

Annex 3 – 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 Executive Headteacher (“EHT”) this will be at Trust level. In the case of the Headteacher (“HT”) 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 Executive Headteacher (EHT) 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, Executive Headteacher and/or Headteacher (HT) (as appropriate) and (iii) the Headteacher (HT) they will be making recommendations in relation to their Academy to the EHT 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 EHT 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 EHT (as appropriate) and (iii) the HT they will be making reports in relation to their Academy to the EHT 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 EHT and/or LGB (as appropriate), (ii) the EHT they will be reviewing the HT and (iii) the LGB they will be reviewing the HT 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.

		Trustees	Executive Headteacher (EHT)	Local Governing Body (LGB)	Headteacher (HT)	Evidencing Documentation / Process
STRATEGY AND LEADERSHIP	Set strategic objectives of the Trust & Academies	Determine - for the Trust & Academies	Develop - in the case of the Academies in consultation with LGB & HT	Recommend	Consult - in the case of their Academy	Annual Strategic Planning Day Strategic Plan Reviews
	Deliver strategic objectives of the Trust & Academies	Review	Deliver	Review	Deliver	School Improvement Plans
	Scrutiny - review & challenge progress of the Trust against its strategic objectives and KPIs	Review - progress of the Trust & Academies	Report	Review - progress of the Academy	Report - progress of the Academy to the LGB	Trust Board Members receive and review annual statement and report Annual AGM
			Review - reports from the LGBs/HTs	Report - progress to the EHT & Board		
	Compliance: Funding Agreement - comply with all obligations including the Academy Trust Handbook	Review	Deliver	Comply	Comply	Control Measures Processes Governance Professional / Compliance
	Compliance: regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver	Review	Deliver	Trained Trust Board Governance Professional
			Report - to Board		Report - to LGB & EHT	
	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	Review	Deliver	Business Director Finance Policy Review Trust Board review of policies and procedures
Report - to Board				Report - to LGB & EHT		
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		All staff complete Declarations survey which is also the register of business interests Declarations survey designed, reviewed and operated by Governance Professional	

STRATEGY AND LEADERSHIP	Appointments of Trustees and Governors - ensuring processes in place for appointment of directors (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies)	Determine - policies and criteria for the selection of Trustees and Governors	Report - to the Board on the performance of the LGBs	Review - procedures for the election of staff and parent governors of the LGB		Appointment Process detailed in the Terms of Reference; LGB, Members and Trustee
		Review - the Board's own performance	Review - annually the size, structure and composition and skill Determines of LGBs	Review - own performance		Annual Skills Audits Annual review of terms of reference
		Review - performance of the LGBs	Recommend - if appropriate changes to the size and composition of the LGBs			Link Trustee Scheme Link Governors Scheme
	Appointments of the Responsible Officer and Audit Committee	Deliver - appoint Responsible Officer and (if necessary) the Audit Committee	Deliver - the Responsible Officer role			No Audit Committee
	Appointments of Clerk (Governance Professional)- Board and LGBs	Deliver - appoint the clerk (governance professional) to the Board & LGBs		Consult - in connection with the appointment of the LGB clerk (governance professional)		Trust Board Appoint Governance Professional Schools appoint Internal Clerk Coventry Governor Support Service provide Clerks for schools that buy their services

		Trustees	EHT	LGB	HT	
STRATEGY AND LEADERSHIP	Policies - review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	<p>Deliver - presenting policies to the Board for approval</p> <p>Report - material non-compliance to the Board</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 and the EHT</p>	<p>Governance Professional manages Trust-wide policy database, highlighting review dates to policy owners</p> <p>Trust Board review policies</p> <p>GP distributes policies and highlights for LGB attention</p> <p>Non-compliance discussed with Headteachers at Strategic Operations meetings</p>
	Prepare terms of reference for LGB's and Committees	<p>Deliver</p> <p>Review - annually</p>	Develop			<p>Governance Professional prepares TOR for Trust Board approval in July and circulates to LGBs for adoption at their September meeting for the year ahead</p> <p>Governance Professional conducts an annual review of Terms of Reference, updating to incorporate changes in guidance and consequences of legislative change</p>
	Training programme for Trustees and Governors	Deliver	Develop	Deliver		<p>Skills Analysis by Governance professional informs training needs - mandatory training set by Trust Board each term</p> <p>Training Link Governor and LGB Clerk to identify individual training needs and suggest Learning Link training for each governor</p>

		Trustees	EHT	LGB	HT		
EDUCATION AND CURRICULUM	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	Deliver - drafting and agreeing the Academy Development Plan	Recommend - Academy Development Plan to the Board	Work with the EHT in producing the Academy Development Plan Review - the Academy Development Plan	School Improvement Plans for each school drawn up with the EHT and HT of each school	
						Each LGB Review their School Improvement Plan with the HT	
	Key Performance Indicators - setting and reviewing performance of the Trust & the Academies	Determine - Trust wide and Academy KPIs	Consult - with the LGBs and propose KPIs to the Board	Recommend - targets for performance of the Academy to the EHT	Deliver - performance of the Academy against KPIs		
		Review - performance against KPIs	Receive reports - from the LGBs and report performance of the LGBs against KPIs	Review - performance of the Academy and report to the EHT Deliver - holding leadership to account for delivery against KPIs	Report - performance of the Academy to LGB		

		Trustees	EHT	LGB	HT		
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 EHT	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	EHT reviews with HT and Ed Dev Team Ed Dev Team are deployed to schools to provide support for areas identified in SIP and SEF Headteacher Reports provide information to LGBs on outcomes and identify key areas of focus for improvement	
	Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum and standards	Deliver	Consult	Deliver		
		Review - effectiveness of the curriculum across Trust	Recommend	Review			
	Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	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	

EDUCATION AND CURRICULUM

	Trustees	EHT	LGB	HT	
Set admissions policy	Deliver	Develop			
Admission decisions			Deliver	Consult	
Collective workshop arrangements for school, without religious character			Review	Deliver	
Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receiving reports from the HT	Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies	
			Report any material issues to the Board and the EHT	Report - to the LGB on any material issues	
Academy Hours - setting the opening and closing times for the Academies	Determine - in consultation with LGBs		Consult - with the Board	Comply	
Term Dates and length of school day	Determine - in consultation with LGBs		Consult - with the Board	Comply	Strategic Operations meetings facilitate discussion with HTs to set Term Dates and review the length of the school day
School lunch - ensure provided to appropriate nutritional standards			Review	Deliver	
Provision of free school meals to those meeting criteria			Review	Deliver	

		Trustees	EHT	LGB	HT	
FINANCIAL	Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies so as to secure the Trust's financial health in the short term and the long term	Determine - in consultation with the LGBs	Recommend a funding model to the Board for approval	Consult - with the Board	Comply	
			Review	Review - compliance with the overall financial plan for the Academy		
	Trust Annual Budget - formulating and setting the Trust wide budget	Determine	Deliver - on preparation of Trust budget and present to the Board for approval			Business Director and Operations Managers set out the budget Budget is approved by the Trust Board Finance, Resource and Risk Committee
			Review - submission of Trust budget to the ESFA			Business Director submits budgets to the ESFA
	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	Deliver - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval	Consult - with EHT in respect of the Academy's requirements	Deliver	
			Review - submission of Academy budgets to the ESFA	Comply		
				Comply		

		Trustees	EHT	LGB	HT	
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	Review	Report - to the LGB any need for any matters of concern in respect of the Academy's annual budget	
			Receive reports - on matters of concern in connection with compliance with the Annual Budgets	Report - to the EHT any issues with expenditure or compliance with the Annual Budgets by the Academy		
	Reporting: financial reporting and KPIs	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 Delivery-Academy	Comply - adherence to limits	
			Review - effectiveness of limits	Comply - adherence to limits		

		Trustees	EHT	LGB	HT	
FINANCIAL	Financial Policies -establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine	Review - compliance with policies	Review delivery - compliance with policies	Deliver - compliance with finance policies	
			Report - any issues or non-compliance to the Board	Report - any issues or non-compliance to the EHT		
	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		Trustees Approve the annual accounts at the December Trust Board Finance, Resource and Risk Committee Meeting Operations Managers at schools keep proper records and work with the Business Director to provide information for the Annual Accounts
	Corporate Risk Register	Review delivery	Deliver - management of corporate risk register	Review - Academy risk register	Deliver - management of Academy risk register	MAT Central SLT review sections of the Risk Register The Trust Board review the Risk Register at the October, March and June meetings of the Finance, Resource and Risk Committee
Investments - agreeing the investment policy in line with the Academy Trust Handbook and any internal policies and controls	Determine and review delivery	Deliver				The Business Director reviews the Investment and Reserves policy in line with the ATH Trustees ratify the Investment and Reserves policy

		Trustees	EHT	LGB	HT		
HR AND OPERATIONS	Appointing the EHT	Appoint				A highly experienced panel of the Trustees appoint the EHT in line with Safer Recruitment requirements	
	Appointing the HTs at each Academy	Approve -in consultation with the EHT/ 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 EHT		The Trustees Approve the appointment of the School Headteachers, based on the recommendation of the EHT, further to a robust recruitment process involving LGB Governors, Trustees and an independent education specialist	
	Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board				
	Appointing Academy Staff		Appoint and report to the Board	Recommend (in consultation with EHT and HT)	Work with the EHT in appointing staff to the Academy		
					Recommend		
	Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine	Comply	Review	Comply		
		Review					
	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 EHT	Review - in respect of HTs and cross Trust staff (and any appeals from Academy staff)	Assure - in respect of performance management of HT	Review - in respect of all other staff		
		Receive reports - in respect of appraisal arrangements and outcomes	Review - and Report - (annually) to the Board on appraisal arrangements and outcomes	Review - any appeals respect of all other staff	Report - annually to the EHT on appraisal arrangements and outcomes		
		Review - any appeals in respect of the HTs and cross academy staff					

		Trustees	EHT	LGB	HT	
HR AND OPERATIONS	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	
	Dismissing EHT, HTs, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Review - in respect of EHT	Review - in respect of HTs, cross academy staff and senior leadership teams of the Academies	Review - in respect of the HT of the Academy		
			Report - any dismissals to the Board			
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review	Review (in consultation with the EHT)	Comply	
			Report - to the Board	Report - to the EHT		
	Reviewing discipline and grievance policy	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, Academy Trust Handbook and the Trust's procurement policy	Determine	Deliver	Comply	Comply		

		Trustees	EHT	LGB	HT	
HR AND OPERATIONS	Setting academy specific procurement policies - in accordance with the Funding Agreement, Academy Trust Handbook and the Trust's procurement policy	Determine	Review	Deliver - in accordance with Trust policy	Recommend	
	Determining and allocating central services provided to the Academies by the Trust	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	Review	Deliver and report to Board	Report - to the Board		
	Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained	Determine - Trust wide policy	Recommend	Determine - academy plan in accordance with Trust policy	Deliver - in accordance with Academy policy	
	Acquiring and disposing of Trust land	Deliver	Recommend			
	Changing use of Assets	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	Comply	Comply	

		Trustees	EHT	LGB	HT	
HR AND OPERATIONS	Academy Prospectus		Review	Deliver	Recommend	
	Trust Prospectus and website	Review	Deliver			

Last approved: 12th July 2022

Trust Policies

Abusive Parents Policy	Privacy Notice (GDPR)
All Staff Appraisal Policy	Redundancy Policy
All Staff Capability Policy	Risk Management Policy
All Staff Grievance Policy	Safer Recruitment
FPMAT All Staff Pay Policy	Site Condition Allocation Prioritisation Policy
FPMAT Credit Card Policy	School Driving Policy and Procedures
CCTV Policy	Special Leave Policy
Charging & Remissions	Sickness Absence (Staff)
Complaints Policy	Staff code of conduct
Confidentiality Policy	TOIL and banked hours (Associate Staff)
CPD	Travel & Reimbursement Scheme (Policy)
Data Protection	Whistleblowing
Debtors	Flexible Working Policy
Disciplinary Procedure	
Disposal of Equipment	
Educational Inclusion and Equality Policy	
Finance Policy	
Freedom of Information	
Governor's code of practice	
Health & Safety	
FPMAT Information Security Policy	
Investments & Reserve Policy	
Long Service Award Policy	
Mental Wellbeing	
Premises Management Policy	

School-level Policies and Procedures

Admissions Arrangements
Protection of Biometric Information of children in schools and colleges
Register of Pupils Admission to school and attendance
School information published on website
Early Career Teachers (ECTs)
Single Central Record of recruitment and vetting checks
Statement of procedures for dealing with allegations of abuse against staff
Accessibility Plan
Child Protection Policy and procedures
Children with Health needs who cannot attend schools
Early Years foundation stage (EYFS)
Special Educational needs and disability
Supporting pupils with medical conditions
Sex and relationships education
Behaviour in schools
Behaviour principles written statement
School Exclusion
First Aid in Schools
Equality information and objectives (public sector equality duty) statement for publication
Register of business interests of headteachers and governors
Careers Guidance: details of your careers programme and a provider access statement
Remote Education
Premises Management documents