

**SIDNEY STRINGER MULTI ACADEMY TRUST
DELEGATIONS 2017-2018**

STRATEGY AND LEADERSHIP

ACTION	DIRECTORS	CEO (WT)	BFM (RK)	LGB	HEAD / ACTING HEAD
Set strategic objectives of the Trust and Academies	Determine – for the Trust and Academies	Develop – in consultation with LGB for individual schools with Directors for the MAT	Support with financial resource objectives	Develop with individual Headteacher and line with MAT Board & CEO for MAT objectives	Consult – in the case of their Academy
Deliver strategic objectives of the Trust and Academies	Review	Deliver	Deliver	Review	Deliver
Scrutiny – review and challenge progress of the Trust against its strategic objectives and KPIs	Review – progress of the Trust and Academies	Report Review – reports from the LGBs/School leaders		Review – progress of the Academy Report – progress to the CEO and Board	Report – progress of the Academy to the LGB
Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	Review	Deliver in conjunction with the BFM	Deliver in conjunction with the CEO	Comply	Comply
Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver in conjunction with the BFM report to the Board	Deliver in conjunction with the CEO	Review	Deliver Report to LGB and CEO
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 the Board	Deliver in conjunction with the CEO	Review	Deliver Report to LGB and CEO

ACTION	DIRECTORS	CEO (WT)	BFM (RK)	LGB	HEAD/ ACTING 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 – policies to ensure compliance		Deliver	Deliver	
Appointments of Directors and Governors – ensuring processes in place for appointment of directors (including ensuring that the Directors and Governors have skills to run the Trust and Academies)	Determine – policies and criteria for the selection of Directors and Governors Review – the board's own performance Review – performance of the LGBs	Deliver – recruitment and interview Review annually the size, structure and composition and skill determines of LGBs Recommend – if appropriate change to the size and composition of the LGBs Support the recruitment of Directors		Review – procedures for the election of staff and parent governors of the LGB Review – own performance	
Exclusion panel members across the Trust – ensure statutory guidance is followed in relation to exclusion hearings and panel members have been fully trained	Delegate/Deliver any 3 Directors/Governors across the Trust			Deliver	
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 LGBs	Deliver – appoint the Clerk to the Board	Liaise with the Clerk regard agendas of Board		Consult in connection with the appointment of the LGB Clerk	

ACTION	DIRECTORS	CEO (WT)	BFM (RK)	LGB	HEAD/ACTING HEAD
Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health and safety and safeguarding)	Determine Clerk to have an overview Record and request appropriate updates for updates for all policies	Deliver – presenting policies to the Board for approval where they need to go to the Board.	Deliver – Finance, H&S and Business policies	Review – all policies approved by the Board and Academy specific policies	Deliver – presenting Academy specific policies for approval by the LGB
Prepare terms of reference for LGBs and Committee	Deliver Review - annually	Develop	Support CEO		
Training programme for directors and governors	Deliver	Develop and liaise with Directors		Deliver	Work with LGB on appropriate training

EDUCATION AND CURRICULUM

ACTION	DIRECTORS	CEO (WT)	BFM (RK)	LGB	HEAD/ ACTING HEAD
Academy and MAT Development Plan – for each academy in line with strategic aims of the Trust	Determine – the MAT Development Plan Oversight of individual school development plans	Deliver – drafting and agreeing the MAT Development Plan	Support any Business and Finance aspects of the MAT Development Plan.	Recommend – Academy Development Plan to the Board	Work with the CEO with producing individual Academy Development Plan
Key Performance Indicators – setting and reviewing performance of the Trust and Academies	Determine – Trust wide and Academy KPIs Review – performance against KPIs	Consult – with the LGBs and propose KPIs to the Board Receive reports – from LGB's and report performance of the LGBs against KPIs		Recommend – targets for performance of the Academy to the Directors Review – performance of the Academy and report to the Directors	Deliver – performance of the Academy against KPIs Report – performance of the Academy to LGB and Directors

ACTION	DIRECTORS	CEO (WT)	BFM (RK)	LGB	HEAD/ ACTING HEAD
				Deliver – holding leadership to account for delivery against KPIs	
Quality of Teaching – ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review Standards of teaching and learning across all schools	Deliver – supporting the Academies and intervening where appropriate Sharing good practice between academies		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
Curriculum – setting the curriculum for the Academies 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 of money/ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review Policies and impact of strategies	Report – the Board effectiveness of use of the Pupil Premium across the Trust		Determine and Review – how pupil premium is spent at the academy	Deliver Report on impact of use of Pupil Premium at academy. Deliver PPG policy
Set admission policy	Deliver	Develop		Approve at academy level	
Admission decisions				Deliver	Consult
Student Issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review KPIs	Review delivery		Receiving reports from the Head/Acting Head	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies

In the case of Riverbank Academy					The Executive Headteacher will oversee Education and Curriculum Actions in the first instance.
Academy Hours – setting the opening and closing times for the Academies	Determine – consultation with LGBs	Have an overview of all schools in the Trust		Consult with the Board	Comply
Term Dates and length of the school day	Determine – in consultation with LGBs	Have an overview of all schools in the Trust		Consult with the Board	Comply

FINANCIAL

ACTION	DIRECTORS	CEO (WT)	BFM (RK)	LGB	HEAD/ACTING HEAD
Funding Model – 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 and long term	Determine – in consultation with 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
Trust Annual Budget – form and setting the Trust wide budget	Determine	Work with BFM to prepare for Finance Committee	Deliver - preparation of Trust budget and present to the Board for approval Review – submission of Trust budget to the EFA		
ACTION	DIRECTORS	CEO (WT)	BFM (RK)	LGB	HEAD/ ACTING HEAD
Academy Annual Budgets – formulating and determining the proportion of the overall budget	Determine	Work with BFM to prepare for Finance Committee	Deliver – on preparation of Academy budgets	Consult with BFM in respect of the Academies	Deliver Comply

to be delegated to each Academy (including uses of contingency funds/ balances)			in consultation with the LGBs and present to the Board for approval Review – submission of Academy budgets to the EFA	requirements Comply	
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 and annual budgets	Review Report – to the CEO/BFM any issues with expenditure or compliance with the annual budgets by the Academy	Report – to the LGB any need for matters of concern in respect of the Academy’s budget
Reporting: financial reporting and KPIs	Determine		Deliver	Review	Deliver
Delegated Budgets and Finance – 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 Delivery Academy Comply – adherence to limits	Comply – adherence to limits

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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	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 Exec Head/BFM	Deliver – compliance with finance policies
Approving annual accounts	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	
Corporate Risk Register	Review delivery		Deliver – management of corporate risk register	Review – Academy risk register	Deliver – management of Academy risk register
Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal policies and controls	Determine and review delivery	Overview	Deliver		

HR OPERATIONS

ACTION	DIRECTORS	CEO (WT)	BFM (RK)	LGB	HEAD/ACTING HEAD
Appointing the CEO	Appoint				
Appointing Head/Associate Head	Approve – in consultation with CEO	Sit on appointment panel along with at least 2 representatives of the relevant LGB		Recommend 2 representatives to sit on the appointment panel with the CEO	
Appointing of cross-Trust staff (in line with recruitment policy)	Review	Appoint and report to the Board			Representative from at least 1 school on the panel
Appointing Academy Staff		Involved in all senior appointments at academy level		Appoint (in consultation with CEO)	Recommend
Establishing Trust wide HR policies	Determine Review	Comply	Comply	Review	Comply
Setting appraisal performance management policy together with pay reviews (in line with the Trusts Pay Policy and all statutory regulations)	Review of CEO/ Heads/BFM Receive reports in respect of appraisal arrangements and outcomes Review any appeals in respect of the CEOs and cross academy staff	Review in respect of Heads/Associate Heads/Deputies/BFM 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 Review – any appeals respect of all other staff	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 LGBs to make amendment	Recommend		Consult – report to Board on any suggested changes to the Academy's terms and conditions	Comply

ACTION	DIRECTORS	CEO (WT)	BFM (RK)	LGB	HEAD/ACTING HEAD
Dismissing CEO, Heads, Acting Heads, senior/cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Determine – in respect of CEO	Review – in respect of Heads, Acting Heads, cross academy staff and senior leadership teams of the Academies Report – any dismissals to the Board		Review – in respect of the Head/Acting Heads 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 CEO) Report – to the CEO	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	Deliver	Comply	Comply
Setting academy specific procurement policies – in accordance with the Funding Agreement, Academies Financial Handbook and the Trust’s procurement policy	Determine	Review	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	Consulting

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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 Academies premises and ensuring premises are adequately maintained	Determine – Trust wide policy	Recommend	Oversight of all Academies	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 Deliver school wide activities
Academy Prospectus		Review		Deliver	Recommend
Trust Prospectus	Review	Deliver			