

June 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 | CFO | 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 Consulted | Informed Review | Consulted | Accountable Deliver | Responsible Deliver | Consulted Deliver | |
| 3.i. Deliver strategic objectives of the Trust | 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 | CFO | 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 | CFO | 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 policies 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 | CFO | 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 | CFO | 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 Trust | | 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 | CFO | 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 | CFO | 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 making recommendations to the Board. | Informed | Informed | Informed | Accountable | Deliver | Accountable | Consulted |

| | EDUCATION AND CURRICULUM | | | | | | |
|--|--------------------------|--|---|------------------------------|--|--|-----------------------|
| | Members | Trustees | LGB (AAG) | CEO Executive Headteacher | Headteacher | CFO | Operations Manager |
| 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 closing times for the Academies | | Determine – in consultation with LGBs | Consult – with the Board | Comply | Comply | Comply | Comply |
| | 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 | | |

| | EDUCATION AND CURRICULUM | | | | | | |
|--|--------------------------|-------------|-------------|------------------------------|-------------|--------------------|-----------------------|
| | Members | Trustees | LGB (AAG) | CEO Executive Headteacher | Headteacher | CFO | Operations Manager |
| | 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 | CFO | 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 | Informed | Informed | Support | Support and Deliver | Consulted | Support | Support |
| 39.ii. Ofsted Inspections: Academies | Informed | Accountable | Support | Support and Deliver | Responsible | Support | Support |

| | FINANCIAL | | | | | | |
|--|-------------|---|--|---|-------------|---|-----------------------|
| | Members | Trustees | LGB (AAG) | CEO Executive Headteacher | Headteacher | CFO | 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 | CFO | 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 | CFO | 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 | CFO | 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 | CFO | 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 | CFO | 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 | CFO | 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