

INVICTUS EDUCATION TRUST **SCHEME OF DELEGATION**

In this Scheme of Delegation, 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/CEO this will be at Trust level. In the case of the Headteacher this will be at school level.

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

1. The Executive Headteacher/CEO will be making recommendations to the Board of Directors and/or Local Governing Body (as appropriate)
2. The Local Governing Body will be making recommendations in relation to their school to the Board of Directors, Executive Headteacher/CEO (as appropriate)
3. The Headteacher will be making recommendations in relation to their school to the Executive Headteacher/CEO and/or the Local Governing Body (as appropriate)

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

1. The Executive Headteacher/CEO will be making reports to the Board of Directors and/or Local Governing Body (as appropriate)
2. The Local Governing Body will be making reports in relation to their school to the Board of Directors, Executive Headteacher/CEO (as appropriate)
3. The Headteacher will be making reports in relation to their school to the Executive Headteacher/CEO and/or the Local Governing Body (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 the task is delivered appropriately. In the case of:

1. The Board they will be reviewing the Executive Headteacher/CEO and/or Local Governing Body (as appropriate)
2. The Executive Headteacher/CEO will be reviewing the Headteachers
3. The Local Governing Body will be reviewing the Headteacher and the Senior 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.

STRATEGY AND LEADERSHIP		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	Set strategic objective for the Trust and Schools	Determine – for the Trust and Schools	Develop – in the case of the Schools in consultation with the LGB and Headteacher	Recommend	Consult – in the case of their School
	Deliver strategic objectives of the Trust and Schools	Review	Deliver	Review	Deliver
	Scrutiny – review and challenge the progress of the Trust against its strategic objectives and Key Performance Indicators	Review – progress of the Trust and Schools	Report Review – reports from the LGBs and Headteacher	Review – progress of the School Report – progress of the CEO and Board	Report - progress of the School to the LGB
	Compliance: Funding Agreement – comply with all obligations including the Schools Financial Handbook	Review	Deliver	Comply	Comply
	Compliance: Regulatory – with all regulations affecting the Trust (including all Charity Law, Company Law, Employment Law and Health & Safety)	Review	Deliver Report to Board	Review	Deliver Report to LGB and CEO
	Compliance: Financial Oversight – ensure 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 – polices to ensure compliance Review	Deliver Report to Board	Review	Deliver Report to LGB and CEO

STRATEGY AND LEADERSHIP		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher	
	Compliance – Completing the register of Business Interests and put in place a procedure to deal with any conflicts of interests and connected party transactions	Determine – policies to ensure compliance Deliver			Deliver	
	Appointments of Directors and Governors – ensuring processes are in place for appointment of Directors (including ensuring that the Directors and Governors have the skills to run the Trust and the Schools)	Determine – policies and criteria for the selection of Directors 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 Determine the 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		
	Appointment of the Responsible Officer and the Finance & Audit Committee	Deliver – appoint Responsible Officer and the Finance & Audit Committee	Deliver – the Responsible Officer Role			

STRATEGY AND LEADERSHIP		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	Appointment of Clerk – Board and LGBs	Deliver – appoint the clerk to the Board & LGBs		Consult – in connection with the appointment of the LGB Clerk	
	Policies – review and approval of Trust Wide Policies	Determine	Deliver – presenting policies to the Board for approval Report – material non-compliance to the Board	Review – all policies approved by the Board and School specific policies	Deliver – presenting School specific policies for approval by the LGB
	Prepare Terms of Reference for Local Governing Bodies and Committees	Deliver Review – annually	Develop		
	Training programme for Directors and Governors	Deliver	Develop	Deliver	

EDUCATION AND CURRICULUM		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	<p>School Development Plan – for each school in line with the strategic aims of the Trust</p>	<p>Determine – the School Development Plan in consultation with the appropriate LGB</p>	<p>Deliver – drafting and agreeing the School Development Plan</p>	<p>Recommend – School Development Plan to the Board</p>	<p>Work with the Executive Headteacher/CEO in producing the School Development Plan</p> <p>Review – the School Development Plan</p>
<p>Key Performance Indicators – setting and reviewing performance of the Trust and the Schools</p>	<p>Determine – Trust wide and School KPIs</p> <p>Review – Performance against KPIs</p>	<p>Consult – with the LGBs and propose KPIs to the Board</p> <p>Receive reports – from the LGBs and report performance of the LGBs against KPIs</p>	<p>Recommend – targets for performance of the School to the Executive Headteacher/CEO</p> <p>Review – performance of the School and report to the Executive Headteacher/CEO</p> <p>Deliver – holding leadership to account for delivery against KPIs</p>	<p>Deliver – performance of the School against KPIs</p> <p>Report – performance of the School to LGB</p>	

EDUCATION AND CURRICULUM		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	Quality of Teaching – ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review – the work of the Executive Headteacher/CEO	Deliver – supporting the Schools and intervening where appropriate	Review – at the School	Review – management of staff to ensure teaching and learning objectives are met Report – strengths and concerns in the quality of teaching to LGB
	Curriculum – setting the curriculum for the Schools and reviewing its effectiveness	Determine curriculum and standards Review – effectiveness of the curriculum across the Trust	Deliver Recommend	Consult 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 the Board the effectiveness of the use of the Pupil Premium across the Trust	Determine and Review – how Pupil Premium is spent at the School	Deliver Report – on effectiveness of the use of the Pupil Premium

EDUCATION AND CURRICULUM		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	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 School)	Review	Review Delivery	Receiving reports from the Headteacher Report any material issues to the Board and the Executive Headteacher/CEO	Deliver – ensuring student issues are dealt with in accordance with Trust and Trust/School Policies
	School Hours – setting the opening and closing times for the Schools	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
	School Lunch – ensure lunch provided is appropriate to nutritional standards			Review	Deliver
Provision of Free School Meals to those meeting the criteria			Review	Deliver	

FINANCIAL		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	Funding Model – agreeing a funding model across the Trust and develop an individual funding model for the Schools 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 School	Comply
	Trust Annual Budget – formulating and setting the Trust wide budget	Determine	Deliver – on preparation of the Trust budget and present to the Board for approval Review – submission of the Trust budget to the EFA		
	School Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each School (including uses of contingency funds/balances)	Determine	Deliver – on preparation of School budgets in consultation with the LGBs and present to the Board for approval Review – submission of School budgets to the EFA	Consult – with the Executive Headteacher/CEO in respect of the School’s requirements Comply	Deliver Comply

FINANCIAL		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	Expenditure and ensuring delivery of Annual Budgets	Review	Report – to the board any material issues with delivery against the Annual Budget by the School Receive reports – on matters of concerns in connection with compliance with the Annual Budgets	Review Report – to the Executive Headteacher/CEO any issues with expenditure or compliance with the Annual Budgets by the Schools	Report – to the LGB any need for any matters of concern in respect of the School’s Annual Budget
	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 Schools	Determine	Deliver – on recommending financial limits to the Board Review – effectiveness of limits	Review delivery – School Comply – adherence to limits	Comply – adherence to limits

		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher	
		FINANCIAL		<p>Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements</p>	<p>Determine</p>	<p>Review – compliance with policies</p> <p>Report – any issues or non-compliance to the Board</p>
		<p>Approving Annual Accounts</p>	<p>Approve</p>	<p>Deliver – arrange for auditing and filing of annual report and accounts</p>	<p>Comply – by keeping proper records in respect of the School and providing such information to assist the Trust in preparation of the Annual Accounts</p>	
		<p>Corporate Risk Register</p>	<p>Review delivery</p>	<p>Deliver – management of Corporate Risk Register</p>	<p>Review – School Risk Register</p>	<p>Deliver – management of School Risk Register</p>
		<p>Investments – agreeing the Investment Policy in line with the School’s Financial Management Policy and any internal policies and controls</p>	<p>Determine and review delivery</p>	<p>Deliver</p>		

HR AND OPERATIONS		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	Appointing the Executive Headteacher/CEO	Appoint			
	Appointing the Headteachers at each School	Approve – in consultation with 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 Executive Headteacher/CEO	
	Appointing cross Trust Staff (in line with Recruitment Policy)	Review	Appoint and report to the Board		
	Appointing School Staff		Approve appointment to Leadership Scale	Appoint in consultation with the Executive Headteacher and Headteacher	Recommend
	Establishing Trust wide HR 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 the Executive Headteacher/CEO Receive reports – in respect of appraisal arrangement and outcomes Review – any appeals in respect of the Headteachers and cross Trust Staff	Review – in respect of Headteachers and cross Trust staff (and any appeals from School Staff) Review and report – (annually) to the Board on appraisal arrangements and outcomes	Assure – in respect of performance of Headteacher Review – any appeals in respect of all other staff	Review – in respect of all other staff Report – annually to the Executive Headteacher/CEO on appraisal arrangements and outcomes

HR AND OPERATIONS		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	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 Trust’s terms and conditions	Comply
	Dismissing Executive Headteacher/CEO, Headteachers, Senior/Cross Trust Staff (in accordance with the Trust’s Disciplinary and Capability Policies)	Review – in respect of the Executive Headteacher/CEO	Review – in respect of Headteachers, Senior Leadership Teams of Schools and cross Trust Staff	Review – in respect of the Headteacher of the School	
	Dismissing all other Staff (in accordance with the Trust’s Disciplinary and Capability Policies)		Review Report to the Board	Review (in consultation with the Executive Headteacher/CEO) Report – to the Executive Headteacher/CEO	Comply
	Reviewing Discipline & Grievance Policies	Review delivery	Recommend	Review – in line with Trust Policies	
	Setting Trust Procurement Policies – in accordance with the Funding Agreement, Schools Financial Handbook and the Trust’s Financial Management Policy	Determine	Deliver	Comply	Comply

HR AND OPERATIONS		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	Setting specific procurement procedures – in accordance with the Funding Agreement, Schools Financial Handbook and the Trust’s Financial Management Policy	Determine	Review	Deliver – in accordance with Trust policy	Recommend
	Determining and allocating central services provided to the Schools 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 the Board	Report – to the Board	
	Asset and Premises Maintenance Strategy – determining use of Schools’ premises and ensuring premises are adequately maintained	Determine – Trust wide policy	Recommend	Determine – School plan in accordance with Trust Policy Review delivery of School Plan	Deliver – in accordance with School 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 School	
	Arranging Insurance for the Trust	Review	Deliver		

HR AND OPERATIONS		Board of Directors	Executive Headteacher/CEO	Local Governing Body	Headteacher
	Media and PR – overseeing public relations activities to project the activities of the Trust and the Schools to the wider community	Review	Deliver – Trust wide activities	Comply	Comply
	School Prospectus		Review	Deliver	Recommend
	Trust Prospectus and Website	Review	Deliver		