



## SCHOOLS COMPANY

### Annex 3 – Delegations

In this Annex the phrases used have the following meanings:

**Consult:** the individual/group that should be consulted as part of the process of completing a particular task.

**Deliver:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the [CEO/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 [CEO/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, [CEO/EP] and/or Principal (as

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



INVESTORS  
IN PEOPLE



Exceptional

		Non-Exec Directors	Executive Directors (Operational Board)	LGB	Principal
STRATEGY AND LEADERSHIP	Set strategic objectives of the Trust & Academies	Determine - for the Trust & Academies		Recommend Review	Deliver
	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		Review - progress of the Academy Report - progress to the Operational Board	Report - progress of the Academy to the LGB
	Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply
	Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver Report - to Board	Review	Deliver Report - to LGB & Operational Board (as appropriate)
	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	Review NB Finance Committee to be established	Determine - policies to ensure compliance Deliver Report - to Board	Review	Deliver Report - to LGB & Operational Board (as appropriate)
	Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of	Deliver	Determine - policies to ensure	Deliver	

		Non-Exec Directors	Executive Directors  (Operational Board)	LGB	Principal
	interest and connected party transactions		compliance		
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)	Review - the Board's own performance  Review - performance of the LGBs	Determine - policies and criteria for the selection of Directors and Governors  Report - to the Board on the performance of the LGBs  Review - annually the size, structure and composition and skill determines of LGBs  Recommend - if appropriate changes to the size and composition of the LGBs	Review - procedures for the election of staff and parent governors of the LGB  Review - own performance	
	Appointment of the Responsible Officer and Finance Committee		Deliver - appoint Responsible Officer Deliver - the Responsible Officer role		

	Non-Exec Directors	Executive Directors  (Operational Board)	LGB	Principal
Appointment of Clerk - Board and LGBs	Deliver - appoint the clerk to the Board & LGBs		Consult - in connection with the appointment of the LGB clerk	

		Non-Exec Directors	Executive Directors  (Operational Board)	LGB	Principal
STRATEGY AND LEADERSHIP	Policies - review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Determine  Deliver - presenting policies to the Board for approval  Report - material non-compliance to the Board	Review - following policies approved by the Board and Academy specific policies:  Teaching and Learning  Finance  Safeguarding  SEND / SEMH	Deliver - presenting Academy specific policies for approval by the LGB  Report - non-compliance to the LGB and the Operational Board (as appropriate)
	Prepare terms of reference for LGB's and Committees	Deliver  Review - annually  Develop			
	Training programme for directors and governors	Deliver  Develop		Deliver	

		Non-Exec Directors	Executive Directors  (Operational Board)	LGB	Principal
EDUCATION AND CURRICULUM	Academy Development Plan - for each Academy in line with strategic aims of the Trust	Review and Agree		Review and Recommend - Academy Development Plan to the Board	Produce 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 LGBs and report performance of the LGBs against KPIs		Review - performance of the Academy and report to the Operational Board  Deliver - holding Academy leadership to account for delivery against KPIs	Deliver - performance of the Academy against KPIs  Report - performance of the Academy to LGB

		Non-Exec Directors	Executive Directors (Operational Board)	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 Operational Board  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 LGB
	Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum and standards  Review - effectiveness of the curriculum across Trust  Deliver  Recommend		Consult  Review	Deliver
	Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review  Report - to Board effectiveness of use of the Pupil Premium across Trust		Determine & Review - how Pupil Premium is spent at the Academy	Deliver  Report - on effectiveness of use of the Pupil Premium



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

Provision of free school meals to those meeting criteria	Determine and Review	Review	Deliver
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		Non-Exec Directors	Executive Directors (Operational Board)	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 and Recommend a funding model to the Board and LGBs for approval Review		Review - compliance with the overall financial plan for the Academy	Comply
	Trust Annual Budget - formulating and setting the Trust wide budget	Determine Deliver - on preparation of Trust budget and present to the Board for approval Review - submission of Trust budget to the EFA			
	Academy Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Determine Deliver - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval Review - submission of Academy budgets to the EFA		Comply	Deliver  Comply

		Non-Exec Directors	Executive Directors (Operational Board)	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 Principal and SBM Report - to the Operational Board 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

		Non-Exec Directors	Executive Directors (Operational Board)	LGB	Principal
FINANCIAL	Financial Policies -establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine in conjunction with the Finance Committee  Review - compliance with policies  Report - any issues or non-compliance to the Board and Finance Committee		Review delivery - compliance with policies  Report - any issues or non-compliance to the Operational Board	Deliver - compliance with finance policies
	Approving annual accounts	Approve  Deliver - arrange for auditing and filing of annual report and accounts		Review	Principal and SBM:  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 by SBM	Deliver - management of Academy risk register (SBM)
	Investments - agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls	Determine and review delivery  Deliver			

		Non-Exec Directors	Executive Directors (Operational Board)	LGB	Principal
HR AND OPERATIONS	Appointing the [CEO]	Appoint			
	Appointing the Principals at each Academy	Approve -in consultation with the EP/ LGBs Recommend - sit on appointment panel along with COG representative of the relevant LGB		COG to sit on the appointment panel	
	Appointing of cross-Trust Staff (in line with recruitment policy)	Review Appoint and report to the Board			
	Appointing Academy Staff		EP and Principals	Sit on the appointment panel	Comply
	Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review Comply		Review and share Teaching and Learning Finance levels of Authority Safeguarding SEND / SEMH	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 Operational Board (Exec Directors) Receive reports - in respect of appraisal arrangements and outcomes Review - any appeals in respect of the		Assure - in respect of performance management of Principal Review - any	Review - in respect of all other staff Report - annually to the LGB and

		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	appeals respect of all other staff	Operational Board on appraisal arrangements and outcomes	
		<b>Non-Exec Directors</b>	<b>Executive Directors (Operational Board)</b>	<b>LGB</b>	<b>Principal</b>
<b>HR AND OPERATIONS</b>	Setting Terms and Conditions of Employment and Staff Handbook	Determine - and consider any proposals by LGBs to make amendments  Recommend	Review	Comply	
	Dismissing CEO/EP, Principals, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Review - in respect of Operational Board (Exec Directors)  Review - in respect of Principals, cross academy staff and senior leadership teams of the Academies  Report - any dismissals to the Board	COG - 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  Final decision rests with Operational Board	Review and Report to the Operational Board	Comply	
	Reviewing discipline and grievance policy	Review delivery  Recommend		Comply	
	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in	Determine	Comply	Comply	

accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Deliver		
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		Non-Exec Directors	Executive Directors (Operational Board)	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			Comply
	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	Review	Report to EP in the first instance and later to LGB
	Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained	Determine - Trust wide policy <b>PROCUREMENT OF MAINTENANCE COMPANY??</b>	Deliver	Review 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
		Non-Exec Directors	Executive Directors (Operational Board)	LGB	Principal
HR AND OPERATIONS	Academy Prospectus		Review and Determine	Review	Deliver
	Trust Prospectus and website	Review Deliver			

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## Trust Policies

[insert list - we can provide examples if needed]