

**The Scheme of Delegation sets out the levels of decision-making within the Trust.**

### **Directors**

#### *Statement of Intent*

The Directors recognise the Trust ethos is built upon the creation of local communities of schools working together through the establishment of Partnership Boards.

The Directors undertake to work with Partnership Boards and Local Governing Bodies to protect, as far they are able and is within their control, this aspect of the Trust's ethos.

### **Partnership Board**

#### *Statement of Intent*

The Partners recognise the Trust ethos is built upon the creation of local communities of schools working together through the establishment of Partnership Boards.

The Partners undertake to work with the Board of Directors and Local Governing Bodies to protect, as far they are able and is within their control, this aspect of the Trust's ethos.

### **LGBs**

#### *Statement of Intent*

The Governors recognise the Trust ethos is built upon the creation of local communities of schools working together through the establishment of Partnership Boards.

The Governors undertake to work with the Board of Directors and Partnership Boards to protect, as far they are able and is within their control, this aspect of the Trust's ethos.

### **Executive Team**

#### *Statement of Intent*

The Executive Team recognise the Trust ethos is built upon the creation of local communities of schools working together through the establishment of Partnership Boards.

The Executive Team undertake to work with the Board of Directors, Partnership Boards and Local Governing Bodies to protect, as far they are able and is within their control, this aspect of the Trust's ethos.

In the absence of a Local Governing Body, decisions will be referred to the Partnership Board.

'School Leader' refers to roles including Executive Head and Head Teacher.

In this Scheme 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/Executive Team (The Executive Team is made up of the Head Teachers/Principals of the academies) this will be at Trust level. The Executive Team in the case of the School Leader 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/ET 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/ET and/or School Leader (as appropriate) and (iii) the School Leader they will be making recommendations in relation to their Academy to the CEO/ET 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/ET 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/ET (as appropriate) and (iii) the School Leader they will be making reports in relation to their Academy to the CEO/ET 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/ET and/or LGB (as appropriate), (ii) the CEO/ET they will be reviewing the School Leader and (iii) the LGB they will be reviewing the School Leader and his/her 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.*

|                                |  | HET Directors                                       | CEO/ET  | Partnership Board  | LGB   | School Leader                               |
|--------------------------------|--|---|---|--|---|---|
| <b>STRATEGY AND LEADERSHIP</b> | <b>Set strategic objectives of the Trust &amp; Academies</b>   | Determine - for the Trust & Academies               | Develop for the Trust - in the case of the Academies in consultation with LGB & School Leader | Determine and evidence community based strategies        | Recommend   | Consult - in the case of their Academy      |
|                                | <b>Deliver strategic objectives of the Trust &amp; Academies</b>   | Review  | Deliver   | Review strengths, weaknesses and outcomes for PB schools | Review  | Deliver                                     |
|                                | <b>Scrutiny - review &amp; challenge</b>   | Review - progress of the Trust & Academies          | Report<br>Review - reports from the LGBs/School Leader  | Review Progress of partnership                           | Review - progress of the Academy<br>Report - progress to the CEO/ET & Board | Report - progress of the Academy to the LGB |
|                                | <b>Compliance: Funding Agreement</b> - comply with all obligations including the Academies Financial Handbook  | Review  | Deliver   |  | Comply  | Comply                                      |
|                                | <b>Compliance: Regulatory</b> - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)  | Review  | Deliver<br>Report - to Board  |  | Review  | Deliver<br>Report - to LGB                  |
|                                | <b>Compliance: Financial Oversight</b> - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds | Determine - policies to ensure compliance<br>Review | Deliver<br>Report - to Board  |  | Review  | Deliver<br>Report - to LGB & CEO            |

|                         |  |  |  |  |  |  |
|-------------------------|--|--|--|--|--|--|
|                         | <b>Compliance</b> - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions   | Determine - policies to ensure compliance<br>Deliver   |  | Deliver  | Deliver  |  |
| STRATEGY AND LEADERSHIP | <b>Appointments of Directors and Governors</b> - 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) | Determine - policies and criteria for the selection of Directors and Governors<br><br>Review - the Board's own performance<br><br>Review - performance of the LGBs | Report - to the Board on the performance of the LGBs<br><br>Recommend - if appropriate changes to the size and composition of the LGBs | Determine membership of partnership board<br>(Chairs or LGB representative & school leaders)<br><br>Additional members as determined | Review - procedures for the election of staff and parent governors of the LGB<br><br>Review - own performance<br><br>Review - annually the size, structure and composition and skills of LGB<br><br>Appoint governors to the LGB |  |
|                         | <b>Appointment of the Responsible Officer and Audit Committee</b>  | Deliver - appoint Responsible Officer and (if necessary) the Audit Committee   | Deliver - the Responsible Officer role   |  |  |  |
|                         | <b>Appointment of Clerk - Board and LGBs</b>   | Deliver - appoint the clerk to the Board   |  | Deliver - Partnership Board appoints clerk (recruited centrally by HET)  | Consult - in connection with the appointment of the LGB clerk  |  |

|                         | HET Directors   | CEO/ET   | Partnership Board   | LGB  | School Leader  |   |
|-------------------------|---|--|---|--|--|---|
| STRATEGY AND LEADERSHIP | <p>Policies - review and approval of policy including but not limited to:</p> <ul style="list-style-type: none"> <li>• Charging and remissions</li> <li>• Procurement</li> <li>• Curriculum</li> <li>• Religious Education and collective acts of worship</li> <li>• SEN and Disability Discrimination Act</li> <li>• Safeguarding and Child Protection</li> <li>• Behaviour</li> <li>• Admissions</li> <li>• Complaints</li> <li>• Health and Safety</li> <li>• Lettings</li> <li>• Data protection</li> </ul> | <p>Determine</p> <p>Trust v Partnership Board v School</p> | <p>Deliver - presenting policies to the Board for approval</p> <p>Report - material non-compliance to the Board</p> | <p>Awareness of, and compliance, with policies approved by the Board and Academy specific policies</p> <p>Set Partnership Board policy</p> | <p>Review - all policies approved by the Board and Academy specific policies</p> | <p>Deliver - presenting Academy specific policies for approval by the LGB</p> <p>Report - non-compliance to the LGB</p> |

|  |  |                              |         |         |         |  |
|--|--|------------------------------|---------|---------|---------|--|
|  | <b>Prepare terms of reference for LGB's and Committees</b> | Deliver<br>Review - annually | Develop |         |         |  |
|  | <b>Training programme for Directors and governors</b>      | Deliver                      | Develop | Deliver | Deliver |  |
|  | <b>Reserved matters</b>                                    | Determine                    | Develop | Comply  | Comply  |  |

|  | HET Directors   | CEO/ET   | Partnership Board   | LGB   | School Leader   |
|--|---|--|---|---|---|
| <b>Academy Development Plan</b> - for each Academy in line with strategic aims of the Trust  | Review and Monitor - the Trust Development Plan                 | Deliver - drafting and agreeing the Trust Development Plan   | Share and discuss each Academy's development plan                               | Recommend - Academy Development Plan to the Partnership Board<br><br>Review the Academy Development Plan  | Produce the Academy Development Plan<br><br>Review - the Academy Development Plan<br><br>Deliver the Academy Development Plan |
| <b>Performance Measures - setting</b> and reviewing performance of the Trust & the Academies | Determine - Trust wide<br><br>Review - performance against KPIs | Consult - with the LGBs and propose KPIs to the Board<br><br>Receive reports - from the LGBs and report performance of the LGBs against KPIs | Review agreed performance measures for each Academy<br><br>Determine local KPIs | Recommend - targets for performance of the Academy to the CEO/EP<br><br>Review - performance of the Academy and report to the CEO/EP<br><br>Deliver - holding leadership to account for delivery against KPIs | Deliver - performance of the Academy against KPIs<br><br>Report - performance of the Academy to LGB                           |

|                                 | HET Directors  | CEO/ET  | Partnership Board  | LGB   | School Leader  |  |
|---------------------------------|--|---|--|---|--|--|
| <b>EDUCATION AND CURRICULUM</b> | <b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes        | Review - the work of the CEO/ET                       | Deliver - supporting the Academies and intervening where appropriate                               |   | Review - at the Academy<br><br>Report-strengths and concerns in the quality of teaching to LGB |  |
|                                 | <b>Curriculum</b> - setting the curriculum for the Academies and reviewing its effectiveness   | Review - effectiveness of the curriculum across Trust | Monitor<br><br>Recommend   | Review and compare curriculum strengths and development areas | Approve  | Set & deliver  |
|                                 | <b>Pupil Premium</b> - reviewing and challenging the impact of the Pupil Premium in terms of educational outcomes and diminishing the difference | Review  | Report - to Board effectiveness of use of the Pupil Premium across Trust<br><br>Review and monitor | Compare Pupil Premium strategy and impact within Partnership  | Review and monitor - how Pupil Premium is spent at the Academy                                 | Determine and Deliver<br><br>Report - on effectiveness of use of the Pupil Premium |



|                                 | HET Directors   | CEO/ET | Partnership Board | LGB   | School Leader  |  |
|---------------------------------|---|--------|-------------------|---|--|--|
| <b>EDUCATION AND CURRICULUM</b> | <b>Set admissions policy</b>  | Review | Monitor           | Compare challenges and impact of changes to Admissions policies for Partnership<br><br>Approve where no LGB | Approve  | Develop & deliver  |
|                                 | <b>Admission decisions</b>  |        |                   | Review<br><br>Deliver where no LGB  | Deliver  | Advise and report  |
|                                 | <b>Collective worship arrangements for schools including provision of daily act of worship</b>                              |        |                   |   | Review   | Deliver  |
|                                 | <b>Student issues (including attendance, exclusions, complaints, punctuality and disciplinary matters for each Academy)</b> | Review | Review delivery   | Review and monitor  | Receiving reports from the School Leader<br><br>Report any material issues to the Board and the CEO/ET<br><br>Monitor / Deliver - to review exclusions and hear complaints | Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies<br><br>Report - to the LGB on any material issues |

|  |   |         |  |   |                                      |   |
|--|---|---------|--|---|--------------------------------------|---|
|  |   |         |  |   |                                      | Comply / Deliver - exclusion of pupils and complaints |
|  | <b>Academy Hours</b> - setting the opening and closing times for the Academies                                    | Approve |  | Review and recommend to the Trust Board for approval as appropriate | Consult with the Partnership Board   | Comply  |
|  | <b>Term Dates and length of school day</b>  | Approve |  | Review and recommend to the Trust board for approval as appropriate | Consult - with the Partnership Board | Comply  |
|  | <b>School lunch</b> - ensure provided to appropriate nutritional standards  |         |  |   | Review                               | Deliver   |
|  | <b>Provision of free school meals (including provision of milk where milk provided) to those meeting criteria</b> |         |  |   | Review                               | Deliver   |
|  | <b>Designate a teacher responsible for co-ordinating SEN provision</b>  |         |  |   | Monitor                              | Deliver   |
|  | <b>Designated local governor for safeguarding</b>   |         |  |   | Deliver                              |   |
|  | <b>Designate a teacher to support looked after children</b>   |         |  |   | Monitor                              | Deliver   |

|           |   | HET Directors  | CEO/ET   | Partnership Board  | LGB                                  | School Leader               |
|-----------|---|--|--|--|--------------------------------------|-----------------------------|
| FINANCIAL | Central Funding   | Approve - in consultation with the Partnership Boards through the Governance & Ethos Committee | Recommend  |  | Consult - with the Partnership Board | Comply                      |
|           | Annual Budget - formulating and setting the Trust wide budget | Approve  | Deliver - on preparation of Trust budget and present consolidated budget to the Board for approval<br><br>Review - submission of Trust budget to the EFA | Set budget for partnership activities (rationale - F&A Committee review budgets) | Approve                              | Determine budget for school |

|                  |   | HET Directors | CEO/ET  | Partnership Board | LGB   | School Leader   |
|------------------|---|---------------|---|-------------------|---|---|
| <b>FINANCIAL</b> | <b>Expenditure and ensuring delivery of Annual Budgets</b>  | Review        | Report - to the board any material issues with delivery against the Annual Budget by the Academies<br><br>Receive reports - on matters of concern in connection with compliance with the Annual Budgets |                   | Review<br><br>Report - to the Partnership Board and CEO     | Report - to the LGB any need for any matters of concern in respect of the Academy's annual budget |
|                  | <b>Reporting: financial reporting</b>   | Determine     | Deliver   |                   | Review  | Deliver   |
|                  | <b>Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies</b> | Determine     | Deliver - on recommending financial limits to the Board<br><br>Review - effectiveness of limits   |                   | Review Delivery-Academy<br><br>Comply - adherence to limits | Comply - adherence to limits  |

|                  |  | HET Directors                 | CEO/ET  | Partnership Board | LGB   | School Leader                                 |
|------------------|--|-------------------------------|---|-------------------|---|---|
| <b>FINANCIAL</b> | <b>Financial Policies</b> - establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements                       | Review and approve            | Determine and review - compliance with policies<br><br>Report - any issues or non-compliance to the Board |                   | Review delivery - compliance with policies<br><br>Report - any issues or non-compliance to the CEO  | Deliver - compliance with finance policies    |
|                  | <b>Approving annual accounts</b>   | Approve                       | Deliver - arrange for auditing and filing of annual report and accounts                                   |                   | Comply - by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts |   |
|                  | <b>Corporate Risk Register</b>   | Review delivery               | Deliver - management of corporate risk register   |                   | Review - Academy risk register  | Deliver - management of Academy risk register |
|                  | <b>Investments</b> - agreeing the investment policy in line with the Academies Financial Handbook, the Articles of Association and any internal polices and controls | Determine and review delivery | Deliver   |                   |   |   |

|  | HET Directors  | CEO/ET   | Partnership Board   | LGB   | School Leader   |
|--|--|--|---|---|---|
| <b>Appointing the School Leaders at each Academy</b>   | Approve -in consultation with the LGBs   | Advise and support   | Review and potential for participation in recruitment process | Appoint   |   |
| <b>Appointing of cross-Trust Staff (in line with recruitment policy)</b>   | Review   | Recruit and report to the Board  | Recruit (Partnership employees)                               |   |   |
| <b>Appointing Academy Staff</b>  |  |  |   | Recruit (in consultation with the School Leader)  | Recommend   |
| <b>Establishing Trust wide HR Policies (consistent with above)</b>   | Determine<br>Review  | Comply   |   | Review  | Comply  |
| <b>Setting Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)</b> | Review - in respect of CEO/ET<br>Receive reports - in respect of appraisal arrangements and outcomes<br>Review - any appeals in respect of cross academy staff | Review - in respect of School Leaders and cross Trust staff and any appeals from Academy staff<br><br>Review - and Report - (annually) to the Board on appraisal arrangements and outcomes |   | Assure - in respect of performance management of the School Leader<br><br>Review - any appeals respect of all other staff<br><br>Review - any appeals in respect of the School Leader | Review - in respect of all other staff<br><br>Report - annually to the LGB on appraisal arrangements and outcomes |

|                   |   | HET Directors                         | CEO/ET  | Partnership Board                            | LGB  | School Leader |
|-------------------|---|---------------------------------------|---|--|--|---------------|
| HR AND OPERATIONS | Setting Terms and Conditions of Employment and Staff Handbook | Approve                               | Recommend   |  | Consult - report to Board on any suggested changes to the Academy's terms and conditions | Comply        |
|                   | Dismissing employees  | Review - in respect of School Leaders | Review and advise in respect of School Leaders and all academy staff<br><br>Dismiss managed service staff<br><br>Report - any dismissals to the Board | Dismissing cross Partnership Board employees | Decide   | Recommend     |

|   | HET Directors  | CEO/ET  | Partnership Board                           | LGB   | School Leader                               |
|---|--|---|---|---|---|
| Reviewing managed services provided to the Partnership Boards and Academies, by the Trust   | Review through Governance & Ethos Committee              | Deliver - on recommending the allocation of services to the Board | Review through Governance & Ethos Committee | Consult   | Consult                                     |
| Overseeing the effectiveness of services provided centrally by the Trust  | Review through Governance & Ethos<br>Directors - deliver | Deliver and report to Board                                       | Review through Governance & Ethos Committee | Report - to the Partnership Board   | Inform Partnership Board                    |
| Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained  | Determine - Trust wide policy                            | Recommend   | Consult                                     | Determine - academy plan in accordance with Trust policy<br>Review delivery of academy plan | Deliver - in accordance with Academy policy |
| Disposing of Trust land in line with the Funding Agreement, Academies Financial Handbook, legislation and leases (as applicable)  | Approve  | Recommend   |   | Decide  |   |
| Changing use of Capital Assets (i.e. assets from which the Trust derives benefit for more than one year, e.g. land, buildings, vehicles, information technology) in line with the Funding Agreement, Academies Financial Handbook and legislation | Deliver  |   |   | Recommend to the Board of any changes to fixed assets used by the Academy                   |   |
| Arranging insurance for the Trust   | Review   | Deliver   |   |   |   |



|                          |  |        |   |                                     |                                 |                |
|--------------------------|--|--------|---|-------------------------------------|---------------------------------|----------------|
|                          | <b>Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community</b> | Review | Deliver - Trust wide activities<br>Advise and support | Deliver Partnership wide activities | Deliver Academy wide activities | Comply         |
| <b>HR AND OPERATIONS</b> | <b>Academy Prospectus, website, social media</b>   |        |   |                                     | Deliver/review                  | Deliver/review |
|                          | <b>Trust materials/ website (Marketing)</b>  | Review | Deliver   |                                     |                                 |                |
|                          | <b>Registration with Information Commissioner's Office</b>   | Review | Deliver   |                                     |                                 |                |

Last approved: 18<sup>th</sup> July 2018  
HET Trust Board  
Revision 2