



WHERE EVERY CHILD MATTERS

———— Multi Academy Trust ————

---

## SCHEME OF DELEGATION

---

<b>CONTENTS</b>		<b>PAGE</b>
<b>Trust Objectives, Strategies and Activities</b>		2
<b>Governance, Trust Leadership, Academy/School Leadership</b>		4
<b>Members</b>		5
<b>Trustees</b>		6 - 8
<ul style="list-style-type: none"> <li>• <b>Safeguarding</b></li> <li>• <b>Health &amp; Safety</b></li> <li>• <b>Estates Management</b></li> <li>• <b>Payment of Trustees</b></li> <li>• <b>Conflict of Interests</b></li> </ul>		
<b>Chair of Trust Board</b>		8
<b>Governance Professional</b>		9
<b>Audit &amp; Risk Committee</b>		9
<b>Local Governing Board</b>		9
<b>Chief Executive Officer</b>		10
<b>School Headteacher</b>		11
<b>Table of Delegation</b>		12 - 17
<b>Appendix 1– Appointment of Staff</b>		18

## **Lykos Multi Academy Trust**

This Scheme of Delegation identifies the key decisions required in connection with the overall governance and management of the Trust and its academies.

This Scheme of Delegation is the key document defining which functions have been delegated and to whom. This has been designed to be a systematic way of ensuring members, Trustees, committees (including local governing boards) and academy/school leaders are clear about who has responsibility for making particular decisions about the Trust. This document complies with the requirements laid down in the Academy Trust Handbook 2023.

This document will be reviewed on an annual basis by the Trust Board (or more frequently if required) and immediately when there has been a change in Trust management or organisational structure. It may only be altered or revoked by the Trust Board.

### **Objectives, Strategies and Activities**

Everyone in the Trust is involved in the pursuit of excellence. There is a relentless and uncompromising drive for academy/school improvement based on the principle that every child matters and that every child will achieve and make progress.

Our vision is to develop, support and champion the highest-quality provision at the heart of the communities we serve in this area of Wolverhampton, enabling all of our children and young people to be ambitious and aspirational and achieve outstanding outcomes.

The expectation is that each academy/school will retain their own unique identity and enjoy high levels of autonomy in order to serve and support their students and local communities to the highest possible standard.

Through working together, we will find greater strength, drawing on the quality of leadership, experience and expertise from all academy/schools within the Trust to provide the highest levels of support and challenge to teachers, support staff and academy/school leaders.

Our ambition is to continually drive-up standards, outcomes and aspirations by providing a rich, broad and balanced learning experience for our children.

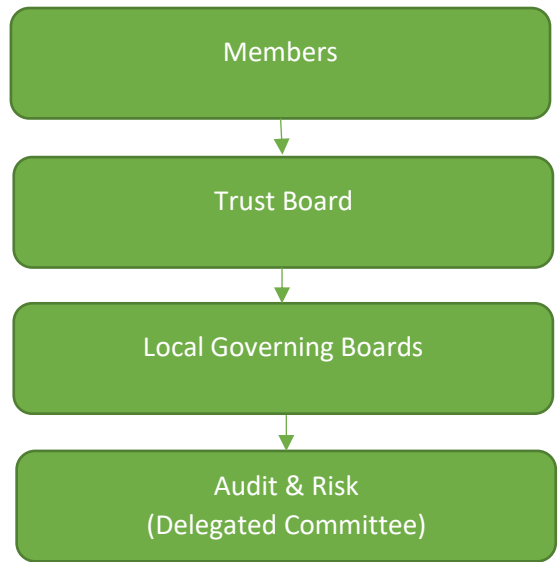
By sharing academic, extracurricular and enrichment expertise across our schools, our students and staff will have access not only to new and innovative teaching and learning resources and strategies but also to collaborative and supportive communities of like-minded individuals and leaders who can support their journey of continual school improvement.

By working collaboratively and learning from each other across all phases, we will be able to more effectively meet the needs of all of our students from a diverse range of backgrounds including those who need more specialist provision. We will also be able to ensure that students have more effective and meaningful transition from primary to secondary education and that families have a clear pathway through their child's educational provision.

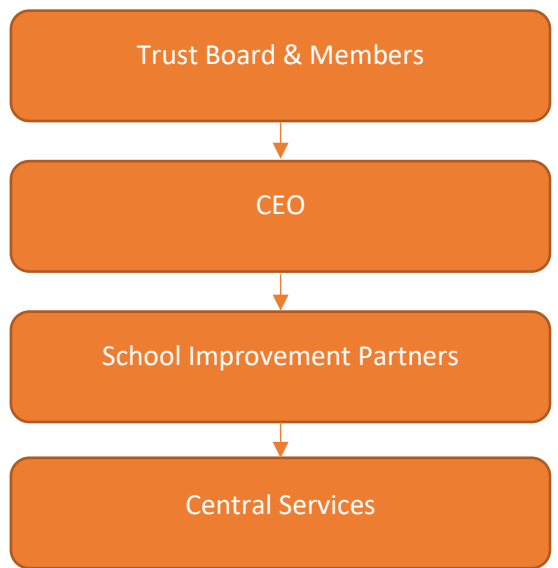
We would expect that all schools embed a culture of continuous school improvement through collaboration. This will enable us to effectively identify areas of strength in providing support to other schools within the Trust, to build the capacity and expertise required for all schools to be successful and to identify where additional capacity is required and how best this should be deployed.

Continued leadership development and succession underpin the development of the Trust's schools. Strong recruitment, retention and succession practices, effective continuing professional development and extensive opportunities for staff to work creatively and collaboratively across the Trust's schools, are vital as we continue our commitment to growing the leaders of tomorrow.

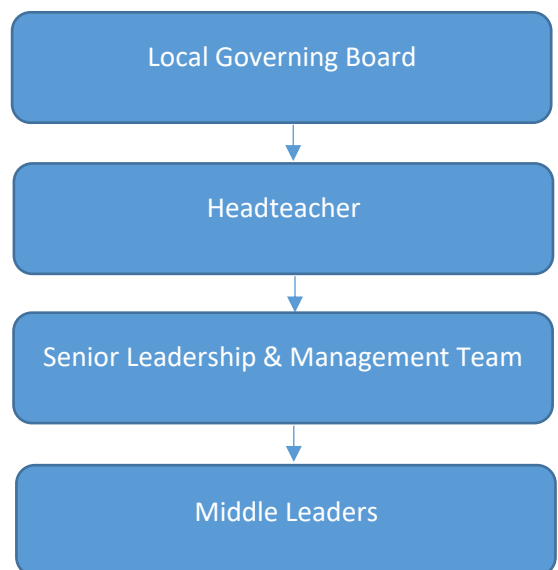
**Governance**



**Trust Leadership**



**School Leadership**



The board of trustees (Trust Board) will delegate responsibility for the delivery of the vision, ethos, performance and strategy for the Trust to the Chief Executive Officer (CEO). The Trust Board will hold the CEO to account for the performance of the Trust, including the performance of the schools within the Trust. The CEO will, in turn, hold the school leadership teams to account through the line management structure. The CEO is performance managed by the Trust Board.

The CEO will report to the board for the performance of the Trust as a whole, although this will be supplemented by monitoring reports from the Local Governing Board.

Governance must comply and operate within the framework of the following documents and will ensure that it is at all times compliant with all statutory obligations as prescribed the by the Department for Education (DfE), Education and Skills Funding Agency (ESFA) and Charity and Company Law:

- Funding Agreement
- Articles of Association
- DfE Academy Trust Handbook 2023
- DfE Governance Handbook

The Trust will provide a framework in which the Members, Trustees and Governors can fulfil their roles. All will abide by the Code of Conduct provided upon appointment which refers to 'The 7 Principles of Public Life' as set out by Lord Nolan.

The purpose of governance is to provide confident and strong strategic leadership which will lead to robust accountability, oversight and assurance for academic and financial performance.

## **Members**

Members of the Trust have a very different status to Trustees. Members should not be involved in the day-to-day business of the academy Trust and must ensure they do not assume the powers of the Trustees. They must not be employees of the Trust or volunteer within the Trust. The Articles of Association will describe how Members are recruited and replaced. There must always be a minimum of three Members but five is our ideal number and is the minimum preferred by the DfE. This provides for a more diverse range of perspectives.

Members help to ensure that Trustees are exercising effective governance. Members can appoint Trustees to ensure that the Trust's charitable object is carried out and are able to remove Trustees if they fail to fulfil this responsibility. The Trust Board will submit an annual report on the performance of the Trust to the members. Members are also responsible for approving any amendments made to the Trust's Articles of Association. To ensure robust accountability within the Governance Structure the Majority of Members should not sit on the Trust Board. Members are not permitted to be employees of the Trust.

This will ensure that Members are not able to overstep their powers or undermine the Trust Board's discretion when exercising its responsibilities. It must be a consideration that if Members sit on the board of Trustees this may reduce the objectivity with which the Members can exercise their powers. The DfE's preference is for Members to be independent of the Trust Board.

Members can, by special resolution, direct Trustees to take a specific action where Trustees are unable or unwilling to act in the best interests of the Trust or if the governance of the Trust by the board becomes dysfunctional. Members should consider using this power if they believe the Trust Board is failing to carry out its core functions or is acting unlawfully.

## Trustees (Directors)

The Trustees are the charity Trustees (under the Charities Act 2011) and are responsible for the general control and management of the administration of the Trust in accordance with the Memorandum and Articles of Association. The Trust Board is the accountable body for establishing the vision, ethos, strategic direction of travel and performance of all schools within the Trust. The Trustees will oversee the financial performance of the Trust and ensure money is spent with due diligence.

The Trustees will ensure that there is a wide range of experience and expertise on the board and that all phases of education are represented.

Trust Board will delegate to the CEO responsibility for the day-to-day operations of the Trust.

The Trust has a right to review and adapt its governance structure at any time which can include the removal of delegation if there are reasonable grounds to do so.

## Trustees' Responsibilities and Statutory Duties

Trustees are responsible for ensuring that the Trust's funds are used only in accordance with the law, its articles of association, its funding agreement and the Academy Trust Handbook 2023. The Trust Board should have a strong focus on three core strategic functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding the executive leadership to account for the educational performance of the academies and outcomes for learners
- Performance management of staff and overseeing the financial performance of the Trust and assuring value for money

As Trustees of a charity, Trustees must comply with the Trust's charitable objectives, with company and charity law and with their contractual obligations under the Funding Agreement.

**Compliance** – ensuring that the charity's resources are used for the charitable purpose and that the charity complies with the law and its governing document i.e. the Articles of Association.

**Care** – reasonable care should be taken in their work by ensuring that the Trust is managed efficiently and effectively. It also means considering the need for professional advice on matters where there may be material risk to the charity.

**Prudence** – acting responsibly, making sure that the Trust's assets are protected and used for the benefit of the charity. Trustees must make sure that the academy Trust is solvent and keeps appropriate financial records. Academy Trustees also have statutory duties as company directors under the Companies Act, to:

- Act within their powers
- Promote the success of the company
- Exercise independent judgment
- Exercise reasonable care, skill and diligence
- Avoid conflicts of interest
- Not to accept benefits from third parties
- Declare any interest in proposed transactions or arrangements.

Trustees should be able to demonstrate an interest in education and in providing learning and development opportunities. They will have a commitment to raising standards and seeking the highest quality provision for learners. They will also have:

- Commitment to the Trust and its ethos
- A willingness to devote the necessary time and effort to the business of the Trust.
- An understanding of the role and the distinction between governance and management.
- The ability and willingness to ask probing questions and to participate in robust debate.
- The ability to communicate effectively, to express ideas clearly and listen to others.
- The ability to work as a member of a team and to stand by the collective decisions of the Trust Board
- The ability to exercise care, skill and diligence and avoid conflicts of interest and to challenge and probe.
- A willingness to undertake appropriate training to develop an understanding of the Trust, the schools and the role of a Trustee
- Commitment to the principles of equality and diversity
- An interest in voluntary service to the community. (The role of a Trustee is voluntary and unpaid)
- Adherence to the seven principles of public life laid down by the Nolan Committee. These are Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership

## **Safeguarding**

The Trust Board has a duty to safeguard and promote the welfare of children. They must have regard to any statutory guidance on safeguarding and the Prevent duty and ensure the suitability of staff, volunteers, agency workers, contractors and proprietors.

## **Health & Safety**

The Trust, as an employer, is responsible for the health and safety of its staff, students and visitors. Trust Boards should follow Health & Safety Executive and DfE guidance in relation to Health and Safety and the management of asbestos in schools.

## **Estates Managements**

The DfE expects Trusts to manage the school estates strategically and maintain these safely.

## **Payment of Trustees**

Very importantly, because the Trust is a company and an exempt charity, Trustees are bound to comply with charity and company law as well as the requirements of the Academies Trust Handbook. Charity law expects individuals and organisations to become involved with a charity purely for altruistic purposes. The law does not envisage, or normally allow, for a profit to be made by a Trustee or a Member, simply for acting in accordance with the role that he or she has taken on.

The Trust's Articles of Association set out specific provisions relating to payment of Trustees. There should be no payments to Trustees unless permitted by the Articles of Association or by authority from the Charity Commission and that these comply with any relevant agreement with the Secretary of State.

In summary, payment of Trustees must be considered carefully and properly documented fully taking into account the Articles of Association and the Academy Trust Handbook.

This document only sets out a very brief summary of the issues surrounding payment of Trustees and is not intended to be a substitute for detailed advice on this subject.



## **Trustees' Conflict of Interests & Pecuniary Interests**

A conflict of interests is any situation in which a Trustee's personal interests (or those of a person or body connected to them), influence or appear to influence or affect that individual's decision-making.

As Trustees of an exempt charity, Trustees have two sets of similar duties to avoid conflicts of interest. The first duty derives from the charity law duty imposed on Trustees by virtue of their positions as charity law Trustees. The second duty arises from company law and is imposed on Trustees by virtue of their position as Directors under company law.

Essentially, the Trustees have a legal obligation to act in the best interests of the Trust and in accordance with the Trust's Articles of Association, and to avoid situations in which there is an actual conflict of interests or where it is reasonably perceivable that an actual conflict could emerge.

## **The Chair of the Trust Board**

The chair will:

- Provide leadership and direction (supported by the vice-chair) to the Trust Board and enable them to fulfil their responsibilities for the overall governance and strategic direction of the Trust. The chair ensures that the Trust pursues its objects as defined in the articles of association, charity law, company law and other relevant legislation.
- Consult with the CEO on matters of strategy, governance, finance and HR and oversee the CEO's activities in the context of the implementation of the board's strategy and policies.
- Ensure that there is a plan for succession for the chair, vice-chair and any committee chairs, encourage effective team working amongst board members and that equality and diversity are considered in relation to recruitment to the board.
- Act as final stage adjudicator for disciplinary and grievance procedures as and when required.
- Ensure adherence and compliance around key policies e.g. equality, health & safety and in all decisions of the board and its committees.
- Promote critical self-assessment of Trust governance performance and processes and continual improvement.
- Ensure the Trust Board appoints a Governance Professional and that they are appraised and developed.
- Assess the performance of the CEO and the Governance Professional.
- Plan for board meetings and agree agenda, ensuring that the focus is on the board's key responsibilities and strategic priorities with the governance professional and CEO. They will also agree draft minutes of these meetings.
- Liaise with the CEO and Governance Professional to promote and enhance good governance within the Trust.
- Chair meetings effectively and promote an open culture on the Trust Board that allows ideas and discussion to thrive whilst ensuring clear decisions are reached as quickly as possible.
- Create a strong, productive and fulfilling working relationship with Trustees and the CEO through review and self-reflective evaluation of contributions and effectiveness of the board.
- Ensure that processes for decision making are transparent, rigorous and decisions taken at the meetings of the Trust Board are implemented.
- Collaborate with the Governance Professional to establish effective working procedures and sound committee structures and ensure that business at committees of the Trust is reported appropriately.

## **Governance Professional**

The Trust must appoint a Governance Professional to support the Trust Board. This must be someone other than a Trustee or CEO.

The Governance Professional will communicate appropriately to facilitate sharing of best practice strategies, common processes and systems. They may discuss documentation needed to be produced, and will provide support, guidance and assistance where needed.

The Governance Professional will coordinate the production of agenda and supporting documents for each meeting and will ensure minutes are produced in a timely manner.

## **Audit & Risk Committee**

The Audit & Risk Committee will monitor the integrity of the Trust's financial statements, financial performance, internal financial controls, internal control and risk management. Along with reviewing the effectiveness of the internal audit function. The committee will report back to the board on how it has discharged its responsibilities.

The committee is made up of three Trust Board members. The Chair of the Trust Board may be invited to attend each meeting. The Accounting Officer, Chief Financial Officer, Chief Operations Officer and other relevant senior staff will routinely attend the committee to provide information and participate in discussions. Employees of the Trust will not be members of the committee. The committee will meet at least three times a year.

The Audit & Risk Committee will conduct business as outlined in the Academy Trust Handbook 2023 and the Academy Trust Risk Management guidance (updated November 2023).

## **Role of Local Governing Board(s)**

The Trust Board will establish Local Governing Boards (LGBs) for each school within the Trust, appoint the Chair, ensure parents are elected and will determine what functions will be delegated to LGBs. The LGB will play a support and challenge role and will hold the Headteacher and other senior leaders to account for the academic performance and quality of care and provision for their school. They are responsible for making decisions by way of the powers delegated to it by the Trust Board in accordance with their Terms of Reference and the Scheme of Delegation.

Broadly, the role is to provide focused governance for a school at a local level. It should also monitor the key performance indicators, providing support and challenge where appropriate.

## **Governor Responsibilities**

A school governor will act as the trusted person who will provide support and challenge to the Headteacher and the Senior Leadership Team.

The key responsibilities of the governing body will include:

- Ensuring the quality of educational provision
- Challenging and monitoring the performance of the academy
- Ensuring good financial health and probity

In fulfilling these responsibilities an effective LGB will:

- Help the school to set high standards by planning for the academy/school's future and setting targets for school improvement priorities
- Keep the focus on school improvement priorities
- Help the school respond to the needs of parents/carers and the community
- Make the school accountable to the public for what it does
- Work with the school on planning, developing policies and keeping these under review
- Exercise its responsibilities and powers in partnership with the Headteacher and staff
- Not intervene in the day-to-day management of the academy/school unless there are weaknesses in the academy/school, when it then has a duty to take action

## **Chair of Local Governing Board**

The Chair of a Local Governing Board will provide clear leadership and direction ensuring a focus on the school's core objectives and ethos are considered at all times. The Chair of the LGB will ensure that those functions delegated by the Trust Board to the Local Governing Board are addressed

The Chair will work closely with the Headteacher and Governance Professional to draw up agenda and confirm the minutes to be presented at the meetings. The Chair will ensure that the focus for discussions at meetings is strategic and not operational. In terms of leading governance, the Chair will:

- Ensure the board and headteacher have a shared vision and sense of purpose
- Lead the board in monitoring the implementation of the strategy
- Set the culture of the board, balancing and valuing the support and challenge responsibilities
- Ensure the board acts as a team in line with the Code of Conduct

## **Local Governing Board Committees**

Each LGB, in consultation with the Trust Board, has the autonomy to determine the structure and composition of its own committees to fulfil its functions. These may include Finance, Staffing, Premises and Curriculum but will be at the discretion of each individual LGB. Please refer to Appendix 1 for Appointment of Staff.

## **Communication between the Trust Board and the LGB**

The Trust Board meets regularly and as often as necessary. The Chair of the Trust Board and the Chief Executive Officer will schedule meetings as and when required. The Trust Board will determine communication with the LGBs within the Trust as appropriate to ensure that this is maintained.

## **The role of the Chief Executive Officer**

The Chief Executive Officer (CEO) will have delegated responsibility for the operation of the Trust including its academic performance.

The CEO is the Accounting Officer and has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability – avoiding waste and securing value for money.

The CEO leads the executive management team of the Trust and is accountable to the Trust board for the performance of the Trust.

The CEO is responsible for delivering the successful operation of the schools in the Trust, taking account of the primary objective of providing the best opportunities for all students.

The CEO will be accountable for all aspects of teaching and learning across the trust, upholding high standards for academic and non-academic outcomes and ensuring achievement of the Trust's educational vision.

## **The role of the Headteacher**

The Headteacher is responsible for the day-to-day leadership and management of the school. The Headteacher will provide overall strategic leadership and, with others, lead, develop and support the strategic direction, vision, values and priorities of the school.

The Headteacher will lead, manage and develop staff, including appraising and managing performance, developing clear arrangements to link appraisal process to pay progression.

The Headteacher will (in line with School Teachers Pay and Conditions document):

- Manage, organise and control the school
- Be accountable for the educational performance of the school
- Develop, implement and evaluate the school's policies, practices and procedures
- Lead and manage teaching and learning throughout the school
- Consult and communicate with the governing body, staff, students, parents and carers and any other stakeholders necessary.
- Promote the safety and wellbeing of students, staff, volunteers and other stakeholders in school

## DELEGATION OF VISION AND STRATEGY FUNCTIONS

KEY							
✓	Action to be undertaken by the identified level						
Level 1	Members						
Level 2	Trust Board / Chief Executive Officer						
Level 3	Local Governing Board in conjunction with the Chief Executive Officer						
Level 4	Headteacher						
Although decisions may be delegated, the Trust Board remains responsible for any decision made under delegation							
				Decision Level			
	No	Tasks	1	2	3	4	
	1	Determine the Trust's vision, strategy and key priorities		✓			
	2	Apply Trust vision and strategy to individual schools		✓	✓	✓	
	3	Determine Trust-wide policies which reflect the Trust's ethos and values		✓	✓	✓	
	4	Determine school level policies		✓	✓	✓	
	5	Establish risk registers and conduct regular review		✓	✓	✓	
	6	Ensure engagement with stakeholders		✓	✓	✓	

## DELEGATION OF BOARD / GOVERNANCE FUNCTIONS

KEY								
✓	Action to be undertaken by the identified level							
Level 1	Members							
Level 2	Trust Board / Chief Executive Officer							
Level 3	Local Governing Board in conjunction with the Chief Executive Officer							
Level 4	Headteacher							
Although decisions may be delegated, the Trust Board remains responsible for any decision made under delegation								
				Decision Level				
	No			1	2	3	4	
<b>Governance</b>	1	Approve and review Trust Articles of Association		✓				
	2	Review Trust Articles of Association			✓			
	3	Approve Members' Terms of Reference		✓				
	4	Approve Board Terms of Reference			✓			
	5	Agree committee Terms of Reference			✓	✓	✓	
	6	Appoint and remove Trustees		✓	✓			
	7	Appoint and remove Members		✓				
	8	Approve clerking arrangement			✓	✓	✓	
	9	Appoint and remove chairs of committees and committee members			✓	✓		
	10	Approve and review Trust's Scheme of Delegation			✓			
	11	Approve schools joining the Trust			✓			
	12	Establish and review governance structure			✓	✓		
	13	Appoint Governance Professional			✓			
	14	Appoint and remove Safeguarding / SEND / CEIAG Trustee Leads			✓			
	15	Ensure website and governance publishing arrangements are compliant				✓	✓	✓
	16	Undertake annual Trust Board self-review				✓		
	17	Undertake annual governance review				✓	✓	

## DELEGATION OF FINANCE FUNCTIONS

KEY						
✓	Action to be undertaken by the identified level					
Level 1	Members					
Level 2	Trust Board / Chief Executive Officer					
Level 3	Local Governing Board in conjunction with the Chief Executive Officer					
Level 4	Headteacher					
Although decisions may be delegated, the Trust Board remains responsible for any decision made under delegation						
Finance Function	No	Tasks	Decision Level			
			1	2	3	4
<b>Budget</b>	1	Agree and monitor budget plan in conjunction with the CFO to support trust strategic priorities		✓		
	2	Agree budget plan in conjunction with the CFO to support school strategic priorities		✓	✓	✓
	3	Undertake benchmarking and trust-wide value for money evaluation		✓		
	4	Agree reporting and monitoring arrangements for Trust and school budgets		✓	✓	✓
	5	Approve expenditure from local accumulated reserves		✓	✓	✓
	6	Approve expenditure from central reserves		✓		
<b>Estate</b>	7	Develop and implement the Trust's estate vision, strategy and asset management plans		✓	✓	✓
	8	Maintain buildings, including developing properly funded maintenance plans		✓	✓	✓
	9	Develop and implement the Trust's Health and Safety Policy to ensure schools are safe and well maintained		✓	✓	✓
	10	Ensure all statutory compliance and reporting duties are fulfilled		✓	✓	✓
<b>Finance</b>	11	Appoint and remove external auditors	✓			
	12	Approve Trust and school Financial Regulations and Scheme of Financial Delegation		✓		
	13	Produce Annual Report and accounts		✓		
	14	Receive external Auditor Report and respond to recommendations	✓			
	15	Submit ESFA required reports and returns		✓		
	16	Ensure all insurance and liability cover is in place		✓	✓	✓
	17	Ensure procured services provide value for money		✓	✓	✓
	18	Establish and implement a charging and remissions policy		✓	✓	✓

## DELEGATION OF HR FUNCTIONS

KEY							
✓	Action to be undertaken by the identified level						
Level 1	Members						
Level 2	Trust Board / Chief Executive Officer						
Level 3	Local Governing Boards in conjunction with the Chief Executive Officer						
Level 4	Headteacher						
Although decisions may be delegated, the Trust Board remains responsible for any decision made under delegation							
				Decision Level			
HR Function	No	Tasks	1	2	3	4	
<b>Staffing</b>	1	Appoint and dismiss CEO		✓			
	2	Performance manage the CEO		✓			
	3	Determine Central Team staffing structure		✓			
	4	Appoint and performance manage the Central Team		✓			
	5	Appoint and dismiss the headteacher		✓	✓		
	6	Conduct headteacher performance management		✓	✓		
	7	Determine school staffing structure			✓	✓	
	8	Agree and review Trust wide pay policy, terms and conditions of employment			✓		
	9	Agree and review staff appraisal procedure and pay progression			✓	✓	
	10	Determine and implement disciplinary and capability policies			✓	✓	✓
	11	Approve exit payments/early retirement/pension discretion (above a certain threshold)			✓		
	12	Appoint staff in line with the delegated functions (Appendix 1)			✓	✓	✓



## DELEGATION OF KEY SAFEGUARDING FUNCTIONS

KEY							
✓	Action to be undertaken by the identified level						
Level 1	Members						
Level 2	Trust Board / Chief Executive Officer						
Level 3	Local Governing Board in conjunction with the Chief Executive Officer						
Level 4	Headteacher						
Although decisions may be delegated, the Trust Board remains responsible for any decision made under delegation							
				Decision Level			
Key Function	No	Tasks	1	2	3	4	
<b>Safeguarding</b>	1	Safeguard and promote the welfare of children		✓	✓	✓	
	2	Have regard to any statutory guidance on safeguarding issued by Secretary of State		✓	✓	✓	
	3	Ensure the suitability of staff, supply staff, volunteers, contractors and proprietors		✓	✓	✓	
	4	Establish, implement and review annually, the safeguarding policy		✓	✓	✓	
	5	Agree and implement the behaviour policy		✓	✓	✓	
	6	Agree and implement the attendance policy		✓	✓	✓	
	7	Authorise suspensions or exclusions				✓	
	8	Review suspensions and exclusions		✓	✓		

## DELEGATION OF KEY EDUCATION FUNCTIONS

KEY							
✓	Action to be undertaken by the identified level						
Level 1	Members						
Level 2	Trust Board / Chief Executive Officer						
Level 3	Local Governing Board in conjunction with the Chief Executive Officer						
Level 4	Headteacher						
Although decisions may be delegated, the Trust Board remains responsible for any decision made under delegation							
			Decision Level				
Key Function	No	Tasks	1	2	3	4	
<b>Curriculum</b>	1	Develop and implement Trust curriculum policy and school curriculum within the framework of the Trust's overall strategic vision		✓	✓	✓	
	2	Ensure high standards of teaching and learning		✓	✓	✓	
	3	Plan and deliver Trust/school improvement strategies		✓	✓	✓	
	4	Ensure high standards of pupil outcomes		✓	✓	✓	
	5	Agree, monitor and review targets in relation to outcomes			✓	✓	✓
<b>Safeguarding</b>	6	Safeguard and promote the welfare of children		✓	✓	✓	
	7	Have regard to any statutory guidance on safeguarding issued by Secretary of State		✓	✓	✓	
	8	Ensure the suitability of staff, supply staff, volunteers, contractors and proprietors		✓	✓	✓	
	9	Establish, implement and review annually, the safeguarding policy		✓	✓	✓	
	10	Agree and implement the behaviour policy		✓	✓	✓	
	11	Agree and implement the attendance policy		✓	✓	✓	
	12	Authorise suspensions or exclusions					✓
13	Review suspensions and exclusions			✓	✓		
<b>Admissions</b>	14	Agree the Trust's Admission and Appeals Arrangements		✓			
	15	Approve consultation on changes to the Trust's admission arrangements and adhere to statutory deadlines.		✓			
	16	Implement the statutory right of appeal against admission application decisions providing information to the relevant LA.				✓	✓
	17	Approve the admission of children over the published admissions number (PAN).		✓			
<b>Policy</b>	18	Determine, on an annual basis, those policies which will be developed by the trust and mandatory for all trust schools		✓			
	19	Determine, implement and publish a complaints policy and procedure		✓	✓	✓	

## APPOINTMENT OF STAFF

### MINIMUM LEVELS OF DELEGATION 2023/2024

	PERMANENT		ACTING		FIXED TERM	
	LL/SL	INT	LL/SL	INT	LL/SL	INT
<b>CEO/CFO</b>	<b>TB</b>	<b>TB</b>	<b>TB</b>	<b>TB</b>		
<b>Headteacher</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>
<b>Senior/Deputy Headteacher</b>	<b>LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>N/A</b>	<b>N/A</b>
<b>Assistant Headteacher</b>	<b>LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>N/A</b>	<b>N/A</b>
<b>Senior Leader in Education / Lead Practitioner</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>TB/LGB</b>	<b>N/A</b>	<b>N/A</b>
<b>Middle Leader</b>	<b>LGB</b>	<b>LGB</b>	<b>LGB</b>	<b>LGB</b>		
<b>Teacher</b>	<b>SLMT</b>	<b>SLMT</b>	<b>SLMT</b>	<b>SLMT</b>	<b>SLMT</b>	<b>SLMT</b>
<b>NJC Staff/supply staff **</b>						

Subject to approval of the Trust Board, it is expected that candidates for Acting Headteacher posts will normally be a Senior/Deputy Headteacher.

\*\* Recruitment and appointment of NJC or supply staff is delegated to the Headteacher/SLMT/Chief Financial Officer/Chief Operations Officer.