

Scheme of Delegation for Academies – Approved 12.10.2020

	EIF	Academy Headteacher (Delivers on Academy performance and pupil experience)	Local Advisory Group (Monitors and challenges Academies)	Executive Headteacher (in the absence of an EH, CEO to agree)	CEO and other Executive Members as appropriate (e.g. COO and Director of HR) (Approves key items and supports Academies)	Board of Directors (Ultimately accountable and approves all statutory policies and finance)
Academy Improvement	L & M	<ul style="list-style-type: none"> • Develops and implements Academy strategy, culture and ethos in line with overall Trust mission and vision • Develops and then proposes Academy priorities and Quality improvement plan (QUIP), including suggesting targets • Delivers as per QUIP and targets. • Hold all academy staff members to account • To have operational Academy leadership • Initiates Academy expansion strategy • Complies with all Trust policies and implements Trust systems 	<ul style="list-style-type: none"> • Ensure that the values, ethos, culture, mission, policies and strategies of the Trust permeate throughout each Academy within the cluster. • Ensure that within each Academy, culture and relationships between leaders, staff, students and parents are based on mutual respect, trust, challenge, high expectations and accountability, so that staff and students excel. • Review the overall effectiveness and performance of the Academy in order to develop robust self-evaluation and quality improvement plans. • Provide review, challenge and support to ensure that the Academy makes good progress in relation to improvement plans, strategic robust plans and targets. 	<ul style="list-style-type: none"> • Monitors Academy culture and ethos ensuring alignment to the Trust ethos and culture • Approves QUIP and Academy priorities • Approves Academy Key Performance Indicators • Holds Academy Headteachers to account against performance • Monitors and evaluates Academy performance; • Decides on the levels of strategic alignment and harmonisation of Trust policies dependant on Academy outcomes • Sets Academy targets with CEO • In negotiation with the wider Executive Trust team (TET) deploys support to Academies for the implementation of the Quip, improvement of teaching quality; delivery of assessment processes and analysis of Academy data. 	<ul style="list-style-type: none"> • Develops and implements Trust strategy ensuring Academy priorities/QUIP fit within the overarching strategy • Agrees support identified by Executive Headteacher to Academies to support implementation of QUIP, improvement of teaching quality, management of assessment processes and analysis of Academy data • Has strategic responsibility of Academy performance • Holds Executive Headteacher to account on Academy improvement and all operational areas • Ensures all Trust policies and systems are being followed • Develops and approves Academy expansion strategy. 	<ul style="list-style-type: none"> • Ensures clarity of vision and ethos, and sets the strategic direction of the Trust:-holds CEO to account on Academy improvement and all operational areas. • To endorse annually the 3 year strategic plan for the Trust as a whole • Review the progress of the Trust in relation to these strategic plans • Upholding the Trust’s standards of conduct and values • Review the performance of the Trust as a whole and each Academy within it • Ensure that robust self-evaluation and improvement planning takes place at all levels of the Trust and that Advisory Groups are reviewing progress and taking appropriate steps to drive improvement

			<ul style="list-style-type: none"> • Review quality assurance systems and standards frameworks that exist within the Academy and monitor their impact. • Ensure that robust and incisive annual performance review (APR) is in place, in accordance with Trust policies and procedures. • Monitor overall staff performance and improvement, and strategies for talent management and staff development. • Provide challenge and support for senior leaders which sustains constant focus on the link between effective leadership, staff performance and development, and outcomes for students. • Provide review and challenge so that staff and resource deployment within the Academy best supports outcomes for students • Promote cooperation and collaboration between the Academies in the Trust. • Recommend to the Board of Directors, where 	<ul style="list-style-type: none"> • Recommends to the CEO any policy changes 		
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			appropriate, individuals to be considered for appointment to the Advisory Group			
	Q of E	<ul style="list-style-type: none"> • Develops and proposes curriculum, teaching and assessment model • Propose and deliver staffing model and associated Academy timetable • Improves teaching quality through the annual performance review (APR) and CPD • Leads on all aspects of teaching and learning strategy 	<ul style="list-style-type: none"> • To review the overall attainment and progress of students within the Academy, including that of groups of pupil, and in different types of provision • Support Academy leaders to ensure that the proportion of students completing courses and achieving meaningful qualifications (including English and maths) is high or improving rapidly, and that courses are relevant to students career aims or learning goals • Monitor closely the progression of completing students to positive destinations, such as further training or employment 	<ul style="list-style-type: none"> • Approves curriculum, teaching and assessment model • Monitor quality of education, identify needed improvements and offer relevant support • Agrees the Academy staffing and curriculum model 		
	B & A	<ul style="list-style-type: none"> • Proposes and delivers Behaviour and Attendance Policy • Leads all exclusion processes • 	<ul style="list-style-type: none"> • Ensure that high expectations for pupil behaviour, attendance and punctuality permeate throughout the Academy 	<ul style="list-style-type: none"> • Approves Behaviour and Attendance Policy • Monitor behaviour and attitudes, identifies improvements and needed support 		

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				<ul style="list-style-type: none"> • Support Headteacher with exclusion processes, where required 		
Executive Headteacher Recruitment					<ul style="list-style-type: none"> • Conducts Executive Headteacher recruitment and APR with engagement from Chair of Directors and other Directors as determined by CEO 	<ul style="list-style-type: none"> • Supports the recruitment process, and agrees salary range of Executive Headteacher
APR and Pay Review					<ul style="list-style-type: none"> • Chair of Directors and other Directors as determined by CEO 	
Headteacher Recruitment, APR and Pay Review				<ul style="list-style-type: none"> • Support CEO in Headteacher recruitment • Conducts APR of secondary Headteachers with support of CEO 	<ul style="list-style-type: none"> • Conducts Headteacher recruitment and appraisals with engagement from Chair of Directors and other Directors as determined by CEO • Determines salary point and pay progression of Headteachers within set range as approved by Board of Directors. • Reviews and recommends salary range to Board of Directors 	<ul style="list-style-type: none"> • Board of Directors approves salary ranges of Headteachers and senior staff
Finance Procurement and Estates	<ul style="list-style-type: none"> • Monitors budget and financial targets • Works with Academy Business Manager (SBM)/COO to prepare and 	<ul style="list-style-type: none"> • Finance and audit functions are not performed by Advisory Groups. Financial handling will be managed centrally by the Trust. Academy budgets, financial 	<ul style="list-style-type: none"> • Works with SBM/COO to prepare and propose budget and 3-year forecasting 	<ul style="list-style-type: none"> • Sets financial policies with COO for approval of Audit Committee and Board of Directors • Recommends to Board of Directors: - Academy 3 year 	<ul style="list-style-type: none"> • Ensure the effective financial management of the Trust and its Academies ensuring compliance with general legislative requirements. Receive and 	

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		<p>propose budget and 3-year forecasting</p> <ul style="list-style-type: none"> • Works with SBM/COO on preparation of end-of-year Academy finance documents • Provides feedback to CEO on performance of central services 	<p>planning, financial policies and procedures, review of management accounts will be managed by the COO and Board of Directors. Issues relating to audit and financial controls will be managed by the Trust’s Audit Committee.</p> <ul style="list-style-type: none"> • The management of estates, a range of core contracted services and large-scale procurement are managed centrally by the Trust, rather than individual Academies or Advisory Groups. This includes cleaning, catering, transport, utilities, printing and IT procurement. This is in order to secure value for money and to free Advisory Groups to focus on their key responsibility of securing outstanding outcomes for students and teaching and learning. Advisory Groups must: <p>*Notify the Board of Directors if they become aware of any Health and Safety compliance concerns, accidents or near</p>	<ul style="list-style-type: none"> • Supports secondary Headteachers with Academy finances 	<p>budgets and forecasts</p> <p>Recommends Academy finance targets to Audit Committee and Board of Directors (COO)</p> <ul style="list-style-type: none"> • Supports Headteachers with Academy finances and budget monitoring (COO) • Responsible for all Trust finances as delegated by Accounting Officer • Recommends the use of reserves to the Board of Directors 	<p>review management accounts to ensure financial probity</p> <ul style="list-style-type: none"> • Review and approve the budgets of each Academy, including the determination of the overall Academy budgets to be retained for core central services (resource fee) and to be allocated for procured essential services, based upon the recommendations of the finance committee • Ensure that the resources of the Trust are appropriately allocated to support the Trust’s aims and the needs of individual Academies • Consider recommendations about risk and financial controls from auditors and the Audit Committee • Review the draft financial statements prior to audit and approval of audited financial statements and Directors reports prior to submission to the Secretary of State by 31st December • Receive the reports of the external auditors • Approve any borrowing against the property and
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			misses that have not already been reported			<p>assets of the Trust in line with the terms of the Master Funding Agreement</p> <ul style="list-style-type: none"> • Ensure the Trust achieves value for money as well as propriety in the management of funds. • Take decisions about the Trust’s assets and finances, and reserves as set out in the Financial Regulation Policy
HR/ Recruitment/ Appraisal		<ul style="list-style-type: none"> • Ensures HR policies and processes are implemented in line with Trust policy, including: performance appraisals, pay reviews, grievance, capability and disciplinary hearing keeping Director of HR and CEO fully informed • Develops and presents staff restructure proposals along with Executive Headteacher • Liaises with local level unions. • Develops and retains high quality staff • Has the power to dismiss, in line with Trust policies and having consulted the Executive Headteacher and Director of HR 	<ul style="list-style-type: none"> • Human resources policies and procedures will largely be determined and managed centrally by the Trust, including recruitment and selection policies and procedures, pay frameworks, APRs, discipline, grievance and capability. The responsibility of the Headteacher is to ensure that these policies are implemented appropriately at Academy level, in accordance with the scheme of delegation. The responsibility of the Advisory Group is to ensure that the work of the Academy is carried out in accordance with such HR policies that are determined by the Trust 	<ul style="list-style-type: none"> • Develops staff restructure proposals alongside Headteacher • Recruits alongside CEO Headteacher and members of senior team at individual Academy level • Re-grading or re-designation of staff in connection with Headteacher • Has the power to dismiss, in line with Trust policies and having consulted the Headteacher/CEO/Director of HR 	<ul style="list-style-type: none"> • Drafts HR and recruitment policies (Director of HR) for Board of Directors approval • Approves staff restructures making recommendations to Board of Directors if restructure involves major redundancies • Initiates recruitment of Headteacher • Supports Academies with ongoing HR guidance (Director of HR) • Responsible for additional HR activities including: - supplying representation for hearings - conducting ‘Staff Voice’ as required - liaising with national level unions when required 	<ul style="list-style-type: none"> • Contribute to the recruitment and selection process of the CEO, and other senior Trust posts, as set out in the scheme of delegation • Ensure that the performance of the CEO is managed effectively by the Board of Directors and by the Chair of the Board of Directors • Review and determine annually the criteria against which the performance of the CEO will be judged within annual appraisal • To determine the terms and conditions of employment of the CEO, including salary review and progression

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		<ul style="list-style-type: none"> • Conducts appraisals of senior leadership team • Conducts recruitment of senior/middle leaders and other teaching/support staff with support from Director of HR • Recommends to Executive Headteacher/CEO creation of new Academy teaching or support posts/allowances 	centrally, via the Board of Directors.		<ul style="list-style-type: none"> • Recommends Trust pay scales to Board of Directors. • Re-grading or re-designation of staff in conjunction with Executive Headteacher • Approves new Academy teaching or support posts • Has the power to dismiss, in line with Trust policies (CEO and/or Director of HR) 	<ul style="list-style-type: none"> • To contribute to wider HR functions (such as grievances and disciplinary hearings), as set out in the scheme of delegation • To review and approve Trust policy, as set out in the scheme of delegation
Compliance with Statutory Obligations		<ul style="list-style-type: none"> • Ensures compliance with statutory obligations and mandatory Trust policies • Responds to all Academy level complaints (HR to be informed) 	•Appoints link governor for safeguarding and SEND (mandatory)	• Supports Headteachers with statutory obligations	• Drafts statutory and Trust policies.	<ul style="list-style-type: none"> • Accountable for all compliance • Approve all relevant statutory policies • Monitors Academy implementation of statutory compliance and risk management
Communication and Community Strategy		<ul style="list-style-type: none"> • Delivers on Academy communications strategy and Academy visual identity • Manages parent, community, local stakeholder and Academy media engagement • Leads on LA communications • Refers any reputational risk to the Executive Headteacher and CEO • Works with the Trust Marketing Manager to 	• Supports family communications and community engagement	• Supports Headteachers with LA and family communications as needed	<ul style="list-style-type: none"> • Develops communications strategy and guidance • Manages crisis communications and reputational risk • Supports Headteachers with LA and families as needed • Leads on marketing for Trust and Academies and develops brand guidelines 	• Approves any significant changes to the overall Trust brand

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		ensure the Academy has a strong profile both locally and nationally				
Capital Projects		<ul style="list-style-type: none"> • Contributes/proposes development of significant building projects and refurbishments • Support project delivery with engagement from SBM/COO and Trust Estates Manager 	<ul style="list-style-type: none"> • Supports and challenges the development of Academy building/refurbishment proposals • Monitors Academy building projects 		<ul style="list-style-type: none"> • Approves significant building projects • Leads on significant building project delivery in conjunction with Trust Estates Manager (COO) • Engages in project delivery for procurement if subject to OJEU procurement law (COO) 	<ul style="list-style-type: none"> • Accountable for all compliance with building projects • Engages in procurement process for significant projects • Grants initial approval of all building projects over £100,000
Health and Safety		<ul style="list-style-type: none"> • Responsible for local implementation of policies, aligning with Trust policy, including development of Academy procedures and internal reporting on statutory requirements • Work with Trust Health and Safety (H & S) Manager to ensure compliance 			<ul style="list-style-type: none"> • Drafts Trust H&S policies (COO and Trust H&S Manager) • Monitors Academy H&S by arranging inspections/audit and supports implementation, as needed. COO and Trust H&S Manager 	<ul style="list-style-type: none"> • Accountable for ensuring a safe and healthy environment for staff, students and other persons on Trust premises • Approves H&S Policy • Monitors compliance, with H&S policies and statutory obligations as well as challenging to ensure best practice is followed
Safeguarding		<ul style="list-style-type: none"> • Ensure Trust Safeguarding Policy is implemented • Appoints Designated Senior Lead (DSL) 	<ul style="list-style-type: none"> • Endorse systems that robust safeguarding and child protection policies and procedures are in place and implemented effectively, including the designation of a member of staff to be 	<ul style="list-style-type: none"> • Responsible for dealing with any safeguarding complaints against Headteacher (Director of HR) • Consulted in responding to any complaint against a 	<ul style="list-style-type: none"> • To be made aware of any safeguarding complaints against Headteacher 	<ul style="list-style-type: none"> • Accountable for all legal responsibilities • Approves Safeguarding Policy and ensure it is being implemented across the Trust

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		<ul style="list-style-type: none"> • Manages all safeguarding complaints (exc. against Headteacher) with executive engagement (HR to be informed) • Responsible for referrals for children at risk, outside Academy environment • Has oversight of Single Central Register (SCR) and ensure it is up to date and well maintained 	<p>responsible for co-ordinating child protection within each Academy and for liaising with other agencies (including the Local Authority Safeguarding Children Board) and to receive appropriate training.</p>	<p>staff member (Director of HR)</p> <ul style="list-style-type: none"> • Ensures Safeguarding Policy is being adhered to and in line with statutory policy 	<ul style="list-style-type: none"> • Consulted in responding to any complaint against a staff member • Works with either Headteacher or Executive Headteacher to ensure Safeguarding Policy is in line with statutory policy • Responsible for maintaining SCR and ensuring it is up to date 	<ul style="list-style-type: none"> • Appoints designated lead from Board of Directors • Ensures Board of Directors and Advisory Groups have completed suitable training • Responsible for any safeguarding complaints against the CEO
SEND		<ul style="list-style-type: none"> • Implements Trust specific SEND Policy • Appoints qualified SENCO • Responsible for implementation in line with all relevant statutory requirements 	<ul style="list-style-type: none"> • Monitors and challenges implementation of SEND Policy and performance of SEND students 	<ul style="list-style-type: none"> • Supports Academies and monitors implementation of SEND Policy 	<ul style="list-style-type: none"> • Drafts Trust SEND Policy (SENDCo) 	<ul style="list-style-type: none"> • Accountable for all legal responsibilities • Approves SEND Policy
Equalities		<ul style="list-style-type: none"> • Responsible for ensuring compliance with all aspects of equalities legislation and Trust policy • Set Academy equality objectives 	<ul style="list-style-type: none"> • Monitors the performance of sub-groups 	<ul style="list-style-type: none"> • Supports Academies in ensuring compliance 	<ul style="list-style-type: none"> • Scrutinises complaints and protected characteristics (Director of HR) • Sets Trust employee equalities objectives 	<ul style="list-style-type: none"> • Monitors compliance against protected characteristics and employee equalities objectives
Admissions/ Enrolments		<ul style="list-style-type: none"> • Implements Trust policy on admissions and enrolment 	<ul style="list-style-type: none"> • Kept informed of major aspects such as policy and appeals 	<ul style="list-style-type: none"> • Drafts Academy Admissions Policy and responsible for implementation across Academies • Manages admissions appeals 		<ul style="list-style-type: none"> • Accountable for all legal responsibilities • Agree any significant changes to the Admissions Policy i.e. selection criteria

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<p>Exclusions</p>		<ul style="list-style-type: none"> • Responsible for issuing an exclusion, informing all relevant parties and managing any appeal processes 	<ul style="list-style-type: none"> • Informed of every permanent exclusion and monitors FTE frequency and trends • Involved in the appeal process of the Trust’s Behaviour and Attendance Policy 	<ul style="list-style-type: none"> • Provides expert support to help manage exclusions appeals (esp. for independent review panel) 	<ul style="list-style-type: none"> • CEO to be informed of all appeals 	<ul style="list-style-type: none"> • Accountable for all legal responsibilities • Approves Exclusion Policy • Monitors exclusion patterns, trends and actions across all Academies • Leads the appeal process by appointing Directors and/or Advisors to hear the pupil appeal
<p>FOI/GDPR Requests</p>		<ul style="list-style-type: none"> • Provides information needed to respond to FOI requests 	<ul style="list-style-type: none"> • Engaged as needed to respond accurately to requests 		<ul style="list-style-type: none"> • Responds to all FOI requests (Data Protection Manager) 	<ul style="list-style-type: none"> • Accountable for ensuring Trust fulfils FOI/ data protection statutory obligations
<p>Financial Probity and Value for Money</p>		<ul style="list-style-type: none"> • Accountable for financial probity and best value in Academy expenditure 			<ul style="list-style-type: none"> • Responsible for Trust-wide financial regularity, propriety and compliance (COO) • Prepares ESFA returns and Annual Report (COO) • Ensure internal audit is conducted and respond to any recommendations – reporting to Audit Committee 	<ul style="list-style-type: none"> • Accountable for Trust-wide financial regularity, propriety and compliance • Responsible for approving Financial Regulations Policy • Acts on the advice of its Audit Committee
<p>Scheme of Delegation</p>		<ul style="list-style-type: none"> • Adhere at all times to Scheme of Delegation 	<ul style="list-style-type: none"> • Registers and publishes all pecuniary and business interests of advisors • Adhere at all times to Scheme of Delegation 		<ul style="list-style-type: none"> • Draft, review and recommend changes to Scheme of Delegation • Adhere at all times to Scheme of Delegation 	<ul style="list-style-type: none"> • Responsible for approving Scheme of Delegation • Registers and publishes all pecuniary and business interests of Members and Directors