

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
STRATEGY AND LEADERSHIP	Set strategic objectives of the Trust & Academies	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
	Deliver strategic objectives of the Trust & Academies	Review	Deliver	Review strengths, weaknesses and outcomes for PB schools	Review	Deliver
	Scrutiny - review & challenge	Review - progress of the Trust & Academies	Report Review - reports from the LGBs/School Leader	Review Progress of partnership	Review - progress of the Academy Report - progress to the CEO/ET & Board	Report - progress of the Academy to the LGB
	Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review	Deliver		Comply	Comply
	Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver Report - to Board		Review	Deliver Report - to LGB
	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	Deliver Report - to Board		Review	Deliver Report - to LGB & CEO

	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	Deliver	
STRATEGY AND LEADERSHIP	Appointments of Directors and Governors - 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 Review - the Board's own performance Review - performance of the LGBs	Report - to the Board on the performance of the LGBs Recommend - if appropriate changes to the size and composition of the LGBs	Determine membership of partnership board (Chairs or LGB representative & school leaders) Additional members as determined	Review - procedures for the election of staff and parent governors of the LGB Review - own performance Review - annually the size, structure and composition and skills of LGB Appoint governors to the LGB	
	Appointment of the Responsible Officer and Audit Committee	Deliver - appoint Responsible Officer and (if necessary) the Audit Committee	Deliver - the Responsible Officer role			
	Appointment of Clerk - Board and LGBs	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"> • Charging and remissions • Procurement • Curriculum • Religious Education and collective acts of worship • SEN and Disability Discrimination Act • Safeguarding and Child Protection • Behaviour • Admissions • Complaints • Health and Safety • Lettings • Data protection 	<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>

	Prepare terms of reference for LGB's and Committees	Deliver Review - annually	Develop			
	Training programme for Directors and governors	Deliver	Develop	Deliver	Deliver	
	Reserved matters	Determine	Develop	Comply	Comply	

	HET Directors	CEO/ET	Partnership Board	LGB	School Leader
Academy Development Plan - 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 Review the Academy Development Plan	Produce the Academy Development Plan Review - the Academy Development Plan Deliver the Academy Development Plan
Performance Measures - setting and reviewing performance of the Trust & the Academies	Determine - Trust wide Review - performance against KPIs	Consult - with the LGBs and propose KPIs to the Board Receive reports - from the LGBs and report performance of the LGBs against KPIs	Review agreed performance measures for each Academy Determine local KPIs	Recommend - targets for performance of the Academy to the CEO/EP Review - performance of the Academy and report to the CEO/EP Deliver - holding leadership to account for delivery against KPIs	Deliver - performance of the Academy against KPIs Report - performance of the Academy to LGB

	HET Directors	CEO/ET	Partnership Board	LGB	School Leader	
EDUCATION AND CURRICULUM	Quality of Teaching - 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 Report-strengths and concerns in the quality of teaching to LGB	
	Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Review - effectiveness of the curriculum across Trust	Monitor Recommend	Review and compare curriculum strengths and development areas	Approve	Set & deliver
	Pupil Premium - 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 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 Report - on effectiveness of use of the Pupil Premium

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

						Comply / Deliver - exclusion of pupils and complaints
	Academy Hours - 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
	Term Dates and length of school day	Approve		Review and recommend to the Trust board for approval as appropriate	Consult - with the Partnership Board	Comply
	School lunch - ensure provided to appropriate nutritional standards				Review	Deliver
	Provision of free school meals (including provision of milk where milk provided) to those meeting criteria				Review	Deliver
	Designate a teacher responsible for co-ordinating SEN provision				Monitor	Deliver
	Designated local governor for safeguarding				Deliver	
	Designate a teacher to support looked after children				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 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
FINANCIAL	Expenditure and ensuring delivery of Annual Budgets	Review	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		Review 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
	Reporting: financial reporting	Determine	Deliver		Review	Deliver
	Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies	Determine	Deliver - on recommending financial limits to the Board Review - effectiveness of limits		Review Delivery-Academy Comply - adherence to limits	Comply - adherence to limits

		HET Directors	CEO/ET	Partnership Board	LGB	School Leader
FINANCIAL	Financial Policies - 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 Report - any issues or non-compliance to the Board		Review delivery - compliance with policies Report - any issues or non-compliance to the CEO	Deliver - compliance with finance policies
	Approving annual accounts	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	
	Corporate Risk Register	Review delivery	Deliver - management of corporate risk register		Review - Academy risk register	Deliver - management of Academy risk register
	Investments - 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
Appointing the School Leaders at each Academy	Approve -in consultation with the LGBs	Advise and support	Review and potential for participation in recruitment process	Appoint	
Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Recruit and report to the Board	Recruit (Partnership employees)		
Appointing Academy Staff				Recruit (in consultation with the School Leader)	Recommend
Establishing Trust wide HR Policies (consistent with above)	Determine Review	Comply		Review	Comply
Setting Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Review - in respect of CEO/ET Receive reports - in respect of appraisal arrangements and outcomes 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 Review - and Report - (annually) to the Board on appraisal arrangements and outcomes		Assure - in respect of performance management of the School Leader Review - any appeals respect of all other staff Review - any appeals in respect of the School Leader	Review - in respect of all other staff 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 Dismiss managed service staff 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 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 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			

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

Last approved: 18th July 2018
HET Trust Board
Revision 2