

Canterbury Cross Education Trust - Scheme of Delegation

(Adopted on 25th February 2019)

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- may only be altered or revoked by the Trustees.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under re Academies Financial Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- HR & Operations.

To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on the final page of this Scheme.

	Trustees	CEO/Head
Set strategic objectives of the Trust & Academy	Determine & Deliver - for the Trust & Canterbury Cross Primary School	Consult with trustees
Develop the character, mission & ethos of Trust & Academy	Determine & Deliver - for the Trust & Canterbury Cross Primary School	Recommend
Deliver strategic objectives of the Trust & Academy	Review	Deliver
Scrutiny: Performance - review & challenge progress of the Trust and Academy against its strategic objectives	Review & Report - progress of the Trust & Canterbury Cross Primary School	Report - progress of the Academy to the Trustees
Scrutiny: Values - operation of the Trust & Academy against the agreed values, & ethos	Review	Report
Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review & Comply	Comply and deliver
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
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 & Review - policies to ensure compliance & review	Deliver Report - to Board

	Trustees	CEO/Head
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 & Deliver - policies to ensure compliance Deliver	
Trust Risk Register	Review & delivery Finance HR Academy risk register Safeguarding	Deliver - management of Academy risk register
Appointments of Trustees and Governors - 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 & Review - policies and criteria for the selection of Trustees and Governors Review - the Board's own performance Review - performance of the LGBs, review size, structure and composition and skill	
Register of Interests	Deliver	
Appointment of Clerk - Board and LGBs	Consult & Deliver - appoint the clerk to the Board & LGBs	

	Trustees	CEO/Head
Policies - review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine & Review	Deliver - presenting Academy specific policies for approval by the board Report - non-compliance the board
Prepare terms of reference for LGB, (as required)	Consult & Deliver Review - annually	Develop
Training programme for trustees and governors	Deliver	Consult and develop
Key Performance Indicators - setting and reviewing performance of the Trust & Academy	Determine - Trust wide and Academy Objectives Review - performance against objectives Recommend - targets for performance of the Academy to the CEO Deliver - holding leadership to account for delivery against KPIs and objectives	Deliver - performance of the Academy against KPIs Report - performance of the Academy to board

	Trustees	CEO/Head
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the CEO	Review - management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to the board and support and interventions
Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Consult & Determine - curriculum and standards Review - effectiveness of the curriculum	Recommend and Deliver
Curriculum - ensuring that the legal requirements for pupils with special needs are met and that they are given support for learning.	Review & Deliver	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 & Determine	Deliver Report - on effectiveness of use of the Pupil Premium to board
Collective worship arrangements for school	Review	Deliver

	Trustees	CEO/Head
Set admissions policy	Deliver	Develop
Admission decisions	Deliver	Consult and Approve
<p>Review - considering and evaluating performance of the Academies by:</p> <ul style="list-style-type: none"> ▪ reviewing progress against agreed objectives and outcomes ▪ holding the Academy leadership to account for academic performance, quality of care and quality of provision ▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academy ▪ receiving reports on the quality of teaching and learning and making recommendations to the Board. 	Review & Deliver	Report
Self-evaluation - carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Review	Consult and deliver
Review priorities - considering the aims and priorities for raising standards of achievement in the Academy strategic plan.	Review	Consult and deliver
Report - termly to Board and LGB on performance	Review & Deliver	Deliver
Pupil issues (including attendance, exclusions, punctuality and disciplinary matters)	<p>Receiving reports from the Head</p> <p>Review</p>	Deliver - ensuring pupil issues are dealt with in accordance with Academy Policies

	Trustees	CEO/Head
Academy Hours - setting the opening and closing times	Determine - in consultation with LGBs	Comply
Term Dates and length of school day	Determine - in consultation with LGBs	Comply
School lunch - ensure provided to appropriate nutritional standards	Review	Deliver
Provision of free school meals to those meeting criteria	Review	Deliver
Safeguarding - including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Review & Deliver	Review and deliver
<p>Stakeholder Engagement -</p> <ul style="list-style-type: none"> ▪ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by pupils. ▪ Undertaking consultation with pupils, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Academy to assess its performance against its stated aims and objectives. ▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall pupil experience. 	Review & Determine	Consult and deliver
<p>Ofsted Inspections Trust Support -</p> <ul style="list-style-type: none"> ▪ Board will liaise with Ofsted and assist with an Academy inspection. ▪ CEO/HT will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review 	Deliver & Support	Deliver

	Trustees	CEO/Head
Ofsted Inspections: Academy	Review & Deliver	Deliver
Appointment of the Audit & Risk Committee	Deliver	
Appointment of the Accounting Officer & Chief Financial Officer	Deliver	Deliver - the Accounting Officer role
Recommend appointment of External Auditors to the Members	Deliver	
Appointment of the Internal Auditors	Deliver	
Approve Annual Accounts	Approve & Comply - by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts	Deliver - arrange for auditing and filing of annual report and accounts
Scheme of Financial Delegation & Financial Policies -establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine & Review - compliance by the Academy	Comply and report any issues to the board

	Trustees	CEO/Head
Bank Accounts - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend
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 & Review - compliance with the overall financial plan for the Academy	Comply Recommend a funding model to the Board for approval Review
Trust Annual Budget - formulating and setting the Trust wide budget	Determine Approve - significant variances (as defined in the Scheme of Financial Delegation)	Deliver preparation of 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 Approve - significant variances (as defined in the Scheme of Financial Delegation)	Deliver - in consultation with CFO and and present to the Board for approval Review - submission of Academy budgets to the ESFA Comply

	Trustees	CEO/Head
Expenditure and ensuring delivery of Annual Budgets	Review and comply	Report - to the Board any need for any matters of concern in respect of the Academy's annual budget
Reporting: financial reporting and budget setting	Determine and Review	Deliver
Investments - agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation	Determine and review delivery	Deliver
Appointing the CEO	Appoint	
Appointing Academy Head	Appoint	
Appointing Academy Staff (excluding SLT & Principal/Head)	Consult	Consult and appoint
Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine 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 and HT Receive reports - in respect of appraisal arrangements and outcomes	Review - in respect of all other staff Report - annually to the CEO on appraisal arrangements and outcomes

	Trustees	CEO/Head
	Review - any appeals in respect of the HT	
Setting Terms and Conditions of Employment and Staff Handbook	Determine & Comply	Comply
Dismissing CEO/Headteacher, senior staff (in accordance with the Trust disciplinary and capability policies)	Review & Comply - in respect of the CEO/HT	Report - any dismissals to the Board
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)	Determine & Comply	Comply and review
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 & Comply	Comply and deliver
Setting academy procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine & Deliver	Recommend
Enter into contracts - up to limit of delegation set out in Scheme of Financial Delegation	Deliver & Review	Deliver
Asset and Premises Maintenance Strategy - determining use of Academy premises and ensuring premises are adequately maintained	Determine - Trust wide 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

	Trustees	CEO/Head
		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 & Comply	Comply and deliver trust wide activities
Information management - including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student)	Determine & Comply	Comply
Trust and Academy Prospectus and website	Review	Deliver

In this Scheme the phrases used above have the following meanings:

Comply: the individual/group will follow agreed policies and procedures.

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.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the School/Trust 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:

- the CEO/Head teacher they will be making recommendations to the Board)

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- the CEO/Head teacher they will be making reports to the Board 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:

- the Board they will be reviewing the CEO/Head teacher)

Support: the individual/group that should support completing a particular task.