

Scheme of Delegation

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Version	Date	Author	Summary of Changes:
8.0	January 2021	CBR	Pages 4-5 – added contextual information and Chair’s Action. Page 22 – added 6.6 & 6.7, appointment of SEND Trustee and Academy Councillor.
7.0	September 2019	CBR	General update plus following specific changes: <ul style="list-style-type: none"> 2.10 – removed delegated authority and shading for CEO 2.35 – removed AC to authorise principal’s expenses 3.29 – new item for CEO and other members of ET to act on behalf of the Trust in legal disputes, employee complaints and grievances 4.9 – new item for directing a pupil to alternative provision
6.0	August 2018	MWR/ CBR	Revision to: <ul style="list-style-type: none"> change format for easier reference include additional items change names of Trust and Academy Councils

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TRUST CONTEXT, VISION AND VALUES

The Mead Educational Trust (TMET) is a well-established, respected multi-academy trust. As of January 2021, TMET has ten schools (seven primary and three secondary), a Teaching School and a SCITT (School-Centred Initial Teacher Training) programme, all based in Leicester. In 2021, TMET expects to grow to 13 schools by taking in two schools and opening a free school. The Trust has several layers of governance: the Members, Trust Board, Board Committees, Executive Leadership Team and academy councils that provide school-focused challenge and support.

This Scheme of Delegation is underpinned by the TMET vision that ***‘together we make a positive difference’*** and the Trust values, the 7 Cs:

Challenge: Providing an excellent education by having high aspirations for all young people and giving them confidence in themselves, so they can become the best they can be and contribute actively to society.

Collaboration: Working effectively and harmoniously together across phases and accepting our shared accountability for meeting our aims.

Culture: Respecting and celebrating diversity and enabling students to participate in, and respond to, artistic and cultural experiences.

Community: Building a safe and stimulating environment where caring relationships and kindness are consistently developed and communication is excellent.

Courage: Making sure all decisions are based on clear high moral values and commitment to doing the right thing with compassion and integrity.

Creativity: Providing pioneering, innovative, vibrant and enjoyable learning experiences that are open to all and based on research, so that the curriculum sits at the forefront of education.

Character: Nurturing positive character attributes such as perseverance, resilience, confidence, optimism, tolerance, respect, community spirit, honesty, integrity and dignity.

SUMMARY OF GOVERNANCE LAYERS

Within TMET there are several layers of governance and the key roles and responsibilities of these are listed here. The TMET governance structure is shown in **Appendix A**.

- **Members** are the guardians of the governance of the Trust and must ensure it carries out its charitable objective. To do this they need an overview of governance arrangements, but responsibility for conducting the business of the Trust remains firmly with the Trustees. Members should therefore be ‘eyes on, hands off’.
- The **Trust Board** has ultimate legal accountability for the Trust and is responsible for Trust policy and decision-making. The Trustees oversee the management and administration of the Trust and its schools and delegate authority and responsibility to others, including executive officers and school leadership teams, to undertake the day to day management of the Trust and schools. Key matters reserved to the Board include setting the strategic direction, vision and values of the Trust and approval of the Trust Strategic Plan, policies and educational targets. The Trustees act as both charity trustees and the directors of the company (the academy trust).

The Board is supported in its work by its committees: Audit and Risk, Education and Remuneration.

The Trust **Articles of Association** set out the charitable objects of TMET along with its governance composition and overarching procedures. They are on the [Trust website](#).

- The **Executive Team** is comprised of the CEO, Deputy CEO, CFO and a number of other senior Trust leaders. The Trustees delegate the day to day management of the Trust to the CEO, who is also the Accounting Officer. The CEO is responsible for the leadership and management of the Executive Team which, in turn, is responsible for the operational running of the Trust and for supporting the Trust schools.
- The **Principals** of the Trust schools are responsible for the day to day management of the Trust's schools.
- The **Academy Council (AC)** of each school is accountable to the Trust Board for ensuring that the school leadership team fulfils its responsibility for educational outcomes for their pupils, safeguarding, health and safety and financial outcomes. They provide the governance role of challenge and support at school level. The **Academy Council Constitution and Terms of Reference** sets out the constitution of an AC, the process for appointment/removal of academy councillors and how the AC will operate.

CHAIR'S ACTION BETWEEN MEETINGS OF THE BOARD OF TRUSTEES

No individual Trustee is empowered to make decisions on behalf of the Trust outside any specific authority set out in this scheme of delegation. However, as an exception, the Chair of Trustees can make a decision as a single trustee when a delay in doing so would be:

- seriously detrimental to the interests of the Trust or and of its schools, and
- it would not be possible to postpone the decision to a meeting of trustees (which the Chair can convene with less than 7 days' notice if necessary, provided trustees will have sufficient time to receive and give due considerations to relevant documents relating to the decision).

The following types of decision cannot be made by 'chair's action': decisions related to admissions; approvals of financial spend above £10,000; decisions on executive pay.

SCHEME OF DELEGATION FRAMEWORK

The Board of Trustees of TMET has overall responsibility for governance of the Trust, all its schools, the Teaching School and the SCITT (School-Centred Initial Teacher Training) programme. The Board delegates many of its governance functions to other layers of governance, including to the Board committees, Trust Executive Team, Academy Councils and school Principals. This **Scheme of Delegation** defines these responsibilities and accountabilities.

This Scheme of Delegation is in line with the following documents:

- TMET's Articles of Association which set out set out the charitable objects of TMET along with its governance composition and overarching procedures.
- TMET's Funding Agreement which sets out the conditions upon which the Trust receives its funding.
- The Academies Financial Handbook which is issued by the Education and Skills Funding Agency and sets out the financial framework and governance requirements for academy trusts reflecting their status as companies, charities and public bodies.

ROLES AND RESPONSIBILITIES

The following pages detail the specific responsibilities of the Trust Board, Executive Team, Academy Councils and academy Principals in the areas of governance; budgets, finance and risk; staffing and HR; standards, curriculum and target setting; safeguarding; SEND; complaints; health, safety and estates, and information management, communication and marketing.

A sponsored academy, or an academy where there are concerns about leadership, governance or other areas, may have fewer delegated functions which will be determined on a case by case basis.

The specific responsibilities of the **Members** are as follows:

- Review, amend and agree the Articles of Association
- Change the name of the Trust
- Receive an Annual Report from the Board and the CEO on the Trust's performance (including standards)
- Appoint/remove Members
- Appoint up to six Trustees and remove any of these
- Receive the Trust's audited annual accounts
- Appoint external auditors for the Trust and academies
- Approve any service contracts for Trustees

1. GOVERNANCE

GOVERNANCE	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
1.1 Approval of: <ul style="list-style-type: none"> Terms of Reference for the Trust Board Committees AC Constitution and Terms of Reference 	No		Develop	Make recommendations to ET (for AC Constitution and Terms of Reference)	
1.2 Approval of Trust Scheme of Delegation	No		Develop	Make recommendations to ET	
1.3 Determine the Board's Reserved Matters	No				
1.4 Appoint the Board Committees (Finance and Audit; Education; Remuneration)	No		Make recommendations to Board		
1.5 Appoint and remove of Co-opted Trustees	No		Make recommendations to Board		
1.6 Elect a Chair and Vice-Chair of the Board each academic year and remove in accordance with Articles of Association	No				
1.7 Appoint Chairs and Trust-appointed Councillors to the ACs and remove in accordance with the AC Constitution and Terms of Reference	Yes		Delegated authority Support Chairs in leadership of their AC	Appoint / remove from its number: Vice- Chair, Safeguarding/SEND Academy Councillor	
1.8 Change delegated power or membership of an AC (where there are concerns about the academy or its governance)	Yes		Delegated authority		
1.9 Appoint / remove the TMET Company Secretary	No		Manage the appointment process		
1.10 Appoint / remove the Clerk to the Board	No		Manage the appointment process		
1.11 Appoint / remove the Clerks to the ACs	Yes		Delegated authority		
1.12 Publish on TMET website required information on governance arrangements, Members, Trustees and ACs	Yes		Delegated authority		
1.13 Take out Director Indemnity Insurance Cover.	Yes		Delegated authority		
1.14 Acquisition of legal entities.	No	Recommendations to Board	Provision of professional advice		

GOVERNANCE	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
STRATEGY					
1.15 Determine the vision and values of TMET	No		Make recommendations to Board	Champion the TMET vision and values in the academy	Champion the TMET vision and values in the academy
1.16 Determine the educational character, mission or ethos of the academies (to the extent that it is not inconsistent with that of the Trust)	Yes			Delegated authority in collaboration with the Principal	Implement as determined by the AC
1.17 Determine the Trust's KPIs, approve the TMET 3-year Business Plan and monitor progress against this.	No		Develop KPIs & Business Plan and recommend to Board. Report to Board on progress against the KPIs and Business Plan.		
1.18 Ensure that the academy has a medium to long-term vision for its future and that there is a robust strategy in place for achieving its vision.	Yes			Delegated authority in collaboration with the Principal	
1.19 Approve school applications to join the Trust	No		Consider requests, conduct due diligence and make recommendations to the Board.		
1.20 Enter into, or withdraw from, a formal partnership	Yes		Delegated authority and report to Board		
DEVELOPMENT OF POLICY AND PROCEDURES					
1.21 Approve statutory Trust-wide policies	No		Develop policies	Monitor implementation	Tailor policies to the academy as directed and implement
1.22 Approve non-statutory Trust-wide policies	Yes		Delegated authority	Monitor implementation	Tailor policies to the academy as directed and implement
1.23 Approve non-statutory academy policies	Yes			Review and monitor implementation	Delegated authority. Determine which policies to have in place and how they will be approved.
ORGANISATION OF TRUST					
1.24 Determine academy term dates, length/organisation of academy day, age ranges, extended school provision	Yes – (although significant changes must		Delegated authority, on recommendation from Principal/AC	Make recommendations to ET and consult where appropriate	Set in agreement with the AC and ET. Ensure that the Academy meets for 380 sessions in an academic year.

GOVERNANCE	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
	be approved by the Board)				
1.25 Academy admissions policies and criteria	N/A		Provide oversight and support of the implementations of admissions arrangements across the Trust. Manage admissions consultation for academy joining the trust (and of any subsequent changes) Consider impact of proposed changes to an academy's admission arrangements.	Admissions authority. Undertake consultation, publish admissions and determine arrangements as required in accordance with the School Admissions and Appeals Codes. Ensure effective arrangements are in place for pupil recruitment. Contribute to the development of the academy prospectus.	Ensure compliance with the Trust-wide Admissions Policy. Make arrangements for pupil recruitment and academy prospectus. Ensure participation in the Fair Access Protocol.
1.26 Free school meals	Yes				Delegated authority. Ensure the provision of free school meals to eligible pupils.
1.27 Determine Teaching School and SCITT target numbers, subjects and priorities	Yes		Delegated authority		Teaching School / SCITT make recommendations to ET.

2. BUDGETS, FINANCE AND RISK

BUDGETS, FINANCE AND RISK	ESFA	Is authority delegated from the Board?	CEO	Executive Team (ET) / CFO	Academy Council (AC)	Principal
STATUTORY REPORTING						
2.1 Complete and approve annual accounts / reports / returns to funding and regulatory bodies		No	Review	Prepare and review for recommendation to CEO and Board. Work with auditors to prepare Annual Accounts and Report.		
2.2 Complete and submit other accounting returns		Yes		Delegated authority		
2.3 Maintain a register of business interests for the Trust		Yes		Delegated authority		Maintain academy register
2.4 Authorised to complete PAYE returns		Yes		Delegated authority		
2.5 Authorised to complete VAT returns		Yes		Delegated authority		
2.6 Appoint the Accounting Officer		No	Act as the Accounting Officer			
BUDGET AND MANAGEMENT REPORTING						
2.7 Agree long term financial objectives of the Trust		No	Recommendations to Board	Recommendations to Board		
2.8 Approve and monitor the annual budget for the Trust including academies, Teaching School and SCITT		No	Endorsement as Accounting Officer	Prepare the annual budget for recommendation to Board. Monitor budget.	Approve the academy budget for recommendation to Board. Rushey Mead AC approve Teaching School budget for recommendation to Board.	Prepare budget for approval by AC. Report the financial position of the Academy to ET as required.
2.9 Determine the proportion of the overall academy budget to be retained for central services		No		Make recommendations to Board		
2.10 Revenue balances/carry forward (see Reserves Policy)		Yes	Delegated authority - balances held over carry forward threshold			

BUDGETS, FINANCE AND RISK	ESFA	Is authority delegated from the Board?	CEO	Executive Team (ET) / CFO	Academy Council (AC)	Principal
2.11 Approve any significant changes to the approved budgets		No		Consider any variances to delegated budget for Board approval		
2.12 Approval of expenditure not provided for in the annual budget		Yes		Delegated authority - within agreed limits	Delegated authority - within agreed limits and supported by the appropriate business case proposal	Delegated authority - within agreed limits and supported by the appropriate business case proposal
SYSTEMS OF INTERNAL FINANCIAL CONTROL						
2.13 Ensure proper financial controls are in place across the Trust		No	Provide assurance to ESFA as Accounting Officer	Ensure adequate risk, financial and asset management systems are in place across the Trust.	Ensure proper financial controls are in place at the academy. Develop risk management strategies, under ET guidance.	Ensure proper financial controls are in place at the academy
2.14 Review risk management and maintain a Trust Risk Register		No		Review Trust Risk Register and recommend changes to Board. Identify proforma risk matters to inform the academy specific risk registers. Review any risks reported by the academies and report to Board as appropriate.	Review the academy's Risk Register and report significant risks to the ET/Board.	Maintain and review the academy's Risk Register
2.15 Adopt a Trust Finance Policy (incorporating Charging and Remissions Policy)		No		Develop policy	Ensure academy's compliance with policy	Comply with policy
2.16 Appoint internal auditors for Trust and academies		No		Management of appointment process		

BUDGETS, FINANCE AND RISK	ESFA	Is authority delegated from the Board?	CEO	Executive Team (ET) / CFO	Academy Council (AC)	Principal
2.17 Ensure recommendations in internal and external audit reports are addressed		No	Report to Board	Review reports and ensure recommendations are addressed	Review progress against academy internal audit report recommendations	Ensure academy internal audit report recommendations are addressed
PURCHASING AND PROCUREMENT						
2.18 Adopt a Trust-wide Procurement Policy (incorporated in the Trust Finance Policy)		No		Develop policy. Review opportunities for collaborative procurement	Ensure academy's compliance with policy	Comply with policy
2.19 Set the delegated levels of authority for contracts		No		Make recommendations to Board		
2.20 Approve contracts which constitute related party transactions		No		Make recommendations to Board		
2.21 Place orders for goods and services		Yes	Delegated authority - within an agreed budget	Delegated authority - within an agreed budget	Delegated authority - within an agreed budget	Delegated authority - within an agreed budget, considering central procurement
2.22 Enter into contracts (central procurement and academy contracts)		Yes	Delegated authority - enter into contracts - within an agreed budget	Delegated authority - enter into contracts - within an agreed budget		
2.23 Authority to accept other than the lowest quote (based on best value evidence)		Yes		Delegated authority – up to agreed limits	Delegated authority – up to agreed limits	Delegated authority – up to agreed limits
2.24 Ensure compliance with tendering processes		Yes	Report to Board	Delegated authority		
2.25 Determine scope of mandatory core services to be procured and delivered by TMET on behalf of the academies		Yes		Delegated authority		
2.26 Arrange provision of central Trust services including: central finance package, payroll and pensions, insurances, membership of Challenge Partners, HR, IT and the use of the Every system.		Yes		Delegated authority	Monitor and evaluate the delivery of central services for the academy	

BUDGETS, FINANCE AND RISK	ESFA	Is authority delegated from the Board?	CEO	Executive Team (ET) / CFO	Academy Council (AC)	Principal
2.27 Determine which essential services should be procured by each academy, e.g. waste collection		Yes		Delegated authority	Ensure good value for money	
BANKING AUTHORITY & CASH MANAGEMENT						
2.28 Approval to borrow money (bank or sponsor loan, overdraft)	Yes	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		
2.29 Cashflow Management, Treasury and Investment		Yes		Delegated authority - investment details to be informed to Board Finance & Audit Committee		
2.30 Open a bank account and approve signatories		No	Can be approved signatory	Can be approved signatory		
2.31 Applications for business charge card accounts		No	Can be approved signatory	Can be approved signatory		
TRANSACTION PROCESSING						
2.32 Payroll – starters, leavers and amendments		Yes	Delegated authority - authorise changes	Delegated authority - oversee systems of internal control; authorise changes	Monitor staffing and performance	Delegated authority - authorise changes
2.33 Payroll – administration		Yes	Delegated authority - authorisation of Trust Central payroll			Delegated authority – authorise monthly payroll costs for the academy
2.34 Purchasing – authorised to create vendors on accounting system		Yes		Delegated authority		
2.35 Income		Yes		Delegated authority		
2.36 Authorisation of expense claims (cannot authorise one's own expenses)		Yes	Delegated authority for ET	Delegated authority for Central Team		Delegated authority for academy staff
2.37 Control account reconciliation		Yes		Delegated authority		
2.38 Write-off bad debts	Transactions 1% of annual income or £45K individually or 2.5% or 5% of annual income cumulatively	Yes – up to ESFA limits		Delegated authority – up to ESFA limits	Delegated authority – up to ESFA limits	Delegated authority – up to ESFA limits

BUDGETS, FINANCE AND RISK	ESFA	Is authority delegated from the Board?	CEO	Executive Team (ET) / CFO	Academy Council (AC)	Principal
FIXED ASSETS						
2.39 Management of capital projects		Yes		Delegated authority - ensure management and governance arrangements are appropriate and report to Board.		
2.40 Acquiring a freehold on land and buildings	ESFA approval required	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		
2.41 Disposal of a freehold on land and buildings	ESFA approval required	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		
2.42 Review and maintain a buildings' strategy and asset management planning arrangements		No		Make recommendations to Board		
2.43 Dispose of heritage assets	ESFA approval required	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		
2.44 Dispose of assets (not land, buildings or heritage)		Yes		Delegated authority – up to agreed limits	Delegated authority – up to agreed limits	Delegated authority – up to agreed limits
2.45 Acquisition of assets		Yes	Delegated authority – up to agreed limits	Delegated authority – up to agreed limits	Delegated authority – up to agreed limits	Delegated authority – up to agreed limits
2.46 Asset register / security / loan of assets		Yes		Delegated authority	Monitor asset register	Maintain asset register
INSURANCES						
2.47 Approve insurance arrangements		No	Recommend to Board	Recommend to Board		
LEASING						
2.48 Take up a finance lease	ESFA approval required	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		

BUDGETS, FINANCE AND RISK	ESFA	Is authority delegated from the Board?	CEO	Executive Team (ET) / CFO	Academy Council (AC)	Principal
2.49 Take up a leasehold on land and buildings	ESFA approval for lease >7 Years	No		Recommend approval to Board for leases <7 years		
2.50 Take up any other lease		Yes	Delegated authority – up to agreed limits	Delegated authority – up to agreed limits		
2.51 Grant a lease on land and buildings	ESFA approval required	N/A		Recommend approval to Board for submission to ESFA		
SPECIAL PAYMENTS						
2.52 Staff severance and compensation	Approval over £50K	Yes	Delegated authority- up to £50K	Delegated authority- up to £50K		Recommendation to ET
2.53 Ex gratia payments	ESFA approval required	N/A				
2.54 Adopt a Trustee and Governors' Allowances Policy in accordance with the Trust Finance Policy		No		Develop policy	Comply with policy	Comply with policy

3. STAFFING & HR

STAFFING AND HR	Is authority delegated from the Board?	CEO	Executive Team (ET) / Trust Head of HR	Academy Council (AC)	Principal
STAFF STRUCTURE					
3.1 Approve Trust senior management structure (and budget)	No				
3.2 Approve academy senior management structure	Yes		Delegated authority	Agree with Principal	Agree with ET
3.3 Approve academy annual staffing plan	Yes		Delegated authority	Agree with Principal	Prepare annual staffing plan for ET
3.4 Authorised to increase academy/organisational headcount (establishment) within existing budget (replacement only)	Yes	Delegated authority - changes beyond overall budget (with CFO)	Delegated authority - changes within overall budget	Receive reports from Principal	Delegated authority – replacement posts within existing staff budget
3.5 Job Description sign off	Yes		Delegated authority		Agree JD and recommend to Trust Head of HR
GRADE OF POSTS (teaching and support staff)					
3.6 Job evaluation policy and procedures	No		Implement JE procedures		
3.7 Authorised to evaluate jobs and grades	Yes	Delegated authority	Responsible for oversight and cross-organisational grading		Make grading proposals to Trust Head of HR /with HR input
3.8 Authorised to agree/vary basic employment Terms and Conditions	No		Ensure consistent application of T & Cs		
RECRUITMENT					
3.9 Appointment of staff	Yes (except CEO & CFO)	Delegated authority - appoint ET, Principals, Vice- and Associate Principals, in consultation with ET.	Delegated authority - appoint members of the Central Trust Team. Involved in appointment process for Principals and Vice-Principals.	Participate in the process to appoint the Principal/senior leaders/academy staff as requested by the ET/ Principal.	Delegated authority - appoint all academy teaching and non-teaching staff in consultation with ET
3.10 Recruitment processes	Yes	Delegated authority - carries out recruitment processes in line with TMET procedures	Ensures legislative and best practice compliance in recruitment processes and involved in SLT appointments	Involved in recruitment processes as required.	Delegated authority - carries out recruitment processes in line with TMET procedures

STAFFING AND HR	Is authority delegated from the Board?	CEO	Executive Team (ET) / Trust Head of HR	Academy Council (AC)	Principal
3.11 Signing of employment contracts	Yes (but Chair must sign CEO contract)	Delegated authority -contracts of ET Leaders and Principals	Delegated authority - Trust HR Manager signs other employment contracts		
3.12 Approve requests for early retirement, flexible working, secondment or leave of absence	Yes (but Chair approves CEO's requests)	Delegated authority - for ET/Central Team	Delegated authority - for Principals, with advice from Trust Head of HR, as required		Delegated authority for academy staff, with advice from Trust Head of HR, as required
PAY POLICY					
3.13 Review and approve pay progression recommendations for Executive Leaders, Principals and academy SLT by 31 December each year (including appeals)	No (acting through Remuneration Committee)	Make recommendations to Board			Review and submit anonymised report to CEO of pay recommendations for academy SLT
3.14 Review and approve pay progression recommendations for academy teaching staff by 31 December each year (including appeals)	Yes		Delegated authority	Receive anonymised report from Principal of pay recommendations for teaching staff	Review and submit anonymised report to ET and of pay recommendations for teaching staff
3.15 Adopt a Trust-wide Pay Policy	No		Develop policy		Comply with policy
3.16 Determination of pay ranges	Yes (except for CEO)		Delegated authority		Recommend to Trust Head of HR
3.17 Appointment outside range in salary structure	Yes		Delegated authority and report to Board		Recommend to ET, with advice from Trust Head of HR
3.18 Allocation of TLR/SEN values	Yes		Delegated authority		Recommend to ET
3.19 Value of other discretionary allowances	Yes (except for CEO)	Delegated authority	Review and recommend to CEO		Recommend to ET
PENSION POLICY & DISCRETIONS					
3.20 Handling of all pension matters (teachers and support staff)	Yes		Delegated authority		Ensure academy systems are in place
3.21 Approval of use of pension discretions (decisions that can be made at the employer's discretion)	No	Make recommendations to Board	Make recommendation to CEO		
OPERATION OF POLICIES					
3.22 Adopt Trust-wide HR policies and procedures	No		Develop policies and procedures and ensure their	Ensure academy implements and complies	Implement policies and procedures in the academy

STAFFING AND HR	Is authority delegated from the Board?	CEO	Executive Team (ET) / Trust Head of HR	Academy Council (AC)	Principal
			effective implementation/ compliance across the Trust.	with policies and procedures	
3.23 Performance management	Yes (except for the CEO, acting through a committee, Company Secretary & Clerk to the Board)	Delegated authority - conduct the performance management of the ET and some Principals	Delegated authority - conduct the performance management of members of the Central Team and some Principals/Associate Principals	Participate in the performance management of the Principal (usually the Chair of the AC)	Delegated authority - conduct (or delegate to academy leaders) the performance management of academy staff (including Vice-Principals)
3.24 Approval of formal staff restructure plans	Yes		Delegated authority	Agree with Principal	Create formal restructure plan to recommend to ET
3.25 Approval of severance/settlement or redundancy agreements	Yes		Delegated authority (up to approved limits)	Recommend to ET	Recommend to AC
3.26 Authority to issue warnings or other disciplinary measures except dismissal	Yes	Delegated authority - may issue warnings across TMET and attend panels	Delegated authority - may issue warnings in own teams / across TMET and attend panels. Trust Head of HR to advise.	Part of formal panels for academy staff and monitor the level of action	Delegated authority - may issue warnings and disciplinary measures to academy staff.
3.27 Suspension and dismissal	Yes (except CEO & ET Leaders, acting through a committee)	Delegated authority – for Principals and Vice-Principals. Part of formal panels.	Delegated authority - For Central Trust Team. Part of formal panels.	Informed of suspension/dismissal of Principal, Vice-Principal and academy staff. Part of formal panels.	Delegated authority - teaching & non-teaching academy staff. Part of formal panels.
3.28 Appeals (not pay progression)	Yes (except where CEO has heard original case)	Delegated authority	Delegated authority	Delegated authority - if not involved in the first panel.	
3.29 Act on behalf of the Trust in legal disputes, employee complaints and grievances	Yes (except those escalated to the Trustees)	Delegated authority	Delegated authority		

4. STANDARDS, CURRICULUM & TARGET SETTING

STANDARDS, CURRICULUM & TARGET SETTING	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
4.1 Approve and monitor TMET and academy KPIs for quality of teaching and learning and around student wellbeing	No		Provide oversight of the setting of KPIs. Review KPIs and provide a termly report to the Trustees regarding standards.	Monitor the KPIs reported by the Principal and hold the Principal to account	Report to AC, ET and Board against KPIs
4.2 Approve and monitor TMET and academy targets for pupil achievement, progress and attendance	No	Propose targets to Board and provide appropriate reporting	Provide oversight of the target setting for pupil achievement, progress and attendance, provided by the Principals, and monitor.	Monitor academy targets and hold the Principal to account	Set academy targets and monitor progress against targets. Report to AC, ET and Board.
4.3 Review and approve the Academy Improvement Plans and monitor progress against them	Yes		Delegated authority	Monitor progress of the Academy Improvement Plan	Develop the Academy Improvement Plan for approval by the ET and implement, regularly reporting on progress.
4.4 Monitor the impact of Pupil Premium, Year 7 Literacy and Numeracy Catch-up Premium (secondary) and Sports Premium (primary) across the Trust	Yes		Delegated authority	Review deployment and impact	Ensure effective deployment and monitor impact. Ensure required information is published on the academy website.
4.5 Curriculum: planning, implementation and review, including compliance with any funding agreement requirements	Yes		Delegated authority	Monitor effectiveness of curriculum plans	Develop the academy curriculum for approval by the ET
4.6 Post-Ofsted Action Plan sign off for any academy that has Requires Improvement or Special Measures category	No	Make recommendations to Board			
BEHAVIOUR					
4.7 Ensure each academy has an effective Behaviour Policy in place and monitor behaviour in academies	Yes		Delegated authority - review KPIs related to behaviour and report any areas of concern to the Board	Monitor implementation of policy, monitor behaviour	Develop and implement policy
4.8 Exclusions (Trust follows LA procedures)	Yes		Review the overall pattern of exclusions and report to the Board	Delegated authority for reviewing exclusions. Monitor exclusions at the academy.	Delegated authority for making exclusions. Take the decision to exclude a pupil for a fixed term or permanently (if required) by

STANDARDS, CURRICULUM & TARGET SETTING	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
				Convene a panel to review an exclusion of a pupil (if required).	agreement with the ET and report to AC/ET as required.
4.9 Direct a pupil to alternative provision	Yes			Delegated authority for reviewing numbers and for issuing a Governors' Directive.	Delegated authority for directing a pupil to alternative provision.

5. SAFEGUARDING

SAFEGUARDING	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
5.1 Adopt a Trust-wide template Safeguarding and Child Protection Policy that is compliant with statutory guidance	No		Develop policy and review annually	Monitor implementation of policy	Add academy-specific details to policy and ensure implementation
5.2 Adopt and monitor procedures and KPIs related to safeguarding	No		Review and report to the Board. Refer any areas of concern to the Board as they arise.		
5.3 Review overall outcomes of Academy Safeguarding Audits conducted by independent personnel	No		Ensure annual Safeguarding Audits are conducted on each academy by independent personnel and report to the Trustees on overall outcomes.	Receive the report of the Independent Safeguarding Audit and monitor that any areas identified for improvement are addressed swiftly.	Receive the report of the Independent Safeguarding Audit and ensure any areas identified for improvement are addressed swiftly.
5.4 Complete and submit the annual LA Governors' Safeguarding Report for academies and ensure that any areas identified for improvement are addressed	Yes			Delegated authority	Ensure input to the Report and address any areas identified for improvement
5.5 Appoint a Board member as Safeguarding Trustee	No				
5.6 Appoint a Safeguarding Academy Councillor	Yes			Delegated authority	

SAFEGUARDING	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
5.7 Ensure the Single Central Record (SCR) for academies is complete and regularly updated	Yes		Delegated authority - annual audit of academy SCRs by Trust HR team		Ensure the SCR is maintained and address any actions identified by audit
5.8 Ensure the academy has an appropriate number of trained DSLs and that their details are published on the academy website	Yes			Delegated authority	Appoints DSL(s)
5.9 Ensure academy staff and Trust central team receive regular and appropriate safeguarding training	Yes		Delegated authority - for Central Team	Delegated authority - for academy staff	
5.10 Ensure appropriate members of staff and academy councillors are trained in safer recruitment	Yes			Delegated authority - ensure at least one member of every recruitment panel has completed the training	Complete training and regularly update knowledge in this area
5.11 Ensure that each academy has appointed a designated teacher to support Looked After Children	Yes		Monitor	Delegated authority	Appoint a designated teacher for the academy
5.12 Approve off-site visits for pupils of more than 24 hours	Yes				Delegated authority
5.13 Discuss any staff or Academy Councillor DBS returns with disclosed information with the ET	Yes				Delegated authority

6. SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND)

SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND)	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
6.1 Monitor overall educational performance of SEND pupils	No		Review KPIs related to SEND across the Trust and report to the Board, particularly any areas of concern to the Board.	Monitor effectiveness of academy's SEND provision	
6.2 Adopt a Trust-wide template SEND Policy	No		Develop policy and review annually	Monitor implementation of policy	Add academy-specific details to policy and ensure implementation

SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND)	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
6.3 Ensure compliance with the Disability Discrimination Act (DDA) requirements within the academies	Yes		Delegated authority	Provide oversight of compliance	Ensure compliance within the academy
6.4 Designate a teacher to be responsible for co-ordinating SEND provision (SENCO)	Yes				Delegated authority
6.5 Liaise with the Local Authority in respect of pupils who have (or might have) SEND	Yes				Delegated authority
6.6 Make provision for SEND pupils with or without a statement or Education, Health and Care plan	Yes				Delegated authority
6.7 Appoint a Board member as SEND Trustee	No				
6.8 Appoint a SEND Academy Councillor	Yes			Delegated authority	

7. COMPLAINTS

COMPLAINTS	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
7.1 Adopt a Trust-wide Complaints Policy and monitor complaints	No		Develop policy. Monitor the level of formal complaints across the Trust and report to the Board.	Monitor the level of formal complaints at the academy	Report on formal complaints to AC and ET
7.2 Respond to, and hear, complaints	Yes	Hear complaints at the relevant stage in accordance with Policy	Hear complaints at the relevant stage in accordance with Policy	Hear complaints at the relevant stage in accordance with Policy	Respond to complaints in accordance with Policy

8. HEALTH, SAFETY & ESTATES

HEALTH, SAFETY & ESTATES	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
8.1 Adopt a Trust-wide Health and Safety Policy and ensure adequacy of health and safety practice throughout TMET	No		Develop policy, monitor implementation and oversee health and safety arrangements across the academies.	Monitor implementation of policy and ensure academy arrangements are adequate. Appoint an Academy Councillor to participate in a Health and Safety visit to the academy each year, and to report back to the AC.	Implement policy and health and safety arrangements. Report to AC/ET.
8.2 Ensure academy staff and Trust Central Team receive statutory Health and Safety training	Yes		Delegated authority - for Central Team. Monitor and report to Board	Monitor for academy staff	Delegated authority - for academy staff
8.3 Critical incident planning	Yes		Delegated authority - develop central and academy critical incidence plans and reviews as appropriate.	Ensure academy critical incident plans are adequate and in place	Implement and report to AC/ET, as required
8.4 Health and Safety accident reporting (incl. RIDDOR)	Yes		Delegated authority - monitor and report to Board. Ensure RIDDOR reporting is in place.	Monitor at the academy	Implement
8.5 Statutory compliance testing	Yes		Implement, monitor and report to Board	Delegated authority - check procedures are in place at academy and monitor outcomes	Monitor local statutory compliance testing (ABM)
8.6 Risk assessment (fire, asbestos)	Yes		Delegated authority - ensure valid risk assessments are in place across the academies.	Monitor the impact of operational arrangements	Ensure operational arrangements are in place and effective
8.7 Ensure the academy has a designated member of staff who has overall responsibility for every aspect of Health and Safety	Yes			Delegated authority	Appoint member of staff
8.8 Ensure the academy's estate is maintained so it is fit for purpose and provides a safe, attractive and appropriate environment	Yes		Delegated authority		
8.9 General monitoring and action plans in relation to safety of sites including building conditions	Yes		Delegated authority	Monitor the impact of operational arrangements	Ensure operational arrangements are in place and effective

9. INFORMATION MANAGEMENT, COMMUNICATION & MARKETING

INFORMATION MANAGEMENT, COMMUNICATION & MARKETING	Is authority delegated from the Board?	CEO	Executive Team (ET)	Academy Council (AC)	Principal
INFORMATION MANAGEMENT					
9.1 Adopt a Trust-wide Data Protection policy and monitor TMET compliance with GDPR	No	Appoint DPO	Develop policy and ensure TMET compliance with GDPR legislation. Investigate data breaches (DPO). Support the individual Academies on the effective safe storage of data. Maintain accurate and secure staff records for the ET. Ensure registration with the Information Commissioner's Office is up to date	Ensure compliance with policy	Comply with policy and report data breaches to DPO. Maintain accurate and secure pupil and staff records for the academy.
COMMUNICATION					
9.2 Ensure Trust and academy websites are compliant with statutory guidance	Yes		Delegated authority		Address any actions identified by audits
9.3 Ensure the Trust and its academies communicate effectively with pupils, parents/carers, staff and the wider community	No		Develop communication strategy	Ensure academy systems/communication channels operate in line with the Trust's strategy. Implement means to receive/respond to pupil, parent and staff feedback. Establish and maintain a relationship with the local community.	Ensure academy systems/communication channels are in place in that are line with the Trust's strategy
BRANDING & MARKETING					
9.4 Ensure that all branded items follow TMET Branding Guidelines (e.g. stationary, staff ID badges, email signatures)	Yes		Delegated authority		Comply with TMET guidelines
9.5 Review and approve any long-life academy marketing materials (e.g. logo, website, prospectus, items published in newspapers and magazines, videos, radio adverts)	Yes		Delegated authority		Gain ET approval and permission for any interviews, photography or filming by media

Appendix A: Delegation Model

MEMBERS

Guardians of the governance of the Trust. The TMET Articles of Association describe how Members are recruited and replaced and how many of the Trustees the Members can appoint to the Trust Board.

THE BOARD

Responsible for the three core governance functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and
- Overseeing the financial performance of the organisation and making sure its money is well spent

Trustees also have duties as company directors, required by company law, and as trustees, required by charity law.

The **Board of Trustees** appoints the **Chief Executive Officer (CEO)**.

There are **Board committees** for **Finance and Audit, Education** and for **Remuneration** which look in detail at these areas and report back to the Board.

Chief Executive Officer (CEO) The Board delegates to the **CEO** responsibility for delivery of its vision and strategy, and holds the CEO to account for the conduct and performance of the Trust, including the performance of the academies and for the Trust financial management. The CEO line manages other senior executives and academy principals, except where this has been delegated to the Director of Primary/Secondary Education or Executive Principals.

The **TMET Executive Team** is the executive management arm of the Trust, focusing on operations and the educational performance of the Academies. They operate under the leadership and direction of the CEO. The Executive Team work directly with the Academy staff in each Academy and Academy Council to ensure that the required outcomes are achieved in accordance with the vision of the Board.

Academy Councils: The Board delegates some of its academy-level monitoring functions to **Academy Councils (ACs)** and can change or remove this delegation at any time. **ACs** provide scrutiny of academy performance. Each **AC** shall provide assurance to the Board that its academy is on track in terms of its contribution to the overall trust performance, highlighting any areas of concern and any support needed. Responsibilities and powers delegated to an AC may be further delegated to a committee of its own or to the principal of the academy, although the AC remains responsible for any decision made under delegation. The Board can change the powers it delegates to the ACs at any time, particularly when there are concerns about the academy or its governance.

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Academy Principals: Each Academy Principal is responsible for the operational management of their academy.

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