



# Guilsborough Multi Academy Trust Draft Scheme of Delegation amended 14-9-20 by SWA

Please see amendments  
Principal becomes Executive Principal  
Head of School becomes Head of School/Principal

## Appendix 2 - Delegations

In this Annex 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 Principal this will be at Trust level. In the case of the Head of School 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 Principal 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, Principal and/or Head of School (as appropriate) and (iii) the Head of School they will be making recommendations in relation to their Academy to the Principal 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 Principal 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 Principal (as appropriate) and (iii) the Head of School they will be making reports in relation to their Academy to the Principal 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 Principal and/or LGB (as appropriate), (ii) the Principal they will be reviewing the Head of School and (iii) the LGB they will be reviewing the Head of School and his 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.*

		Directors	Executive Principal	LGB	Head of School /Principal
<b>STRATEGY AND LEADERSHIP</b>	Set strategic objectives of the Trust & Academies 1.0	Determine - for the Trust & Academies	Develop - in the case of the Academies in consultation with LGB & Head of School/Principal	Recommend and consult	Consult - in the case of their Academy
	Multi Academy Trust Improvement Plan - for each Academy in line with strategic aims of the Trust 1.1	Determine - the Academy Improvement Plan in consultation with the Exec Principal	Drafting and work with the Directors in producing the Multi Academy Trust Improvement Plan  Deliver the Multi Academy Trust Improvement Plan		
	Deliver strategic objectives of the Trust & Academies 1.2	Review	Deliver	Review	Deliver
	Scrutiny - review & challenge progress of the Trust against its strategic objectives and KPIs 1.3	Review - progress of the Trust & Academies	Report Review - reports from the LGBs/Head of School/Principal	Review - progress of the Academy Report - progress to the Exec. Principal & Board	Report - progress of the Academy to the LGB and The Exec Principal
	Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook 1.4	Review	Deliver	Comply	Comply

		Directors	Executive Principal	LGB	Head of School /Principal
	<b>Compliance: Regulatory</b> - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety) 1.5	Review	Deliver Report - to Board	Review	Deliver Report - to LGB & Exec Principal
	<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 1.6	Determine - policies to ensure compliance Review	Deliver Report - to Board	Review	Deliver Report - to LGB & Exec Principal
	<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 1.7	Determine - policies to ensure compliance Deliver		Deliver	
<b>STRATEGY AND LEADERSHIP</b>	<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) 1.8	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  Review - annually the size, structure and composition and skill Determines of LGBs  Recommend - if appropriate changes to the size and composition of the LGBs	Review - procedures for the election of staff and parent governors of the LGB  Review - own performance	

		Directors	Executive Principal	LGB	Head of School /Principal
	Appointment of the Responsible Officer and Audit Committee 1.9	Deliver - appoint Responsible Officer and (if necessary) the Audit Committee	Deliver - the Responsible Officer role - isn't this now the auditors?		
	Appointment of Clerk - Board and LGBs 1.10	Deliver - appoint the clerk to the Board & LGBs		Consult - in connection with the appointment of the LGB clerk	
STRATEGY AND LEADERSHIP	Policies - review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding) 1.11	Determine	Deliver - presenting policies to the Board for approval  Report - material non-compliance to the Board	Review - all policies approved by the Board and Academy specific policies	Deliver - presenting Academy specific policies for approval by the LGB  Report - non-compliance to the LGB and the Exec Principal
	Prepare terms of reference for LGB's and Committees 1.12	Deliver  Review - annually	Develop		
	Training programme for directors and governors 1.13	Deliver	Develop	Deliver	Recommend training for Governors to the Exec Principal

		Directors	Executive Principal	LGB	Head of School/Principal
EDUCATION AND CURRICULUM	Academy Improvement Plan - for each Academy in line with strategic aims of the Trust       2.0	Determine - the Academy Improvement Plan in consultation with the appropriate LGB	Review-Agreeing the Academy Improvement Plan	Recommend - Academy Improvement Plan to the Board	Drafting and work with the Exec Principal in producing the Academy Improvement Plan  Deliver the Academy Improvement Plan
	Key Performance Indicators - setting and reviewing performance of the Trust & the Academies       2.1	Determine - Trust wide and Academy KPIs  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	Recommend - targets for performance of the Academy to the Exec. Principal  Review - performance of the Academy and report to the Exec. Principal  Deliver - holding leadership to account for delivery against KPIs	Deliver - performance of the Academy against KPIs  Report - performance of the Academy to LGB

		Directors	Executive Principal	LGB	Head of School/Principal
EDUCATION AND CURRICULUM	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes  2.2	Review - the work of the Executive Principal	Deliver - supporting the Academies and intervening where appropriate	Review - at the Academy	Review - management of staff to ensure teaching and learning objectives are met  Report- strengths and concerns in the quality of teaching to LGB
	Curriculum - setting the curriculum for the Academies and reviewing its effectiveness  2.3	Determine - curriculum and standards  Review - effectiveness of the curriculum across Trust	Deliver  Recommend	Consult  Review	Deliver
	Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap  2.4	Review	Report - to Board effectiveness of use of the Pupil Premium across Trust	Determine & Review - how Pupil Premium is spent at the Academy	Deliver  Report - on effectiveness of use of the Pupil Premium to The Exec Principal and LGB

		Directors	Executive Principal	LGB	Head of School/Principal
EDUCATION AND CURRICULUM	Set admissions policy 2.5	Deliver	Develop		
	Admission decisions - NCC Implement agreed policy 2.6			Deliver	Consult
	Collective workshop arrangements for school, without religious character 2.7			Review	Deliver
	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy) 2.8	Review	Review delivery	Receiving reports from the Head of School/Principal  Report any material issues to the Board and the Exec Principal	Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies  Report - to the LGB on any material issues
	Academy Hours - setting the opening and closing times for the Academies 2.9	Determine	Recommend		Comply
	Term Dates and length of school day 2.10	Determine - in consultation with LGBs	Recommend		Comply
	School lunch - ensure provided to appropriate nutritional standards 2.11			Review	Deliver



	Provision of free school meals to those meeting criteria			Review	Deliver
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		Directors	Executive Principal	LGB	Head of School/Principal
FINANCIAL	Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term 3.0	Determine - in consultation with the LGBs	Recommend a funding model to the Board for approval Review	Consult - with the Board Review - compliance with the overall financial plan for the Academy	Comply
	Trust Annual Budget - formulating and setting the Trust wide budget 3.1	Determine	Deliver - on preparation of Trust budget and present to the Board for approval Review - submission of Trust budget to the EFA		
	Academy Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances) 3.2	Determine	Deliver - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval Review - submission of Academy budgets to the EFA	Consult - with Exec Principal in respect of the Academy's requirements Comply	Deliver Comply

		Directors	Executive Principal	LGB	Head of School/Principal
<b>FINANCIAL</b>	Expenditure and ensuring delivery of Annual Budgets          3.3	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 Exec Principal any issues with expenditure or compliance with the Annual Budgets by the Academy	Report - to the LGB any need for any matters of concern in respect of the Academy's annual budget
	Reporting: financial reporting and KPIs  3.4	Determine	Deliver	Review	Deliver
	Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies       3.5	Determine	Deliver - on recommending financial limits to the Board  Review - effectiveness of limits	Review Delivery-Academy  Comply - adherence to limits	Comply - adherence to limits

		Directors	Executive Principal	LGB	Head of School/Principal
FINANCIAL	Financial Policies -establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements 3.6	Determine	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 Exec Principal	Deliver - compliance with finance policies
	Approving annual accounts 3.7	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 3.8	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 and any internal polices and controls 3.9	Determine and review delivery	Deliver		

		Directors	Executive Principal	LGB	Head of School/Principal
HR AND OPERATIONS	Appointing the Executive Principal/Principal/Head of School 4.0	Appoint			
	Appointing the Head of Schools at each Academy 4.1	Approve -in consultation with the <b>Executive</b> Principal/ LGBs	Recommend - sit on appointment panel along with two representatives of the relevant LGB	Recommend - two representatives to sit on the appointment panel with the Principal	
	Appointing of cross-Trust Staff (in line with recruitment policy) 4.2	Review	Appoint and report to the Board		
	Appointing Academy Staff 4.3			Appoint (in consultation with the Head of School/Principal)	Recommend
	Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations 4.4	Determine Review	Comply	Review	Comply
	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 Exec Principal Receive reports - in respect of appraisal arrangements and outcomes Review - any appeals in respect	Review - in respect of Head of School, Principal and across Trust staff (and any appeals from Academy staff) Review - and Report - (annually)	Assure - in respect of performance management of Head of School/Principal	Review - in respect of all other staff Report - annually to the Exec Principal on appraisal

	4.5	of the Head of School/Principal and cross academy staff Review - any appeals respect of all other staff	to the Board on appraisal arrangements and outcomes		arrangements and outcomes
		<b>Directors</b>	<b>Executive Principal</b>	<b>LGB</b>	<b>Head of School/Principal</b>
<b>HR AND OPERATIONS</b>	4.6	Setting Terms and Conditions of Employment and Staff Handbook Determine - and consider any proposals by LGBs to make amendments	Recommend	Consult - report to Board on any suggested changes to the Academy's terms and conditions	Comply
	4.7	Dismissing Exec Principal, Principal, Head of Schools, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Review - in respect of Exec Principal Report - any dismissals to the Board	Review - in respect of Head of School/Principal, across academy staff and senior leadership teams of the Academies Review - in respect of the Head of School or Principal of the Academy	
	4.8	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)	Review Report - to the Board	Review (in consultation with the Exec Principal) Report - to the Exec Principal	Comply

	Reviewing discipline and grievance policy 4.9	Review delivery	Recommend	Review - in line with Trust policy	
	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy 4.10	Determine	Deliver	Comply	Comply

		Director	Executive Principal	LGB	Head of School/Principal
HR AND OPERATIONS	Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy 4.11	Determine	Review	Deliver - in accordance with Trust policy	Recommend
	Determining and allocating central services provided to the Academies by the Trust 4.12	Determine (in consultation with the LGBs)	Deliver- on recommending the allocation of services to the Board	Consult	Consult
	Overseeing the effectiveness of services provided centrally by the Trust 4.13	Review	Deliver and report to Board	Report - to the Board as an agenda item and then on to directors	
	Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained 4.14	Determine - Trust wide policy	Recommend	Determine - academy plan in accordance with Trust policy Review delivery of academy plan	Deliver - in accordance with Academy policy
	Acquiring and disposing of Trust land 4.15	Deliver	Recommend		
	Changing use of Assets 4.16	Deliver		Recommend to the Board of any changes to fixed assets used by the Academy	
	Arranging insurance for the Trust 4.17	Review	Deliver		



	Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community 4.18	Review	Deliver - Trust wide activities	Comply	Comply
		<b>Directors</b>	<b>Executive Principal</b>	<b>LGB</b>	<b>Head of School/Principal</b>
<b>HR AND OPERATIONS</b>	Academy Prospectus 4.19		Review	Deliver	Recommend
	Trust Prospectus and website 4.20	Review	Deliver		

Last approved: [date]