



# **BASE Academy Trust Scheme of Delegation**



## Delegations

In this document 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 this will be at Trust level. In the case of the Principal 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 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 and/or Principal (as appropriate) and (iii) the Principal 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 (i) the CEO 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 (as appropriate) and (iii) the Principal 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 (i) the Board they will be reviewing the CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Principal and (iii) the LGB they will be reviewing the Principal 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.*

	Members	Trustees	Executive Head teacher	LGB	Head of School	
<b>STRATEGY AND LEADERSHIP</b>	To review and amend the Articles of Association	Review	Comply	Comply	Comply	
	To change the name of the Academy Trust	Review	Comply	Comply	Comply	
	To receive an annual report from the Trustees and the Executive Headteacher on the Academy Trust's performance	Determine	Deliver	Deliver	Report	Report
	To determine the educational character, mission and ethos of the Academy Trust	Determine	Develop	Develop	Develop	Develop
	To review and amend as appropriate the ethos, aims and values of the MAT	Determine	Develop	Develop	Develop	Develop
	Confirm the ethos and mission statement of individual academies			Determine	Determine	Develop and deliver
	Set strategic objectives of the Trust & Academies		Determine - for the Trust & Academies	Develop - in the case of the Academies in consultation with LGB & Heads of School	Recommend	Consult - in the case of their Academy
	Deliver strategic objectives of the Trust & Academies		Review	Deliver	Review	Deliver
	Scrutiny - review & challenge progress of the Trust against its strategic objectives and KPIs		Review - progress of the Trust & Academies	Report Review - reports from the LGBs/Principals	Review - progress of the Academy Report - progress to the CEO & Board	Report - progress of the Academy to the LGB

	Members	Trustees	Executive Head teacher	LGB	Head of School
		Review	Deliver	Comply	Comply
		Review	Deliver Report - to Board	Review	Deliver Report - to LGB & CEO
		Determine - policies to ensure compliance Review	Deliver Report - to Board	Review	Deliver Report - to LGB & CEO
		Determine - policies to ensure compliance Deliver		Deliver	
<b>STRATEGY AND LEADERSHIP</b>	Determine	Determine - policies and criteria for the selection of Trustees 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	

		Members	Trustees	Executive Head teacher	LGB	Head of School
	To review and amend the Governance Charter		Review and deliver	Review and deliver	Comply	
	To review and amend the constitution and terms of reference of the Trust board		Review and deliver	Review and deliver		
	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 & LGBs		Consult - in connection with the appointment of the LGB clerk	
<b>STRATEGY AND LEADERSHIP</b>	Policies - review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)		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 CEO

		Members	Trustees	Executive Head teacher	LGB	Head of School
<b>STRATEGY AND LEADERSHIP</b>	To review and amend the constitution and prepare terms of reference for LGB's and Committees		Deliver Review - annually	Develop		
	Training programme for trustees and governors		Deliver	Develop	Deliver	

		Members	Directors	Executive Headteacher	LGB	Head of School
EDUCATION AND CURRICULUM	To receive an annual report from Directors and Executive Head teacher on standards	Determine	Determine with regards to termly reports from LGB and Head of School and report annually to members.	Determine with regards to termly reports from LGB and Head of School and report annually to members.	Determine with regards to termly reports from Head of School and report termly to directors.	Report termly to LGB
	To appoint an education standards committee		Determine			
	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 CEO in producing the Academy Development Plan  Review - the Academy Development Plan
	Key Performance Indicators - setting and reviewing performance of the Trust & the Academies		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 CEO Review - performance of the Academy and report to the CEO Deliver - holding leadership to account for delivery against KPIs	Deliver - performance of the Academy against KPIs  Report - performance of the Academy to LGB

	Members	Directors	Executive Headteacher	LGB	Head of School
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		Review - the work of the Executive Headteacher	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
To determine a Trust wide Curriculum policy to ensure provision of a balanced and broadly based curriculum to include: <ul style="list-style-type: none"> <li>- A prohibition on political indoctrination and balanced treatment of political issues; and</li> <li>- A written policy on sex and relationship education</li> </ul>		Determine	Determine	Deliver and Comply	Deliver and Comply
Curriculum - setting the curriculum for the Academies and reviewing its effectiveness		Determine - curriculum and standards  Review - effectiveness of the curriculum across Trust	Deliver  Recommend	Consult  Review	Deliver
To determine a Trust wide policy on religious education and collective acts of worship.		Determine	Determine	Deliver and Comply	Deliver and Comply



	To determine a Trust wide policy on SEN, Disability, Accessibility and Equality.		Determine	Determine	Deliver and Comply	Deliver and Comply
	To determine a Trust wide Safeguarding, Child Protection, Health and Safety and school trip policies.		Determine	Determine	Deliver and Comply	Deliver and Comply
	To adopt a Trust wide Behaviour policy and review the use of exclusions.		Determine	Determine	Deliver and Comply	Deliver and Comply
	To adopt a Trust wide Admissions policy		Determine	Determine	Deliver and Comply	Deliver and Comply
	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

	Members	Directors	Executive Headteacher	LGB	Head of School	
EDUCATION AND CURRICULUM	Set admissions policy		Deliver	Develop		
	Admission decisions				Deliver	
	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)		Review	Review delivery	Receiving reports from the Principal  Report any material issues to the Board and the CEO	Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies  Report - to the LGB on any material issues
	Review Academy Hours - setting the opening and closing times for the Academies		Determine - in consultation with LGBs		Consult - with the Board	Comply
	Review and set term dates and length of school day		Determine - in consultation with LGBs		Consult - with the Board	Comply
	School lunch - ensure provided to appropriate nutritional standards				Review	Deliver
	Provision of free school meals to those meeting criteria				Review	Deliver

	Members	Directors	Executive Headteacher	LGB	Head of School	
<b>FINANCIAL</b>	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		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
	Ensure the MAT receives all the income grant and otherwise of which it is entitled		Deliver	Deliver		
	Trust Annual Budget - determine the amount of the overall MAT income to be delegated to individual academy		Determine	Deliver - on preparation of Trust budget and present to the Board for approval Review - submission of Trust budget to the EFA	Consult - with Executive Headteacher in respect of the Academy's requirements	Deliver  Comply
	To appoint external auditors	Deliver				
	Set up and maintain a register of business interests for members and directors of the MAT, members of the LGB and Academy staff members involved in buying decisions		Deliver			
	To approve the financial scheme of delegation and appoint a finance committee.		Determine	Deliver - on recommending financial limits to the Board Review - effectiveness of limits	Review Delivery-Academy Comply - adherence to limits	Comply - adherence to limits

FINANCIAL	To adopt a Trust wide Procurement policy		Deliver	Deliver	Comply	Comply
	To set up and approve Trustee expenses in accordance with the Trust Conflict of Interest Policy		Deliver Comply	Deliver Comply	Comply	Comply
	To appoint an Accounting Officer		Deliver			
	Establish financial decision levels and limits and produce a MAT financial procedures manual		Deliver	Deliver	Comply	Comply
	To put into place and internal audit system		Deliver	Deliver	Comply	Comply
	To monitor income, expenditure, cash flow and balance sheet of the Academy Trust		Deliver	Deliver	Report	Report
	To establish a Charging and Remissions policy		Deliver Comply	Deliver Comply	Comply	Comply
	Put into place robust budget monitoring systems for each academy within the MAT		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 CEO 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

		Members	Directors	Executive Headteacher	LGB	Head of School
<b>FINANCIAL</b>	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 CEO 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		Determine	Deliver	Review	Deliver
	Financial Policies -establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements		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 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	

		Members	Directors	Executive Headteacher	LGB	Head of School
<b>FINANCIAL</b>	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 and any internal polices and controls		Determine and review delivery	Deliver		

	Members	Directors	Executive Headteacher	LGB	Head of School	
HR AND OPERATIONS	Appointing the Executive Headteacher		Appoint			
	Appointing the Heads of School at each Academy		Approve -in consultation with the CEO/ 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 CEO	
	Appointing of cross-Trust Staff (in line with recruitment policy)		Review	Appoint and report to the Board		
	Appointing Academy Staff				Appoint (in consultation with the Principal)	Recommend
	Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations		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 CEO Receive reports - in respect of appraisal arrangements and outcomes Review - any appeals in respect of the Principals and cross academy staff	Review - in respect of Principals 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 Principal  Review - any appeals respect of all other staff	Review - in respect of all other staff  Report - annually to the CEO on appraisal arrangements and outcomes

		Members	Directors	Executive Headteacher	LGB	Head of School
<b>HR AND OPERATIONS</b>	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 Executive Headteacher, Heads of School, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)		Review - in respect of the CEO	Review - in respect of Principals, cross academy staff and senior leadership teams of the Academies  Report - any dismissals to the Board	Review - in respect of the Principal of the Academy	
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)			Review Report - to the Board	Review (in consultation with the CEO) Report - to the CEO	Comply
	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, Academies Financial Handbook and the Trust's procurement policy		Determine	Deliver	Comply	Comply



	Members	Directors	Executive Headteacher	LGB	Head of School	
HR AND OPERATIONS	Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial 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 Review delivery of academy plan	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

		Members	Directors	Executive Headteacher	LGB	Head of School
<b>HR AND OPERATIONS</b>	Academy Prospectus			Review	Deliver	Recommend
	Trust Prospectus and website		Review	Deliver		

Last approved: [date]