

## Symphony Learning Trust – Scheme of Delegation

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

	Trustees	CEO/Exec Heads	LGB	Head teacher / Head of School	
<b>STRATEGY AND LEADERSHIP</b>	Set strategic objectives of the Trust & Academies	Determine – for the Trust & Academies	Develop – in the case of the Academies in consultation with LGB & Head teacher / Head 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/Head teacher / Head of Schools	Review – progress of the Academy Report – progress to the CEO/Exec Heads & 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 & CEO/Exec Heads
	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/Exec Heads
	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	

		Trustees	CEO/Exec Heads	LGB	Head teacher / Head of School
STRATEGY AND LEADERSHIP	<b>Appointments of Trustees and Governors</b> – 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)	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	
	<b>Appointment of the Responsible Officer and Audit Committee</b>	Deliver - appoint Responsible Officer and (if necessary) the Audit Committee	Deliver – the Responsible Officer role		
	<b>Appointment of Clerk – Board and LGBs</b>	Deliver - appoint the clerk to the Board & LGBs		Consult – in connection with the appointment of the LGB clerk	
	<b>Policies – review and approval of Trust Wide Policies</b> (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/Exec Heads
	<b>Prepare terms of reference for LGBs and Committees</b>	Deliver  Review - annually	Develop		
	<b>Training programme for trustees and governors</b>	Deliver	Develop	Deliver	

	Trustees	CEO/Exec Heads	LGB	Head teacher / Head of School	
<b>EDUCATION AND CURRICULUM</b>	<b>Academy Development Plan</b> - for each Academy in line with strategic aims (and improvement plan of the Trust)	Determine - the Trust Development Plan in consultation with the Exec Heads	Deliver – drafting and agreeing each Academy Improvement Plan	Determine – Academy Improvement Plan and share overall academy aims with the Trustees	Work with the CEO/Exec Heads in producing each Academy Development Plan  Deliver – Develop – Recommend to Exec Head
	<b>Key Performance Indicators – setting and reviewing performance of the Trust &amp; the Academies</b>	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/Exec Heads  Review – performance of the Academy and report to the CEO/Exec Heads  Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs  Report – performance of the Academy to LGB
	<b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the CEO/Exec Heads	Deliver - supporting the Academies and intervening where appropriate  Report to Trustees	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
	<b>Curriculum</b> – setting the curriculum for the Academies and reviewing its effectiveness	Review – effectiveness of the curriculum across Trust	Deliver	Consult  Review	Recommend  Deliver
	<b>Pupil Premium</b> – 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 (if required (i.e. Gaps are not closing)	Determine & Review – how Pupil Premium is spent at the Academy	Deliver  Report – on effectiveness of use of the Pupil Premium to Exec Head and LGB

	Trustees	CEO/Exec Heads	LGB	Head teacher / Head of School	
<b>EDUCATION AND CURRICULUM</b>	Set admissions policy	Deliver	Develop		
	Admission decisions			Deliver Consult	
	Collective worship arrangements for school without religious character			Review Deliver	
	<b>Student issues</b> (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receiving reports from the Head teacher / Head of School  Report any material issues to the Board and the CEO/Exec Heads	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies  Report – to the LGB on any material issues
	<b>Academy Hours</b> – setting the opening and closing times for the Academies	Determine – in consultation with LGBs		Consult – with the Board	Comply
	<b>Term Dates and length of school day</b>	Determine – in consultation with LGBs		Consult – with the Board	Comply
	<b>School lunch</b> – ensure provided to appropriate nutritional standards			Review	Deliver
	<b>Provision of free school meals to those meeting criteria</b>			Review	Deliver

	Trustees	CEO/Exec Heads	LGB	Head teacher / Head of School	
<b>FINANCIAL</b>	<b>Funding Model</b> - 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  Review	Consult – with the Board  Review - compliance with the overall financial plan for the Academy	Comply
	<b>Trust Annual Budget</b> – formulating and setting the Trust wide budget	Determine	Deliver - on preparation of Trust budget and present to the Board for approval  Review – submission of Trust budget to the EFA		
	<b>Academy Annual Budgets</b> – 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  Review – submission of Academy budgets to the EFA	Consult - with CEO/Exec Heads in respect of the Academy's requirements  Comply	Deliver  Comply
	<b>Expenditure and ensuring delivery of Annual Budgets</b>	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/Exec Heads 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
	<b>Reporting:</b> financial reporting and KPIs	Determine	Deliver	Review	Deliver
	<b>Delegated Budgets and Finances</b> - 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 Deliver– Academy Comply - adherence to limits	Comply - adherence to limits

		Trustees	CEO/Exec Heads	LGB	Head teacher / Head of School
<b>FINANCIAL</b>	<b>Financial Policies</b> –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/Exec Heads	Deliver – compliance with finance policies
	<b>Approving annual accounts</b>	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	
	<b>Corporate Risk Register</b>	Review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
	<b>Investments</b> – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls	Determine and review delivery	Deliver		

		Trustees	CEO/Exec Heads	LGB	Head teacher / Head of School
<b>HR AND OPERATIONS</b>	Appointing CEOs/Exec Heads	Appoint	Involvement in Recruitment of Exec Heads of the other Lead Schools	Representation on selection panel	
	Appointing the Head teacher / Head of Schools at each Academy	Approve -in consultation with the CEO/Exec Heads/ 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/Exec Heads	
	Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board		
	Appointing Academy Staff		Appoint staff within the Academy(s) and to delegate to Head of School / Head teacher as required		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/Exec Heads Receive reports – in respect of appraisal arrangements and outcomes Review – any appeals in respect of the Head teacher / Head of Schools and cross academy staff	Review – in respect of Head teacher / Head of Schools 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 Head teacher / Head of School  Review – any appeals respect of all other staff	Review – in respect of all other staff  Report – annually to the CEO/Exec Heads on appraisal arrangements and outcomes



	Trustees	CEO/Exec Heads	LGB	Head teacher / Head of School	
<b>HR AND OPERATIONS</b>	Setting Terms and Conditions of Employment and Staff Code of Conduct	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 CEO/Exec Heads, Head teacher / Head of Schools, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Deliver – in respect of the CEO/Exec Heads	Review – in respect of Head teacher / Head of Schools, cross academy staff and senior leadership teams of the Academies Report – any dismissals to the Board	Action – in respect of the Head teacher / Head of School 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/Exec Heads) Report – to the CEO/Exec Heads	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

	Trustees	CEO/Exec Heads	LGB	Head teacher / Head of School	
<b>HR AND OPERATIONS</b>	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
	Academy Prospectus		Review	Deliver	Recommend
	Trust Prospectus and website	Review	Deliver		

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