



## SCHEME OF DELEGATED AUTHORITY ANNEX 3 NON-SPONSORED ACADEMIES

**Policy Scope:** Non-Sponsored Academies

**Responsibility:** Board of Trustees

**Date Adopted:** September 2021

**Review Frequency:** Annually

**Review Date:** July 2022 for implementation at the start of Term 1

Approved by the Board of Directors

Signed *Dan McDonald*

Print name and title: Dan McDonald, Chair, Board of Directors

## Annex 3 - Delegations for Non-Sponsored Academies

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 this will be at Trust level. In the case of the Principal/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 they will be making recommendations to the Board and/or LAB (as appropriate), (ii) the LAB they will be making recommendations in relation to their Academy to the Board, CEO and/or Principal/Head of School (as appropriate) and (iii) the Principal/Head of School they will be making recommendations in relation to their Academy to the CEO and/or LAB (as appropriate).

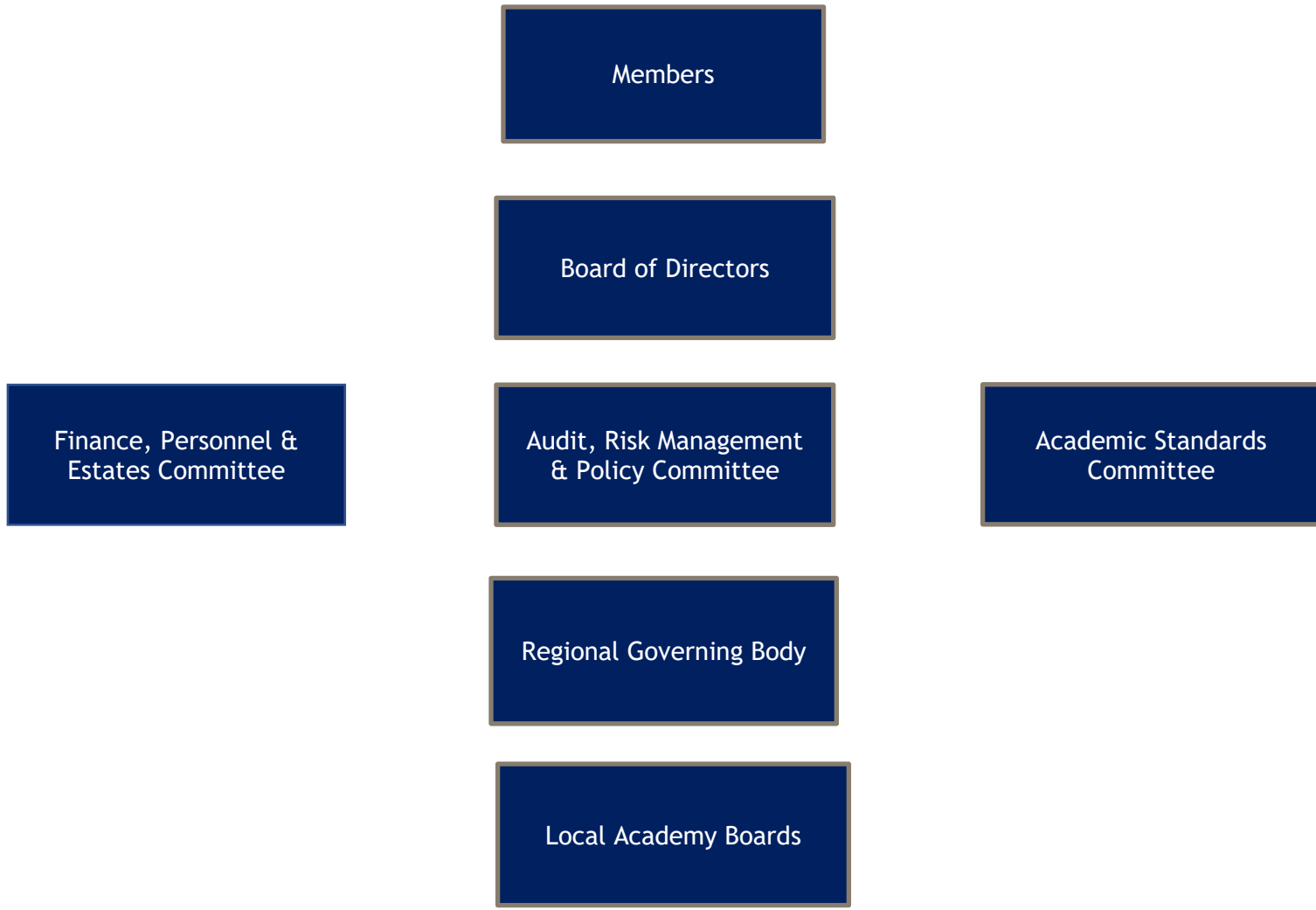
**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or LAB (as appropriate), (ii) the LAB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Principal/Head of School they will be making reports in relation to their Academy to the CEO and/or LAB (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 LAB (as appropriate), (ii) the CEO they will be reviewing the Principal/Head of School and (iii) the LAB they will be reviewing the Principal/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.*

# The Howard Academy Trust Governance Structure



		Directors	Trust	LAB	Principal/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 LAB & Principal/Head of School	Recommend for their own academy	Consult - in the case of their Academy
	Deliver strategic objectives of the Trust & Academies	Review	Deliver	Review for their own academy	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 LABs/ Principal/Heads of School	Review - progress of the Academy Report - progress to the CEO & Board	Report - progress of the Academy to the LAB
	<b>Compliance: Funding Agreement</b> - comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply
	<b>Compliance: Regulatory</b> - 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 LAB & CEO
	<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	Determine - policies to ensure compliance Review	Deliver Report - to Board	Review for their own academy	Deliver Report - to LAB & CEO

		Directors	Trust	LAB	Principal/Head of School
	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	
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 LABs	Report - to the Board on the performance of the LABs  Review - annually the size, structure and composition and skill Determines of LABs  Recommend - if appropriate changes to the size and composition of the LABs	Review - procedures for the election of staff and parent governors of the LAB  Review - own performance	
	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 LABs	Deliver - appoint the clerk to the Board & LABs		Consult - in connection with the appointment of the LAB clerk	

		Directors	Trust	LAB	Principal/Head of School
STRATEGY AND LEADERSHIP	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	Comply - all policies approved by the Board and Academy specific policies	Deliver - presenting Academy specific policies for approval by the LAB  Report - non-compliance to the LAB and the CEO
	Prepare terms of reference for LAB's, RGB and Board Committees	Deliver  Review - annually	Develop	Comply	Comply
	Training programme for directors and governors	Deliver	Develop	Deliver	

		Directors	Trust	LAB	Principal/Head of School
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 LAB	Deliver - drafting and agreeing the Academy Development Plan	Review - Academy Development Plan to the Board as part of meeting schedule	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 LABs and propose KPIs to the Board  Receive reports - from the LABs and report performance of the LABs against KPIs	Monitor targets set by the Trust for performance of the Academy and report on progress to the Trust  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 LAB against agreed targets

		Directors	Trust	LAB	Principal/Head of School
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	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 LAB
	Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum and standards  Review - effectiveness of the curriculum across Trust	Deliver  Recommend	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	Review	Report - to Board effectiveness of use of the Pupil Premium across Trust	Review - how Pupil Premium is spent at the Academy	Deliver  Report - on effectiveness of use of the Pupil Premium



		Directors	Trust	LAB	Principal/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
	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receiving reports from the Principal/Head of School  Review and hold exclusion panels for fixed term and permanent exclusions  Report any material issues to the Board and the Trust	Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies  Report - to the LAB on any material issues
	Academy Hours - setting the opening and closing times for the Academies	Determine - in consultation with LABs		Consult - with the Board	Comply

		Directors	Trust	LAB	Principal / Head of School
EDUCATION AND CURRICULUM	Term Dates and length of school day	Determine - in consultation with LABs		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

		Directors	Trust	LAB	Principal/ 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 LABs	Recommend a funding model to the Board for approval Review	Review - compliance with the overall financial plan for the Academy	Comply
	Trust Annual Budget - 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 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 LABs and present to the Board for approval Review - submission of Academy budgets to the ESFA	Receive and Review Review performance against reserves position	Deliver Comply

		Directors	Trust	LAB	Principal/ Head of School
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 Trust any issues with expenditure or compliance with the Annual Budgets by the Academy	Report - to the LAB any need for any matters of concern in respect of the Academy's annual budget
	Reporting: financial reporting and KPIs	Determine	Deliver	Review	Comply
	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	Comply - adherence to limits	Comply - adherence to limits

		Directors	Trust	LAB	Principal/ Head of School
FINANCIAL	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	Comply  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		
	Corporate Risk Register	Review delivery	Deliver - management of corporate risk register	Comply and advise on perceived risks for the academy	Comply and advise on perceived risks for the academy
	Investments - agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls	Determine and review delivery	Deliver		

		Directors	Trust	LAB	Principal/ Head of School
HR AND OPERATIONS	Appointing the CEO	Appoint			
	Appointing the Principal /Head of School at each Academy	Approve -in consultation with the CEO/ LABs	Appoint - sit on appointment panel along with [two] representatives of the relevant LAB	Recommend - [two representatives] to sit on the appointment panel with the Trust colleagues	
	Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board		
	Appointing Academy Staff			Appoint (in consultation with thePrincipal/Head of School)	Recommend
	Appointing Senior Leadership Staff		Recommend - sit on appointment panel	Recommend - representatives to sit on the appointment panel with the Trust and Principal/Head of School	Receive Trust approval for the post
	Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Comply	Comply	Comply

	Directors	Trust	LAB	Principal/ Head of School	
HR AND OPERATIONS	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/ Heads of School and cross academy staff	Review - in respect of Principals/ Heads of School and cross Trust staff (and any appeals from Academy staff) Review - and Report-(annually) to the Board on appraisal arrangements and outcomes	Deliver- in respect of performance management of Principal/Head of School Review - any appeals respect of all other staff Authorise pay recommendations brought forward by Headteacher/ Head of School	Review - in respect of all other staff  Report - annually to the CEO on appraisal arrangements and outcomes
	Setting Terms and Conditions of Employment and Staff Handbook	Determine - and consider any proposals by LABs to make amendments	Recommend	Comply	Comply
	Dismissing CEO, Headteachers/Heads of School, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Review - in respect of CEO	Review-in respect of Principals/ Heads of School, cross academy staff and senior leadership teams of the Academies  Report - any dismissals to the Board		

		Directors	Trust	LAB	Principal/ Head of School
HR AND OPERATIONS	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report - to the Board	Review (in consultation with the Trust) Report - to the Trust	Comply
	Reviewing discipline and grievance policy	Review delivery	Recommend		
	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



	Directors	Trust	LAB	Principal/ 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	Comply	Recommend
	Determining and allocating central services provided to the Academies by the Trust	Determine (in consultation with the LABs)	Deliver- on recommending the allocation of services to the Board		
	Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report - to the Trust	
	Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained	Determine - Trust wide policy	Recommend	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		

		Directors	Trust	LAB	Principal/ Head of School
HR AND OPERATIONS	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		