



SCHEME OF DELEGATED AUTHORITY

Part 2

v1.2 – July 2021

This Scheme of Delegated Authority explains the ways in which the Directors fulfil their responsibilities for the leadership and management of Spire Trust and the respective roles and responsibilities of the Local Governing Bodies. The aim of the SoDA is to provide clarity to the Directors and the LGBs on the extent of their rights, responsibilities, authority, and powers and to provide a framework within which the Company is expected to operate.

The Scheme of Delegated Authority is divided into six sections:

1. Strategy and Leadership
2. Education and Curriculum
3. Staffing and HR
4. Finance
5. Operations
6. Safeguarding

Levels of Delegation

In this table, the phrases used have the following meanings:

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Prepare: the individual with responsibility for preparing the task / paperwork in question

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Headteacher this will be at Academy level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task, including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Headteacher (as appropriate) and (iii) the Headteacher they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Headteacher they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they

will be reviewing the CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Headteacher and (iii) the LGB they will be reviewing the Headteacher and his leadership team.

NB: There is scope for variation in the Scheme of Delegated Authority in relation to individual academies, subject to their performance, the strength of Governance and leadership within the academy and the academy Ofsted category. Points 1.15, 2.16, 2.17, 2.18, 2.19, 3.18, 3.19, 3.20, 3.21, 3.22, 5.11 and 6.19 give an indication of when the Board will take action with regard to any individual academy should concerns be identified regarding any financial, governance or compliance matter or regarding any matters concerning safeguarding or the educational provision within those academies. In these cases of concern, the Board reserves the right to intervene as considered appropriate by the Board and the CEO. This may involve variations in, or a reduction of the Scheme of Delegated Authority granted to the school. These sections are denoted by shading in this colour.

1. GOVERNANCE

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
1.1	Appoint / Approve Members	Deliver and Determine (with approval from WDAT)					
1.2	Role descriptions for Members	Deliver and Determine					
1.3	Appointments of Trustees / Directors – ensuring processes in place for appointment of trustees (including ensuring that the Directors have the skills to run the Trust)	Determine – policies and criteria for the selection of Trustees / Directors	Review – the Board’s own performance				
1.4	Review the Board’s role in achieving the strategic objectives of the Trust. Removing Trustees / Directors from office where necessary	Determine	Review – the Board’s own performance				
1.5	Appoint / Remove Chair of the Board of Trustees / Directors		Deliver and Determine				
1.6	Role descriptions for Trustees / Directors, Chairs, Local Academy Boards		Deliver and Determine				

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
1.7	Appointments of Local Governing Board members – ensuring processes in place (including ensuring that Local Governing Board members have the skills to run the Academy)		Determine – policies and criteria for the selection of Governors Review – the performance of the LGBs	Report - to the Board on the performance of the LGBs Review - annually the size, structure and composition and skill of LGBs Recommend – if appropriate - changes to the size and composition of the LGBs (excluding Foundation Governors)		Review - procedures for the election of staff and parent members of the LGB Review – own performance Determine – appoint the Chair of the LGB Consult - provide names for Foundation members Determine – appoint co-opted LGB members	
1.8	Appoint Chair of Local Governing Board					Deliver and Determine	
1.9	Appoint Clerk to the Board of Trustees / Directors		Deliver and Determine				
1.10	Appoint Clerk to the Local Academy Board					Deliver and Determine	
1.11	Appointment of the Accounting Officer and Audit Committee		Deliver - appoint Accounting Officer and the Audit Committee	Deliver – in the roles of Accounting Officer			
1.12	Prepare terms of reference for Board and LGB Committees		Determines and Delivers for the Board / Board committees Review – annually			Determines and Delivers for the LGB / LGB committees Review - annually	

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
1.14	Deliver clear systems of Governance to ensure public funds are managed in line with the Nolan Principles and achieve the charitable objective of the Trust		Determine	Deliver		Deliver	Deliver
1.15	To act to protect the reputation of the Trust and its academies, taking action where required including the establishment of an interim Local Governing Board, or the removal of specific Governors if necessary		Determine	Deliver		Review	

2. STRATEGY AND LEADERSHIP

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
2.1	Set the strategic direction of the Trust and Key Performance Indicators against which progress towards achieving the vision can be measured		Determine – for the Trust	Determine (as a board member), Develop and Deliver – in the case of the Academies in consultation with LGB and Headteacher			

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
2.2	Set the strategic direction and Key Performance Indicators for individual academies against which progress towards achieving the vision can be measured		Review	Determine for the Academies		Consult, Deliver and Review	
2.3	Set the Vision and Values of the Trust		Determine and Review	Determine (as a board member), Develop and Deliver		Deliver	Deliver
2.4	Set the Vision and Values for the individual academy		Review	Review		Determine and Deliver in line with the whole Trust Vision and Values	Determine and Deliver in line with the whole Trust Vision and Values
2.5	Complete and keep under review Academy SIAMs self-evaluation		Review	Review		Determine and Deliver	Prepare and Deliver
2.6	Scrutiny – review and challenge performance of the Trust and the Academies against its strategic objectives and Key Performance Indicators		Determine – Trust wide and Academy KPIs Review – performance of the Trust and Academies against KPIs	Consult – with the LGBs and propose KPIs to the Board Receive reports - from the LGBs and report performance of the LGBs against KPIs		Review – performance of the Academy Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs Report – performance of the Academy to LGB
2.7	Compliance: Funding Agreement – comply with all obligations including the current Academies Financial Handbook		Review	Deliver		Deliver and Review	

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
2.8	Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)		Determine policies to ensure compliance Review	Develop in conjunction with HR providers Review - implementation of Trust procedures and Report to the Board		Deliver and Review	Deliver and Report – to LGB & CEO
2.9	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 Board		Deliver and Review	Deliver and Report – to LGB & CEO
2.10	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 and Review	
2.11	Policies – review and approval of Trust Wide Policies (including Charging and Remissions policies, Health & Safety, HR policies)		Determine	Deliver – presenting policies to the Board for approval Report – material non-compliance to the Board		Deliver	Deliver

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
2.12	Academy level policies			Review		Determine and Review academy specific policies	Deliver – presenting Academy specific policies for approval by the LGB
2.13	Determine protocols for considering to take on new schools (including due diligence arrangements)		Determine	Recommend and Deliver			
2.14	Decide to take on a new school / open a free school		Determine	Recommend and Deliver			
2.15	Structural organisation of the Trust		Determine	Recommend and Deliver			
2.16	Academy closure or re-brokerage (termination of Funding Agreement)	Determine	Recommend, Review and Deliver				
2.17	Academy amalgamation / merger	Determine	Recommend, Review and Deliver				
2.18	Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)		Determine – ensuring compliance with regulations	Recommend and Review		Consult on changes recommended by the Board or Recommend own changes to the Board	Consult

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
2.19	To take appropriate action where concerns are identified over matters of compliance in any Trust academy, including intervening to provide additional leadership and guidance		Determine	Deliver		Review	Comply

3. EDUCATION AND CURRICULUM

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
3.1	Trust / Academy Development Plan / SEF - in line with strategic aims of the Trust		Determine - the Trust Development Priorities	Deliver – drafting and agreeing the Trust SEF / Development Plan Determine format for academy SDP / SEF in consultation with the Headteachers		Review progress of academy action towards SDP and academy priorities	Deliver- Academy SEF / Development Plan Review – the Academy SEF / Development Plan at regular intervals
3.2	Quality of Education- ensuring appropriate levels of support, challenge, and intervention to support delivery of education outcomes		Review – the work of the CEO	Determine and Deliver – supporting the Academies and intervening where appropriate		Review – at the Academy Report – strengths and concern in the quality of teaching to the CEO / Board	Deliver – leadership and management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB / CEO

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
3.3	Pupil Progress and Assessment		Review	Review and Report to Board		Review	Deliver and Report to LGB and CEO
3.4	Curriculum – setting the curriculum for the Academies and reviewing its effectiveness Set and implement Curriculum Policies		Review – effectiveness of the curriculum across Trust	Review – monitoring of the effectiveness of the curriculum within academies		Consult Review	Determine and Deliver Report to LGB and CEO
3.4i	Set and implement the agreed syllabus and assessment for Religious Education		Determine	Recommend agreed syllabus and assessment for Religious education		Review	Consult and Deliver
3.5	SEND Policies, Provision and Information Report		Determine policy and Review	Review		Review	Deliver Update Information Report annually and post on website
3.6	Pupil Premium / Catch Up Funding – reviewing and challenging the value for money of the Pupil Premium / Catch Up Funding in terms of educational outcomes and narrowing the achievement gap		Review	Report – to Board effectiveness of use of the Pupil Premium / Catch Up Funding across Trust		Determine and Review – how Pupil Premium / Catch Up Funding is spent at the Academy	Deliver Report – on effectiveness of use of the Pupil Premium / Catch Up Funding and post on website
3.7	Pupil Matters (Behaviour Policy, Attendance, Punctuality, Disciplinary matters for each academy)		Review and Recommend	Review delivery Report to the Board		Determine Review Receiving reports from the Headteacher Report any material issues to the Board and the CEO	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies. Report – to the LGB / CEO on any material issues

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
3.8	Pupil Matters - Exclusions		Determine policy and Review	To review procedures for managing exclusions, support the academy where required and arrange a suitably qualified independent panel as necessary		To deliver on pupil discipline hearings with the support of the MAT where required	Deliver agreed policies and procedures for managing exclusions – including reporting these to the LGB and CEO
3.9	Admissions Policy		Determine policy and Review	Deliver the model Admissions Policy to ensure this meets national requirements and reflects the Trust's vision and Values		Determine individual Academy Policy in line with the Trust model policy	
3.10	Admission Appeals		Review	Determine and Deliver on complex appeals referred by the Headteacher		Review	Consult and Determine
3.12	Collective Worship (Statutory) arrangements for the individual Academy			Review		Determine and Review	Determine, Deliver and Review
3.13	Academy Hours – setting the opening and closing times for the Academies		Determine	Review		Recommend	Recommend and Deliver
3.14	Term Dates and length of school day		Determine	Review		Recommend	Recommend and Deliver

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
3.15	School lunch – ensure provided to appropriate nutritional standards		Receive and Review concerns			Review Report any concerns to the Board and the CEO	Deliver
3.16	Provision of free school meals to those meeting criteria		Receive and Review concerns			Review Report any concerns to the Board and the CEO	Deliver
3.17	Assessment – to adopt a whole Trust tracking system and guidelines for using assessment data effectively to track pupils’ progress		Determine	Recommend - in consultation with Headteachers Deliver and Report to the Board		Review	Deliver – to include data returns to the CEO as required Consult Report to LGB / CEO
3.18	To take action where concerns are identified over the outcomes of pupils in any academy, including intervening to provide additional leadership and guidance		Determine	Recommend and Deliver		Review	
3.19	To take additional action where concerns are identified in any academy over the progress of disadvantaged pupils, including intervening to provide additional leadership and guidance		Determine	Recommend and Deliver		Review	

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
3.20	To take action where concerns are identified over the curriculum taught in any academy, including intervening to provide additional leadership and guidance		Determine	Recommend and Deliver		Review	
3.21	To take action where concerns are identified over the Safeguarding of pupils in any academy, including intervening to provide additional leadership and guidance		Determine	Recommend and Deliver		Review	
3.22	To take action where concerns are identified over the attendance of pupils in any academy, including intervening to provide additional leadership and guidance		Determine	Recommend and Deliver		Review	

4. STAFFING AND HR

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
4.1	Appointing the CEO		Determine				
4.2	Appointing Central Team staff		Determine	Deliver			

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
4.3	Determining the leadership structure at each individual academy		Determined	Recommend and Deliver		Consult	Consult
4.4	Appointing the Headteachers at each Academy		Review	Determine – in consultation with the LGB		Recommend	
4.5	Appointing of Cross-Trust Staff (in line with recruitment policy)		Review	Determine, deliver, and report to the Board			
4.6	Appointing Academy Staff			Consulted and Determined - regarding, the appointment of Senior leadership positions		Notify CEO of any forthcoming appointments prior to advert (teaching and Support staff) Appoint SLT (in consultation with the Headteacher)	Recommend – SLT Determine – all others
4.7	Appraisal / Performance Management / pay reviews (in line with the Trust's pay policy and all statutory regulations)		Determine and Review – in respect of CEO Receive reports – in respect of appraisal arrangements and outcomes Review – any appeals in respect of the Headteachers and Cross-Trust staff	Determine Review – in respect of Headteachers Report (annually) - to the Board on appraisal arrangements		Review	Deliver – in respect of all other staff ensuring targets are linked to academy development priorities

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
4.8	To secure the statutory appraisal of the CEO		Deliver				
4.9	To secure the statutory appraisal of the Headteacher			Determine and Deliver – organising consultant to ensure appropriate challenge is built in		Deliver – in conjunction with CEO	
4.10	To secure the statutory appraisal of Academy staff					Review	Deliver
4.11	Establishing Trust wide HR Policies (including Recruitment, Discipline, Capability, Grievance, Pay and Absence policies) in accordance with all appropriate regulations		Determine Review	Develop in conjunction with HR advisors Review - implementation of Trust procedures and Report to the Board		Review	Deliver
4.12	Setting Terms and Conditions of Employment and Staff Handbook		Determine – and consider any proposals by LGBs to make amendments	Recommend		Consult - report to Board on any suggested changes to the Academy's terms and conditions	Deliver

5. FINANCE

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
5.1	Set financial Key Performance Indicators for the Trust and the academies, agreeing key priorities against which progress towards achieving the vision can be measured		Determine			Consult and Deliver	Consult and Deliver
5.2	Agree a strategy to secure the Trust's financial health in the short and long term		Determine – in consultation with the LGBs Benchmark with other organisations as appropriate	Recommend a funding model to the Board for approval Review		Consult and Recommend	
5.3	Trust Annual Budget – agreeing the cumulative Trust budget		Determine	Recommend and Review		Determine with FD in respect of the Academy's requirements Prepare and recommend annual budgets to the FD to recommend to CEO	Deliver and prepare annual budget for LGB

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
5.4	Expenditure and ensuring delivery of Academy Annual Budgets (To plan and manage monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend)		Review	Review		Review monthly expenditure and implement measures to remain within budget Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy	Deliver Report – to the LGB any need for any matters of concern in respect of the Academy’s annual budget
5.5	Setting Trust wide and academy specific 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		Review	Review and Deliver		Review delivery - compliance with policies Report – any issues or non-compliance to the CEO	
5.6	Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements		Review	Review and Deliver		Review delivery - compliance with policies Report – any issues or non-compliance to the CEO	

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
5.7	Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls		Determine and review delivery	Review		Recommend	
5.8	Approving annual accounts		Approve - and submit to the Members	Review		Review and Report – any concerns to the FD	Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts
5.9	Corporate Risk Register – ensuring this is in place, accessible to and followed at all levels.		Determine Review delivery	Deliver		Deliver – management of Academy risk register	
5.10	Corporate Risk Register – Ensure all levels are aware of how to elevate risk, where appropriate.		Determine Review delivery	Deliver and Review		Deliver – identify, mitigate, and elevate risk to the Board, as appropriate	
5.11	To act to protect the financial reputation of the Trust and its academies, taking action where required, including taking over the financial function of the academy or initiating a staffing structure review where necessary.		Determine	Deliver		Review	

6. OPERATIONAL

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
6.1	Determining and allocating central services provided through the Service Level Agreement to the Academies by the Trust		Determine (in consultation with the LGBs)	Recommend and Deliver		Recommend	Recommend
6.2	Directing school response in extra-ordinary circumstances for example school closures and re-opening during a pandemic or natural disaster		Determine	Recommend and Deliver		Consult	Consult
6.3	Changing the terms and conditions of employment of academy staff (teaching and non-teaching)		Determine	Consult, Recommend and Deliver		Consult	Consult

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
6.4	Overseeing the effectiveness of services provided centrally by the Trust		Review	Deliver and Report		Review Report	Deliver and Report to both CEO and LAB
6.5	Articles of Association: Review and agree	Prepare, Deliver and Determine					
6.6	Asset and Premises Maintenance Strategy – determining use of Academies’ premises and ensuring premises are adequately maintained		Determine – Trust wide policy	Review		Review Report	Deliver
6.7	Arranging adequate buildings insurance and public liability for individual academies and the Trust		Determine	Review			
6.8	Ensure appropriate staff insurance is in place in the individual academy					Determine	Deliver

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
6.9	Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community		Determine	Recommend Deliver – Trust wide activities		Review	Deliver – individual academy activities
6.10	To establish a Trust Wide Communications Policy		Determine	Recommend and Deliver		Consult	Deliver
6.12	Maintain Trust and Academy websites ensuring these are up to date and compliant		Review	Deliver – Trust Website Determine – ensure academy websites are compliant		Review	Deliver – Academy Website
6.13	Developing Academy buildings and facilities estate long term strategy or master plan (once over 3000 pupils)		Determine	Review		Recommend	Recommend
6.14	Maintaining academy buildings, including developing properly funded maintenance plan		Review	Review		Determine	Recommend and Deliver
6.15	To establish a Trust Health and Safety policy		Determine	Review		Deliver and Review	Deliver
6.16	Establish all policies required for efficient academy Premises Management		Determined			Deliver	Deliver
6.17	Establish a Trust wide GDPR strategy and Policy		Determine	Recommend		Deliver and Review	Deliver

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Governing Board	Head
6.18	To establish a Trust wide marketing strategy		Determine	Recommend and Deliver		Deliver and Review	Deliver
6.19	To take appropriate action where concerns are identified over any operational matters, including the academy website in any Trust academy, including intervening to provide additional leadership and guidance		Determine	Recommend and Deliver		Review and Deliver	