

July 2023



SCHEME OF DELEGATION

**HORIZONS EDUCATION TRUST, AMERICAN LANE,
HUNTINGDON, CAMBRIDGESHIRE PE29 1TQ**

Introduction

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.

At all levels of delegation, the trustees retain the right to withdraw delegation of certain responsibilities or functions if performance in the delegated area is a cause for concern. For example, if a school's leadership and management is judged to be inadequate, the trustees may wish to take responsibility for governance at a local level to ensure the correct support and scrutiny is in place.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under re 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 Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- 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.

STRATEGY AND LEADERSHIP							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
1.i. Set strategic objectives of the Trust		Determine – for the Trust & Academies	Recommend	Develop following consultation			
	Informed	Accountable	Informed	Responsible	Consulted	Consulted	
1.ii. Set strategic objectives of the Academies			Consulted	Consult – in the case of the Academies in consultation with AAG & Headteachers	Develop – in the case of their own Academy		
	Informed	Informed	Consulted	Accountable	Responsible	Consulted	
2.i. Develop the character, mission & ethos of Trust		Determine – for the Trust		Develop – for the Trust			
	Informed	Accountable	Informed	Responsible	Consulted	Consulted	
2.ii. Develop the character, mission & ethos of Academies		Consult – for the Academies	Deliver – for the Academies	Consult – for the Academies	Recommend – for the Academies		
	Informed	Informed	Consulted	Accountable	Responsible	Consulted	
3.i. Deliver strategic objectives of the Trust	Consulted	Review		Deliver	Deliver	Deliver	
	Informed	Accountable	Informed	Responsible	Consulted	Consulted	
3.ii. Deliver strategic objectives of the Academies	Informed	Review	Review	Consulted	Deliver	Consulted	
	Informed	Informed	Consulted	Accountable	Responsible	Responsible	
4.i. Scrutiny: Performance – review & challenge progress of the Trust against its strategic objectives and KPIs: Trust	Informed	Review – progress of the Trust	Informed	Report	Consulted	Consulted	Report
	Accountable	Responsible	Informed	Consulted Informed	Informed	Informed	Responsible
4.ii. Academies	Informed	Review – progress of the Academies	Report – progress to the CEO & Board	Review - reports from the LGBs/Heads Recommend	Report – progress of the Academy to the CEO / AAG and TLW Committee reports.	Report – progress of the Academy to AAG and Trustee FPP and Board.	
	Informed	Accountable	Consulted	Responsible	Responsible	Consulted	
5.i. Scrutiny: Ethos – operation of the Trust & Academies against the agreed character, mission & ethos: Trust	Informed	Review	Review	Report	Review	Consulted	
	Accountable	Responsible	Informed	Consulted Informed	Informed	Informed	
5.ii. Academy	Informed	Review	Review	Report	Report	Report	
	Informed	Accountable	Consulted	Responsible Consulted	Consulted	Consulted	

STRATEGY AND LEADERSHIP							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
6. Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook		Comply	Comply	Deliver	Comply	Comply	Comply
	Informed	Accountable	Informed	Responsible	Consulted	Consulted	
7. Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Informed	Review	Review	Deliver Report – to Board	Deliver and report to CEO	Deliver and report to CEO	Deliver and report to CEO
	Informed	Accountable	Informed	Responsible	responsible	Consulted	Consulted
8. 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	Review	Deliver Report – to Board Deliver Report – to LGB & CEO	Deliver Report – to LGB & CEO		
	Informed	Accountable	Informed	Responsible Informed	Informed	Consulted	Informed
9. 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				
	Informed	Accountable	Informed	Responsible Consulted	Consulted	Consulted	Responsible
10. Trust Risk Register		Review delivery	Review - Academy risk register	Deliver – management of corporate risk register Deliver – management of Academy risk register	Deliver – management of Academy risk register		
	Informed	Accountable	Informed	Responsible	Consulted	Consulted	Consulted
11.i. 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): Trust Board		Determine – policies and criteria for the selection of Trustees Review – the Board’s own performance					
	Accountable	Responsible	Informed	Consulted	Consulted	Consulted	Informed

STRATEGY AND LEADERSHIP							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
11.ii. Local Governing Board (AAG)		Determine – policies and criteria for the selection of Governors Review – performance of the LGBs	Review - procedures for the election of staff and parent governors of the LGB Review – own performance and report to Chair of Trustees for the Board.	Report to the Board on the performance of the AAG (LGB) Review - annually the size, structure and composition and skill Determines of AAG Recommend – if appropriate changes to the size and composition of the LGBs			
	Accountable	Responsible	Consulted	Deliver	Consulted	Consulted	Informed
12.i. Register of Interests		Deliver	Deliver				
	Informed	Accountable	Informed	Responsible Consulted	Consulted	Consulted	Informed
Appointment of Clerk – Board and LGBs (AAG):		Deliver - appoint /clerk to the Board					
Trust Board	Accountable	Responsible	Informed	Consulted	Informed	Informed	Informed
12.ii. Local Governing Body (AAG)			Deliver – appoint clerk to the AAG				
	Informed	Accountable	Responsible	Consulted	Informed	Informed	Informed
13. Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)		Determine	Review – all policies approved by the Board and Academy specific policies	Deliver – presenting polices to the Board for approval Report – material non-compliance to the Board Recommend actions.	Deliver – presenting Academy specific policies for approval by the AAG. Report – non-compliance to the CEO	Deliver – presenting Academy specific policies for approval by the AAG Report – non-compliance to the CEO as Accounting Officer	
	Accountable	Responsible	Consulted	Deliver	Deliver	Deliver	Deliver
14. Prepare terms of reference for LGB’s (AAG) and Committees	Informed	Deliver Review - annually	Consult	Develop	Consult	Consult	Informed
	Accountable	Responsible	Consulted	Consulted	Consulted	Consulted	Informed
15.i. Training programme for		Deliver		Develop			

STRATEGY AND LEADERSHIP							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
trustees and governors: Trust Board	Accountable	Responsible	Informed	Consulted	Informed	Informed	Informed
15.ii. Local Governing Body (AAG)			Deliver		Consult	Consult	
	Informed	Accountable	Responsible	Informed	Consulted	Consulted	Informed

EDUCATION AND CURRICULUM							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
16. Academy Development Plan - for each Academy in line with strategic aims of the Trust		Determine - the Academy Development Plan in consultation with the appropriate LGB	Recommend - Academy Development Plan to the Board	Deliver - drafting and agreeing the Academy Development Plan Work with the Head Teacher in developing and producing the School Development Plan Review - the School Development Plan and approve new priorities.	Work with the CEO in developing and producing the School Development Plan Review - the School Development Plan	Support the Exec Head in developing the School Development Plan financial information and affordability. Review - the budget plan for the School Development Plan	
	Informed	Informed	Consulted	Accountable	Responsible	Responsible	Informed
17.i. 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 LGB (AAG) and propose KPIs to the Board	Recommend and provide data for KPIs for CEO and data for school performance	Recommend financial KPIs / benchmarks to Trust (FPP Committee)	Recommend KPIs for Recruitment and staff retention / Premises / admin compliance and efficacy
	Accountable	Responsible	Informed	deliver	Consulted	Deliver	deliver
17.ii. Academies			Recommend - targets for performance of the Academy to the CEO Review - performance of the Academy and report to the CEO Deliver - holding leadership to account for delivery against KPIs	Receive reports - from the LGBs and report performance of the LGBs against KPIs Report - performance of the Academy to LGB	Report performance of the Academy standards to AAG.	Deliver - performance of financial monitoring of Academies against KPIs and delegated budgets.	Deliver services for smooth operations to support Head Teachers
	Informed	Informed	Responsible	Accountable	Accountable	Consulted	deliver

EDUCATION AND CURRICULUM							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
18. Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		Review - the work of the CEO	Review - at the Academy	Deliver - supporting Academies and intervening where appropriate to ensure good standards of teaching and learning.	Review – management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to CEO and AAG	Report- strengths and concerns related to financial plans to deliver the curriculum	
	Informed	Informed	Consulted	Responsible	Accountable	Responsible	Informed
19. Curriculum – setting the curriculum for the Academies and reviewing its effectiveness		Determine - curriculum and standards Review – effectiveness of the curriculum across Trust	Consult Review	Recommend, support and challenge school improvement priorities to improve school overall effectiveness Report to AAG and Board	Deliver	Deliver	
	Informed	Informed	Consulted	Responsible	Accountable	Responsible	Informed
20. Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.			Review	Deliver	Deliver	Deliver	
	Informed	Informed	Consulted	Responsible and consulted	Accountable	Responsible	Informed
21. Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap (also Primary Sports Grant, Year 7 Literacy and Numeracy Catch-		Review	Determine & Review – how Pupil Premium is spent at the Academy	Report – to Board effectiveness of use of the Pupil Premium across Trust Review outcomes.	Deliver	Deliver Report – on effectiveness of use of the Pupil Premium	
	Informed	Informed	Consulted	Responsible	Accountable	Responsible	

	EDUCATION AND CURRICULUM						
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
up, 16-18 student bursary)							
22. Collective worship arrangements for school without religious character			Review		Deliver	Deliver	
	Informed	Informed	Consulted	Accountable	Responsible	Responsible	
23. Set admissions policy Special Academies (LA is admissions authority)		Deliver		Develop Work with CEO to Develop	Work with CEO to Develop		
	Informed	Informed	Consulted	Accountable Responsible	Responsible	Consulted	Informed
24. Mainstream Academies (Trust is admissions authority)							
25. Admission decisions			Deliver	Consult	Deliver	Informed	Informed
	Informed	Accountable	Informed	Consulted	Responsible	Responsible	Informed
26. Review – considering and evaluating performance of the MAT	Informed	Deliver	Consult	Report	Consult	Consult	Consult
	Accountable	Accountable	Informed	Consulted	Consulted	Consulted	Consulted
27. Review – considering and evaluating performance of the Academies by: <ul style="list-style-type: none"> ▪ reviewing progress against agreed KPIs ▪ holding each academy’s leadership to account for academic performance, quality of care and quality of provision ▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academies ▪ receiving reports on the quality of teaching and learning and 		Review	Deliver	Review Report	Report	report	Report
	Informed	Informed	Responsible	Accountable	Consulted	Consulted	Consulted

	EDUCATION AND CURRICULUM						
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
making recommendations to the Board.							
28. Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.		Review	Review	Consult and recommend	Deliver	Deliver	
	Informed	Accountable	Consulted	Consulted	Responsible	Responsible	Responsible
29. Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies' strategic plans.		Review	Review	Consult Deliver	Deliver	Deliver	Deliver
	Accountable	Accountable	Consulted	Responsible	responsible	Consulted	responsible
30. Report – termly to Board on performance		Review	Deliver	Review and Deliver	Deliver	Deliver	Deliver
	Informed	Accountable	Informed	Responsible	Consulted	Consulted	Consulted
31. Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)		Review	Receiving reports from the Headteacher Report any material issues to the Board and the CEO	Review delivery	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies Report – to the AAG on any material issues	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies Report – to the LGB on any material issues	
	Informed	Informed	Accountable	Consulted	Responsible	Responsible	
32. Student emotional health and wellbeing		Review	Receiving reports from the Headteacher Report any material issues to the Board and the CEO	Review delivery	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies Report – to the LGB on any material issues	Report – to the AAG on any material issues affecting budget.	
	Informed	Informed	Accountable	Consulted	Responsible	Informed	
33. Academy Hours – setting the opening and		Determine – in consultation with LGBs	Consult – with the Board	Comply	Comply	Comply	Comply

EDUCATION AND CURRICULUM							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
closing times for the Academies	Informed	Accountable	Responsible	Consulted	Deliver	Consulted	Consulted
34. Term Dates and length of school day		Determine – in consultation with CEO / AAG	Consult – with the Board	Consult	Recommend		
	Informed	Accountable	Responsible	Consulted	Consulted	Consulted	
35. School lunch – ensure provided to appropriate nutritional standards			Review	Consulted	Deliver	Deliver financials	Deliver services
			Informed	Accountable	Responsible	Responsible	Responsible
36. Provision of free school meals to those meeting criteria		Informed	Review	Consulted	Deliver	Deliver financials	Deliver services
			Informed	Consulted	Accountable	Responsible	Responsible
37. Safeguarding – including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.		Review	Deliver	Review	Deliver		
		Informed	Responsible	Accountable	Accountable		
38. Stakeholder Engagement – <ul style="list-style-type: none"> ▪ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students. ▪ 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. ▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience. 		Review	Determine	Consult	Deliver	Consulted	Deliver
		Informed	Accountable	Informed	Responsible	Informed	Informed

EDUCATION AND CURRICULUM							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
39.i. Ofsted Inspections Trust Support – <ul style="list-style-type: none"> Board will liaise with Ofsted where MAT is inspected or it will assist with an Academy inspection. CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review CEO will support LGBs (AAG) and Headteachers for individual Academy inspections 	Consulted	Deliver	Support	Deliver	Support	Support	Informed
	Informed	Accountable	Informed	Support Responsible	Consulted	Informed	Informed
39.ii. Ofsted Inspections: Academies		Review	Deliver	Support and Deliver	Deliver	Deliver	Informed
	Informed	Informed	Accountable	Consulted	Responsible	Consulted	Informed

	FINANCIAL						
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
40. Appointment of the Audit & Risk Committee	Informed	Deliver	Informed	Consulted	Informed	Consulted	Informed
	Accountable	Responsible	Informed	Informed	Informed	Informed	Informed
41. Appointment of the Accounting Officer & Chief Financial Officer		Deliver		Deliver and consulted	Informed		
	Accountable	Responsible	Informed	Informed	Informed	Informed	Informed
42. Recommend appointment of External Auditors to the Members		Deliver		Consulted		Consulted	
	Informed	Accountable	Informed	Responsible Informed	Informed	Informed	Informed
43. Appointment of the Internal Auditors		Deliver					
	Informed	Accountable	Informed	Responsible	Informed	Informed	Informed
44. Approve Annual Accounts	Approve	Approve	Comply – by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts	Deliver – arrange for auditing and filing of annual report and accounts	Informed	Deliver	Informed
	Informed	Accountable	Informed	Responsible	Informed	Informed	Informed
45. Scheme of Financial Delegation & Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements		Determine Comply	Review - compliance by the Academy Report – any issues or non-compliance to the CEO Comply	Review – compliance Report – any issues or non-compliance to the Board Comply Comply	Comply	Comply	Comply
	Informed	Accountable	Consulted	Responsible	Consulted	Deliver	deliver
46. Bank Accounts – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust		Determine		Recommend			
	Informed	Accountable	Informed	Responsible	Informed	deliver	Informed
47. Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the		Determine – in consultation with the AAGs	Consult – with the Board Review - compliance with the overall financial plan	Comply	Comply	Recommend a funding model to the Board for approval Review Comply	Informed

	FINANCIAL						
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
Trust's financial health in the short term and the long term			for the Academy				
	Informed	Accountable	Informed	Responsible	Informed	Responsible	Informed
48. Trust Annual Budget – formulating and setting the Trust wide budget	Informed.	Determine Approve – significant variances (as defined in the Scheme of Financial Delegation)	Comply	Deliver - preparation of Trust budget and present to the Board for approval Review – submission of Trust budget to the ESFA	Comply	Deliver - preparation of Trust budget and present to the Board for approval Review – submission of Trust budget to the ESFA	
	Informed	Accountable	Informed	Responsible Consulted	Consulted	Informed	Informed
49. 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 Approve – significant variances (as defined in the Scheme of Financial Delegation)	Consult - with CEO & CFO in respect of the Academy's requirements. Comply Approve within permitted limits (as defined in the Scheme of Financial Delegation) any variances	Deliver - preparation of Academy budgets in consultation with the AAGs and present to the Board for approval Review – submission of Academy budgets to the ESFA Deliver – in consultation with CFO Comply	Deliver – in consultation with CFO Comply	Deliver – in consultation with Trustees (FPP and Board) Comply	Deliver services within budget
	Informed	Informed	Accountable	Consulted	Responsible	Responsible	Deliver
50. Expenditure and ensuring delivery of Annual Budgets		Review	Review Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy	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 Report – to the AAG any need for any matters of concern in respect of the Academy's annual budget	Report – to the LGB any need for any matters of concern in respect of the Academy's annual budget	Deliver	Deliver
	Informed	Informed	Consulted	Accountable	Responsible	Responsible	Responsible

FINANCIAL							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
51. Reporting: financial reporting and KPIs		Determine and Review	Review	Deliver Deliver	Deliver	Deliver	Deliver
	Informed	Accountable	Informed	Responsible	Consulted	Responsible	Informed
52. Investments – agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation		Determine and review delivery		Consulted		Deliver	
	Informed	Accountable	Informed	Responsible	Informed	Deliver	Informed

HR AND OPERATIONS							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
53. Appointing CEO		Appoint					
	Accountable	Responsible	Consulted		Informed	Informed	Informed
54. Appointing Trust Senior Leadership (CFO, COO)		Appoint		Deliver			
	Accountable	Responsible	Consulted	Responsible	Consulted	Informed	Informed
55. Appointing the Head Teacher at each Academy	Informed	Approve -in consultation with the CEO/ LGBs	Recommend – a representative to sit on the appointment panel with the CEO & two Trustees	Approve – sit on appointment panel along with, two Trustees & a representatives of the relevant AAG.		Informed	Support CEO / Trust with HR process
	Informed	Accountable	Consulted	Responsible	Informed	Informed	Informed
56. Appointing the Deputy Heads at each Academy		Approve -in consultation with the CEO/ AAG	Recommend – representatives] to sit on the appointment panel with the CEO	Can appoint with Head Teacher Recommend – sit on appointment panel along with Head Teacher and panel.	Can be involved in the interview panel and appointment	Informed	Support HR process
	Informed	Accountable	Consulted	Responsible and deliver	Consulted	Consulted	responsible
57. Appointing of cross-Trust Staff (in line with recruitment policy)		Review		Appoint and report to the Board			
	Informed	Accountable	Consulted	Responsible	Consulted	Consulted	Consulted
58. Appointing Academy SLT (excluding Head & Deputy)			Appoint and report to the Board	Appoint and Recommend	Appoints	Recommend	Informed
	Informed	Informed	Accountable	Responsible Responsible	Responsible	Consulted	Informed
59. Appointing Academy Staff (excluding SLT, Head & Deputy)			Appoint	Consulted	Appoints with panel and delivers		
	Informed	Informed	Responsible	Informed	Accountable	Informed	Informed
60. Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations		Determine Review	Review	Deliver	Comply	Comply	Responsible with support of EPM
	Informed	Accountable	Consulted	Responsible	Consulted	Consulted	Deliver
61. Ensuring emotional health and wellbeing of staff is promoted		Determine	Review	Comply	Comply	Comply	Responsible
	Informed	Informed	Accountable	Responsible	Responsible	Informed	Responsible

HR AND OPERATIONS							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
62. 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 CEO Receive reports – in respect of appraisal arrangements and outcomes Review – any appeals in respect of the Headteachers and cross academy staff	Assure – in respect of performance management of Headteacher Review – any appeals respect of all other staff	Review – in respect of Headteachers and cross Trust staff (and any appeals from Academy staff) Review - and Report – (annually) to the Board on appraisal arrangements and outcomes	Review – in respect of all other staff Report – annually to the CEO on appraisal arrangements and outcomes	Review – financials	Review and deliver for team
		Accountable	Consulted	Consulted	Responsible	Consulted	Responsible
63. Setting Terms and Conditions of Employment and Staff Handbook		Determine – and consider any proposals by LGBs to make amendments	Consult - report to Board on any suggested changes to the Academy's terms and conditions	Recommend and Comply	Comply	Comply	Responsible
		Accountable	Consulted	Responsible	Consulted	Consulted	Responsible
64. Dismissing CEO, Trust Leadership Team, Executive Headteacher, Headteacher, Head of School, Deputy Headteacher, senior/cross Trust staff (in accordance with the Trust disciplinary and capability policies)		Review – in respect of the CEO	Review – in respect of the Headteacher of the Academy	Review – Headteachers, cross academy staff and review central team Report – dismissals to the Board	Informed	Informed	Informed
	Accountable	Accountable	Consulted / informed	Responsible	Responsible	Consulted for financials	Informed
65. Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)			Review (in consultation with the CEO)	Review Report – to the Board	Deliver	Consult	Support Head Teachers to deliver
	Informed	Responsible	Consulted	Consulted Recommend	Recommend	Consult on financials	Consult on HR
66. Reviewing discipline and grievance policy		Review delivery	Review - in line with Trust policy	Recommend	Deliver	Consult if financials	Deliver HR advice
	Informed	Accountable	Consulted	Consulted and deliver Trust generic policy	Deliver	Informed	Responsible
67. Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the		Determine	Comply	Deliver	Comply	Consulted and comply	Responsible and deliver
	Informed	Accountable	Informed	Responsible	Consulted	Informed	Responsible

HR AND OPERATIONS							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
Funding Agreement, Academies Financial Handbook and the Trust's procurement policy				Recommend to Board			Recommend with CFO to CEO for the Board
68. Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy		Determine		Deliver	Informed	Consulted	
	Informed	Accountable	Informed	Responsible	Consulted	Review	Responsible and deliver with Head Teachers
69. Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation		Review	Informed	Deliver	Informed	Consulted for financials	deliver
	Informed	Accountable	Informed	Responsible	Informed	Responsible to support CEO	Responsible to support CEO
70. Determining and allocating central services provided to the Academies by the Trust		Determine (in consultation with the AAGs)	Consult	Deliver- on recommending the allocation of services to the Board	Informed	Consult	Responsible for Operations in Trust to support CEO
	Informed	Accountable	Informed	Responsible	Consulted	Consulted	Responsible
71. Overseeing the effectiveness of services provided centrally by the Trust		Review	Report – to the Board	Deliver and report to Board	Informed	Review	Responsible
	Informed	Accountable	Consulted	Responsible	Consulted	Consulted	Responsible
72. Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained		Determine – Trust wide policy	Determine – academy plan in accordance with Trust policy Review delivery of academy plan	Recommend Policy to Board Deliver – in accordance with Academy policy	Deliver – in accordance with Academy policy	Review financials	Review Estates asset management plans and report to CEO
	Informed	Accountable	Consulted	Responsible	Consulted	Consulted	Responsible
73. Acquiring and disposing of Trust land		Deliver		Recommend			
	Accountable	Responsible	Consulted	Consulted	Consulted	Consulted	Consulted
74. Changing use of Assets		Deliver	Recommend to the Board of any changes to fixed assets used by the Academy	Report to Board	Consulted	Informed	Recommend to CEO
	Informed	Accountable	Consulted	Responsible	Consulted	Consulted	Responsible
		Review	Informed	Deliver	Consulted	Consulted	Deliver

HR AND OPERATIONS							
	Members	Trustees	LGB (AAG)	CEO Executive Headteacher	Headteacher	Finance Manager	Operations Manager
75. Arranging insurance for the Trust							
	Informed	Accountable	Informed	Responsible	Consulted	Informed	Responsible to recommend to CEO
76. Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community		Review	Comply	Deliver – Trust wide activities Comply	Deliver	Informed	Deliver
	Informed	Informed	Consulted	Accountable	Responsible	Consulted	Consulted
77. Information management – including adopting and following policies for information security and compliance with GDPR and FOI legislation and maintaining accurate records (staff, student)		Determine	Comply	Deliver	Deliver	Comply	Responsible
	Informed	Accountable	Informed	Responsible	Responsible	Consulted	Responsible
78. Academy Prospectus			Deliver	Review	Deliver	Consult	Deliver branding and marketing materials within team
	Informed	Consulted	Accountable	Consulted	Responsible	Consulted	Consulted
79. Trust Prospectus and website		Review		Deliver			
	Informed	Accountable	Consulted	Responsible	Consulted	Consulted	Deliver branding and marketing materials within team

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 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 Head (as appropriate)

- the 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 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 Head
- the LGB they will be reviewing the Head and his/her leadership team.

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

Policy agreed on: _____

Signed on behalf of the Trustees _____

Committee: _____

Author: _____

Review date (optional): _____

Website Y/N