees	DOFB (AND CEO)	LGB	Head
<b>3.7 Bank Accounts</b> – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend		
<b>3.8 Funding Model and Trust processes-</b> agreeing a funding model across the Trust and develop an individual funding model for the Academies so as to secure the Trust's financial health in the short term and the long term (includes top slice)	Determine	Recommend a funding model and Trust processes to the Board for approval Review	Consult Review - compliance with the overall financial plan for the Academy	Comply
<b>3.9 Trust Annual Budget</b> – formulating and setting the Trust wide budget and overseeing any Trust areas.	Determine  Approve – significant variances (as defined in the Scheme of Financial Delegation)  Comply with any Trust specific requirements	Deliver  Preparation of Trust budget and present to Board for approval  Review – submission of Trust budget to ESFA.	Comply	Comply
<b>3.10 Academy Annual Budgets</b> – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ reserves / top slice)	Determine Budgets	Deliver  Review – submission of Academy budgets to the EFA	Consult	Consult
<b>3.11 Academy Annual Budgets</b> – formulating and determining each Academy budget and Trust central budget (including uses of contingency funds/ reserves)	Determine	Deliver - preparation of Academy budgets in consultation with the Heads and Chairs of LGB, to present to the Board for approval.	Consult with HT and DOFB  Receive regular budget overviews for transparency.	Consult DOFB  Support DOFB in delivering

### 3. FINANCIAL

	Trustees	DOFB (AND CEO)	LGB	Head
		<p>Deliver – submission of Academy budgets to the ESFA</p> <p>Consult with HT and LGB Chairs of LGB.</p>		
<p><b>3.12</b> Expenditure and ensuring delivery of Annual Budgets</p>	<p>Determine Budgets</p> <p>Approve – significant variances (as defined in the Scheme of Financial Delegation)</p> <p>Receive termly reports on delivery of each academy budget and Trust budget.</p>	<p>Deliver</p> <p>Provide regular review of Management Accounts, monitoring against budget.</p> <p>Support delivery and manage any adjustments.</p> <p>Report – to the board any material issues with delivery against the Annual Budget by the Academies</p>	<p>HD – In line with financial scheme of delegation and in support of the HT, LGB chair to:</p> <ul style="list-style-type: none"> <li>- monitor and facilitate spending / virements and in line with SIP.</li> </ul> <p>Monitor and review accounts during the year through attendance at regular monitoring meetings.</p> <p>Review through regular finance updates.</p> <p>Report - to the Trust any issues with expenditure or compliance with the Annual Budgets by the Academy</p>	<p>Deliver</p> <p>Consult over variances and comply with Financial scheme of delegation.</p>

### 3. FINANCIAL

	Trustees	DOFB (AND CEO)	LGB	Head
<p><b>3.13 Academy Annual Budgets</b> – formulating and determining the use of reserves.</p>	<p>Determine approach to the use of contingency funds / reserves through Annual Reserves Policy.</p> <p>Deliver the use of contingency funds / reserves in line with Annual Reserves Policy and financial scheme of delegation.</p>	<p>DOFB to advise HT / LGB / Trust about reserve expenditure in line with Annual Reserves Policy.</p> <p>Deliver use of contingency funds / reserves in line with Annual Reserves Policy and financial scheme of delegation.</p>	<p>Consult use of contingency funds / reserves in line with Annual Reserves Policy and financial scheme of delegation.</p>	<p>HD - Review the condition surveys, the capital spending plan, SIP to establish spending priorities.</p> <p>Deliver use of contingency funds / reserves in line with Annual Reserves Policy and financial scheme of delegation.</p>
<p><b>3.14 Reporting:</b> financial reporting and KPIs</p>	<p>Determine</p> <p>Review</p>	<p>Deliver</p>	<p>Review</p>	<p>Deliver</p>
<p><b>3.15 Investments</b> – agreeing the investment and Reserves policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation.</p>	<p>Determine and review delivery</p>	<p>Deliver</p>	<p>Comply</p>	<p>Comply</p>



## 4.HR AND OPERATIONS

	Trustees	CEO (and DOFB)	LGB	Head
<b>4.1</b> Appointing the CEO, DOFB and any other senior Trust posts	Appoint	Support / recommend other post		Support as requested.
<b>4.2</b> Appointing the Heads at each Academy	Approve -after consultation with the Appointment Panel. Establish the panel with an equal number of LGB and Trustees. For Church School at least 25% of this panel are diocese appointed.	Recommend – sit on appointment panel along with, Trustees & representatives of the relevant LGB.  Appoint external advisor where requested by Trust or Diocese.	Recommend – contribute to the appointment panel (equal number of LGB and Trustees. For Church School ensure at least 25% of this panel are diocese appointed)	
<b>4.3</b> Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board		
<b>4.4</b> Appointing Academy SLT (excluding Principal/Head)		Consult	Appoint and report to the Board	Recommend
<b>4.5</b> Appointing Academy Staff (excluding SLT & Principal/Head)			Appoint	Recommend
<b>4.6</b> Establish staffing structure for academies to maximise Trust efficiency and equality / fairness of employment.	Determine for Low delegation schools. Determine the Trust code	Recommend a code for staffing structure and salary ranges to ensure fairness and equality.	Determine for high delegation schools (in line with Trust code). Recommend to Trust	Recommend
<b>4.7</b> Establish staffing structure for the Trust	Determine Review	Recommend Deliver		

## 4.HR AND OPERATIONS

	Trustees	CEO (and DOFB)	LGB	Head
<b>4.8</b> Establish staffing structure for the academies (leadership and management restructuring and leadership range changes).	Ratify		Consult, draw up, recommend	Recommend
<b>4.9</b> Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Comply	Review	Comply
<b>4.10</b> Setting and running Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Determine policy and moderate appraisal across schools Carry out for CEO Appoint SIA to support LGB / Trust PM reviews. LD - Determine when to request carry out the governance function for teacher appraisal. Review – any appeals for any PM outcomes it has made. Contribute to a joint panel (2xLGB 1xTrust) for Headteacher's PM reviews. Ratify HT decisions for SLT. Ratify HT and CEO PM reviews/pay decisions.	Comply Ensure training to support HT compliance. Support the SIA. Support the Trust / LGBs in the PM process. Recommend PM policy and practices and report annually to Trust. Review practices.	HD – Ratify review HT decisions for teachers (not senior) pay awards and hear any appeals for these staff. LD - Ratify review HT decisions for teachers (not senior) pay awards and hear any appeals for these staff – unless the Trust requests that it does this task.  Contribute to a joint panel (2xLGB 1xTrust) for Headteacher's PM reviews.	Review – in respect of all other staff Report – annually to the Trust on appraisal arrangements and outcomes.

## 4.HR AND OPERATIONS

	Trustees	CEO (and DOFB)	LGB	Head
<b>4.11</b> 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
<b>4.12</b> Establishing Trust processes and practice for staff contracts and related administration.	Determine any relevant policy	Deliver		Recommend Comply
<b>4.13</b> Dismissing CEO, Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Carry out – in respect of the EH, Heads and Trust central staff.  Carry out for staff in low delegation schools.  HD support as requested in line with Dismissals policy.	Review – in respect of Heads, cross academy staff and senior leadership teams of the Academies  Report – any dismissals to the Board	High Delegation schools – with support from CEO carry out policy (excluding dismissal of HT).	Recommend for staff.
<b>4.14</b> Reviewing discipline and grievance policy	Review delivery	Recommend	Review - in line with Trust policy	
<b>4.15</b> 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

#### 4. HR AND OPERATIONS

	Trustees	CEO (and DOFB)	LGB	Head
<b>4.16</b> 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
<b>4.17</b> Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation	Deliver	Deliver	Review	Deliver
<b>4.18</b> 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
<b>4.19</b> Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report – to the Board	
<b>4.20</b> 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
<b>4.21</b> Acquiring and disposing of Trust land	Deliver	Recommend		
<b>4.22</b> Changing use of Assets	Determine		Recommend to the Board of any changes to fixed assets used by the Academy	
<b>4.23</b> Arranging insurance for the Trust	Review	Deliver		

#### 4. HR AND OPERATIONS

	Trustees	CEO (and DOFB)	LGB	Head
<b>4.24</b> Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Determine Review	Deliver – Trust wide activities	Review	Deliver – academy activities
<b>4.25</b> Information management – including adopting and following policies for information security and compliance with Freedom of Information and Data Protection Act legislation and maintaining accurate records (staff, student)	Determine	Deliver	Comply	Comply
<b>4.26</b> Academy Prospectus, website and communications		Review	Deliver Ensure compliance	Recommend Comply
<b>4.27</b> Trust Prospectus, website and communications	Review	Deliver Comply		

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 CEO this will be at Trust level. In the case of the Principal/Head 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:

- the CEO they will be making recommendations to the Board and/or LGB (as appropriate)
- the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Principal/Head (as appropriate)

- the Principal/Head 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:

- the CEO they will be making reports to the Board and/or LGB (as appropriate)
- the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate)
- the Principal/Head 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:

- the Board they will be reviewing the CEO and/or LGB (as appropriate)
- the CEO they will be reviewing the Principal/Head
- the LGB they will be reviewing the Principal/Head and his/her leadership team.

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



INVESTORS  
IN PEOPLE



brownejacobson  
*education advisors*