

Scheme of Delegation for Sixth Form Colleges – Approved 22.03.2021

	EIF	College Principal (Delivers on College performance and student experience)	Local Advisory Group (Monitors and challenges Academies)	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)
College Improvement	L & M	<ul style="list-style-type: none"> • Develops and implements College strategy, culture and ethos in line with overall Trust mission • Develops and then proposes College priorities and College improvement plan (QuIP), including suggesting targets • Delivers as per QuIP and targets • Hold all College staff members to account • To have operational College leadership • Complies with all Trust policies and implements Trust systems • Initiates College expansion strategy 	<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. • Review quality assurance systems and standards frameworks that exist within the Academy and monitor their impact. • Ensure that a robust and incisive annual performance review (APR) is in place, in accordance with Trust policies and procedures. 	<ul style="list-style-type: none"> • Develops and implements Trust strategy ensuring college priorities/QuIP fit within the overarching strategy and Trust priorities • Monitors College culture and ethos, ensuring alignment to the Trust ethos and culture • Approves College Key Performance Indicators • Approves QuIP and College priorities • Develops and approves College expansion strategy • Deploys support to Colleges, including: implementing QuIP; improving teaching quality; managing assessment processes; analysing College data • Decides on the levels of strategic alignment and the harmonisation of Trust policies across the Colleges • Makes decisions regarding levels of autonomy at senior and subject level • Monitors College performance • Holds Principals to account • Ensures all Trust policies and systems are being followed 	<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

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			<ul style="list-style-type: none"> • 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 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 College timetable • Delivers Trust assessment processes • 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 	<ul style="list-style-type: none"> • Approves curriculum model 	

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			destinations, such as further training or employment		
	B & A	<ul style="list-style-type: none"> 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 	
CEO Recruitment, APR and Salary					<ul style="list-style-type: none"> Conducts recruitment of a CEO – panel to include at least 1 Member and 1 Director Chair leads on complaints against CEO Chair to conduct the APR of the CEO Board of Directors to determine the conditions of employment of the CEO, including salary review and progression
Principal/COO/Trust Director/Vice Principals/Assistant Principals Recruitment, APR and Salary Review				<ul style="list-style-type: none"> Conducts Principal/COO/Trust Director recruitment and appraisals with engagement from Chair of Directors and other Directors as determined by CEO Determines salary point and pay progression of Principals/COO/Trust Directors Vice Principals/Assistant Principals within set range as approved by Board of Directors Initiates recruitment of Principal and senior teams and other senior Trust positions Reviews and recommends salary ranges to Board of Directors 	<ul style="list-style-type: none"> Board of Directors approves salary ranges of Principals and senior staff Supports recruitment of a Principal/COO/Trust Directors
Finance, Procurement and Estates		<ul style="list-style-type: none"> Monitors budget and financial targets 	<ul style="list-style-type: none"> Finance and audit functions are not performed by Advisory Groups. Financial handling will be managed 	<ul style="list-style-type: none"> Sets financial policies with COO for approval of Audit Committee and Board of Directors 	<ul style="list-style-type: none"> Ensure the effective financial management of the Trust and its Colleges ensuring compliance with

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	<ul style="list-style-type: none"> • Works with COO to prepare and propose budget and 3-year forecasting • Works with COO on preparation of end-of-year College finance documents • Provides feedback to CEO on performance of central services • Manages curriculum reserve budget (agreed by CEO/COO) 	<p>centrally by the Trust. College budgets, financial 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 Colleges 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 misses that have not already been reported</p>	<ul style="list-style-type: none"> • Recommends to Board of Directors: <ul style="list-style-type: none"> - College 3 year budgets and forecasts • Recommends College finance targets to Audit Committee and Board of Directors (COO) • Supports Principals with College 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>general legislative requirements. Receive and review management accounts to ensure financial probity</p> <ul style="list-style-type: none"> • Review and approve the budgets of each College, including the determination of the overall College budgets to be retained for core central services (resource fee) and to be allocated for procured essential services, based upon the recommendations of the Audit Committee • The Audit Committee will review the Trusts internal control environment ensuring its effectiveness and that management responses to internal audit reports are adequate and appropriate. • Ensure that the resources of the Trust are appropriately allocated to support the Trust's aims and the needs of individual Colleges • 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 assets of the Trust in
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					<p>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, e.g.: performance appraisals, pay reviews, grievance, capability and disciplinary hearing keeping Director of HR and CEO fully informed • Develops and presents staff restructure proposals • Develops and retains high quality staff • Has the power to dismiss, in line with Trust policies and having consulted the CEO and Director of HR • Conducts appraisals of senior leadership team • Conducts recruitment of Heads of School and other teaching posts with support from Director of HR • Recommends to CEO creation of new College teaching or support posts/allowances 	<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, annual performance review (APR), discipline, grievance and capability. The responsibility of the Principal is to ensure that these policies are implemented appropriately at College level, in accordance with the scheme of delegation. The responsibility of the Advisory Group is to ensure that the work of each College is carried out in accordance with such HR policies that are determined by the Trust centrally, via the Board of Directors. 	<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 • 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 • Recruits Trust operational staff (Director of HR) • Recommends Trust pay scales to Board of Directors • Re-grading or re-designation of staff • Approves new College teaching or support posts • Has the power to dismiss, in line with Trust policies (CEO and/or HR Director) 	<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 • 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 	

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<p>Compliance with Statutory Obligations</p>		<ul style="list-style-type: none"> • Ensures compliance with statutory obligations and mandatory Trust policies • Responds to all informal College level complaints (HR to be informed) 	<ul style="list-style-type: none"> • Appoints link governor for safeguarding and SEND (mandatory) 	<ul style="list-style-type: none"> • Drafts statutory and Trust policies • Responds to all formal complaints (HR Director) 	<ul style="list-style-type: none"> • Accountable for all compliance • Approve all statutory policies • Monitors College implementation of statutory compliance and risk management
<p>Communication and Community Strategy</p>		<ul style="list-style-type: none"> • Delivers on College communications strategy and College visual identity • Manages parent, community, local stakeholder and College media engagement • Leads on LA communications • Refers any reputational risk to the CEO • Works with the Trust’s Marketing Manager to ensure the college has a strong profile both locally and nationally 	<ul style="list-style-type: none"> • Supports family communications and community engagement 	<ul style="list-style-type: none"> • Develops communications strategy and guidance • Manages crisis communications and reputational risk • Supports Principals with LA and families as needed • Leads on marketing for Trust and Colleges and develops brand guidelines 	<ul style="list-style-type: none"> • Approves any significant changes to the overall Trust brand
<p>Capital Projects</p>		<ul style="list-style-type: none"> • Contributes/proposes development of significant building projects and refurbishments • Support project delivery with engagement from COO and Trust Estates Manager 		<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 • Monitors, supports and challenges the development of College building projects/refurbishments
<p>Health and Safety</p>		<ul style="list-style-type: none"> • Responsible for local implementation of policies, aligning with Trust policy, including development of College procedures and internal reporting on statutory requirements 		<ul style="list-style-type: none"> • Drafts Trust H&S policies (COO and Trust H&S Manager) • Monitors College 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

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		<ul style="list-style-type: none"> • Work with Trust Health and Safety Manager to ensure compliance 			<ul style="list-style-type: none"> • Monitors College compliance, with H&S policies and statutory obligations as well as challenging Colleges to ensure best practice is followed
Safeguarding		<ul style="list-style-type: none"> • Ensure Trust Safeguarding Policy is implemented • Appoints Designated Senior Lead (DSL) • Manages all safeguarding complaints (exc. against Principal) with Executive engagement (HR informed) • Has oversight of SCR and ensure it is up to date and well maintained 	<ul style="list-style-type: none"> • Ensure robust safeguarding and child protection policies and procedures are in place and implemented effectively • Appoint a designated Advisory Group Safeguarding and Child Protection lead to challenge and support the DSL for each College 	<ul style="list-style-type: none"> • Ensures Safeguarding Policy is in line with statutory policy • Responsible for dealing with any safeguarding complaints against Principal/Trust employees (Director of HR) • Consulted in responding to any complaint against a staff member (Director of HR) • Responsible for maintaining SCR and ensuring it is up to date 	<ul style="list-style-type: none"> • Accountable for all legal responsibilities • Approves Safeguarding Policy and ensure it is being implemented across the Trust • 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 • Have oversight of the Single Central Record (SCR) and ensure it is up to date and maintained in line with guidance
SEND		<ul style="list-style-type: none"> • Implements Trust specific SEND Policy • Appoints qualified SENDCO • 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"> • Drafts Trust SEND Policy (SENDCo) • Supports Colleges and monitors implementation of SEND Policy 	<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 • Sets college employee equalities objectives 	<ul style="list-style-type: none"> • Monitors the performance of sub-groups 	<ul style="list-style-type: none"> • Scrutinises complaints in relation to equality (Director of HR) • Sets Trust employee equalities objectives 	<ul style="list-style-type: none"> • Monitors compliance against Equality Act/Single Equality Scheme and Public Sector Equality Duty

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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 Admissions Policy and responsible for its implementation across the Trust • 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
Exclusions	<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"> • Accountable for all legal responsibilities • Approves Exclusion Policy • Monitors exclusion patterns, trends and actions across all Colleges • Leads the appeal process by appointing Directors and/or Advisors to hear the student appeal
FOI/GDPR requests	<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
Financial Probity and Value for Money	<ul style="list-style-type: none"> • Accountable for financial probity and best value in College 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
Scheme of Delegation	<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