



## Vantage Church of England Multi Academy Trust

### Scheme of Delegation

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- should be read in conjunction with the Trust's Committee Terms of Reference;
- may only be altered or revoked by the Trustees.

The Trust may from time to time vary this scheme of delegation for an individual academy or school, where the circumstances may require a different approach. This will be set out in a letter specific to that academy or School.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under the Academies Financial Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- HR & Operations.

To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on the final page of this Scheme.

#### **1. Background and context**

Vantage Church of England Multi Academy Trust ("The Trust") was formed on 1 Sept 2014. It is a company limited by guarantee and an exempt charity. Our principal object is to advance, for the public benefit, education in the United Kingdom by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum conducted in accordance with the principles, practices and tenets of the Church of England. We aim to build a multi-academy trust which works as a partnership with a range of schools from good and outstanding to those who require improvement or are in special measures, with a clear aim to deliver quality and excellence in what we do, improving outcomes for our children. The Trust provides education for pupils of mixed abilities between the ages of 2 and 11.

The Trust comprises Seven academies: SS Simon and Jude Church of England Primary School Academy Trust serving a catchment area in Great Lever Bolton; Knowsley Lane CP, Mosscroft CP in Knowsley, St James Gorton CEPS , St Barnabas CE Academy, Gorton CP, and St Augustine's Salford CEPS .

It has entered into a Master Funding Agreement dated 1 October 2012, subject to a Deed of Variation signed on 3/10/14 and various Supplemental Funding Agreements covering the funding of the academies within the Trust (together the “Funding Agreements”).

This scheme of delegation explains the ways in which our Trust Directors fulfil their responsibilities of the leadership and governance of the Trust, the respective roles of the directors, the local governing bodies and key staff and personnel who work within the Trust and its schools.

This scheme of delegation has been put in place by the Trust Directors from the effective date in accordance with the provisions of our Articles of Association (the “Articles”) and it should be read in conjunction with those Articles. References in the scheme to numbered articles are to the relevant clause in the Articles.

This scheme of delegation will be reviewed on an annual basis by the Trust Directors.

## **2. Our beliefs and values**

2.1. Our vision is “To be passionate in the way we tackle underachievement, build and maintain strong schools and communities”

2.2. We believe that:

- All schools should be unique
- All schools should reflect the needs of their community
- All schools should determine a curriculum that meets the needs of its community
- All staff deserve to be paid a living wage
- Each school should determine how its local advisory board manages its own structure.

## **3. Responsibilities of the Trustees and Members**

3.1. The Members have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of schools and in particular the Academy as a Church of England school.

3.2. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Members have the power to direct change where required.

3.3. The Members have a duty:

- 3.3.1. to comply with any lawful directions issued to the Trust;
- 3.3.2. to act in the fulfilment of the Trust’s objects.

3.4. The Members in particular retain authority over but delegate to the Trustee board responsibility for the following:

- Compliance with the provisions of the funding agreements
- Agreement of the academy's annual funding in consultation with the Local Governing Bodies
- Compliance with the Academies Financial Handbook including, but without limitation, determination of procurement policies for the Trust
- Determining, reviewing and approving trust wide policies, including admissions, DBS, Charging and remissions policies, health and safety and safeguarding
- Responsibility for human resource policies and procedures and terms and conditions of service as the legal employer of all staff
- Appointment of trustees and Governors through determination of the policies and criteria for selection and appointment
- Appointment of the Responsible Officer and the Audit Committee
- Appointment, job description, remuneration, approval and dismissal of the Executive principal
- Compliance with all statutory regulations and Acts of Parliament governing the operation of the Trust
- Determination of the educational vision of the academy in consultation with the Local Governing Bodies, including, but without limitation, determination of the academy's academy development plan.

#### **4. Composition of the Local Governing Body (LAB)**

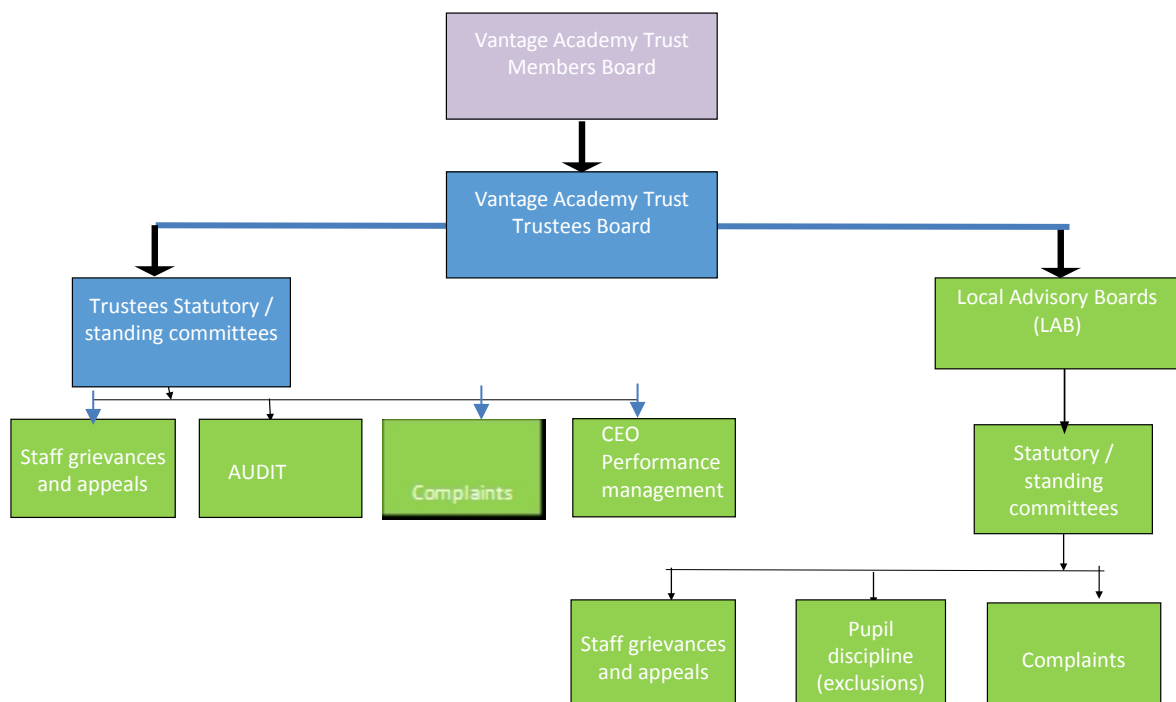
- 4.1. The local governing bodies of vary in number of members and composition. In line with the government policy and vision of governing bodies, we have taken the approach of getting the right people rather than having an overly structured approach to the governing body composition. Our skills based approach aims to increase the effectiveness of the governing body ensuring that it sets the vision and direction for the future and holds the academy to account for its standards and conduct.
- 4.2. The composition of the Local Governing Body will generally include the following and will be reviewed every twelve months:
- Headteacher / Principal / Head of School (as appropriate to the Academy status)
  - 2 Staff Member
  - 2 Parents
  - 2 Community representatives
  - 2 co-opted members ( used to fill skill gaps)
  - A Trustee Representative if deemed appropriate
- 4.3. The total membership of any Local Governing Body shall be not less than 8 and not more than 10. The LAB may appoint optional (non voting) Associates to provide specific skills, knowledge and/or experience to the Local Governing Body.
- 4.4. The Trustees delegate the running of the Academy to the LAB and specifically the following duties:

- Implementation of actions required to comply with statutory regulations and the funding agreements
- Implementation of the policies agreed by the Trustees with regard to admissions and to the educational vision of the academy, including, but without limitation, the academy's academy development plan
- Oversight of the academy's day to day activities
- Consideration of the academy's required funding and support to the Trustees in connection with the agreement with the DfE of the academy's budget
- Monitoring and reviewing expenditure and cash flow on a regular basis and ensure compliance with the overall financial plan for the academy
- Review expenditure and balance sheets as required by the Senior Finance Manager, within the delegated budget.
- Maintenance of the academy estate in accordance with the guidelines established by the Trust
- Implementation of the Trust's procurement policies insofar as they impact on the academy
- Notifying the Trust of any significant changes to fixed assets used by the academy
- The appointment, job description, appraisal and dismissal of all members of staff of the academy excluding the Principal and senior leadership posts, but the remuneration of every member of staff and their terms of service shall be within the parameters established by the Trustees. Where common posts exist a cross the Trust, new appointment must use the Trust job descriptions.

## 5. The Governance Structure

5.1. The diagram below sets out the structure of the Trust and its committees.

Governance Structure



Scheme of delegation

Area of delegation:

Strategy, Governance and Leadership				
	Trustees/Directors	CEO	LAB	School Leader
<b>Set strategic objectives of the Trust &amp; Academies</b>	Determine – for the Trust & Academies	Develop – in the case of the Academies in consultation with LAB & Principal	Recommend	Develop – in the case of their Academy
<b>Deliver strategic objectives of the Trust &amp; Academies</b>	Review	Deliver	Review	Deliver
<b>Develop the character, mission &amp; ethos of Trust &amp; Academies</b>	Determine – for the Trust		Develop the character, mission & ethos of Trust & Academies	Determine – for the Trust
<b>Scrutiny</b> – review & challenge progress of the Trust against its strategic objectives and KPIs	Review – progress of the Trust & Academies	Report Review - reports from the LABs/Principals	Review – progress of the Academy Report – progress to the CEO VIA Principal’s report	Report – progress of the Academy to the LAB and CEO
<b>Scrutiny: Ethos</b> – operation of the Trust & Academies against the agreed character, mission & ethos	Review for Trust & Academies	Report	Review for Trust & Academies	Report
<b>Compliance: Funding Agreement</b> – comply with all obligations including the Academies Financial Handbook	Review	Comply	Implement actions to comply	Implement actions to comply
<b>Compliance: Regulatory</b> – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Comply Report – to Board	Review and implement actions required to comply Report to CEO and Board	Comply Report – to LAB & CEO

Strategy, Governance and Leadership				
	Trustees/Directors	CEO	LAB	School Leader
<b>Compliance: Financial Oversight</b> - 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	Review Report to CEO and Board	Deliver Report – to LAB & CEO
<b>Compliance</b> – 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 Report to CEO and Board	
<b>Trust Risk Register</b>	Review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
<b>Appointments of Trustees and Governors</b> – ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies)	Determine – policies and criteria for the selection of Trustees and Governors Review – the Board’s own performance Review – performance of the LABs	Deliver Report - to the Board on the performance of the LABs Review - annually the size, structure and composition and skill Recommend – if appropriate changes to the size and composition of the LABs	Review - procedures for the election of staff and parent governors of the LAB Review – own performance	
<b>Register of Interests</b>	Deliver		Deliver	
<b>Recommend the appointment of the External Auditors to the members</b>	Deliver – through the Audit and Risk Committee			

Strategy, Governance and Leadership				
	Trustees/Directors	CEO	LAB	School Leader
<b>Appointment of Clerk – Board and LABs</b>	Deliver - appoint the clerk to the Board & LABs		Consult – in connection with the appointment of the LAB clerk	
<b>Policies – review and approval of Trust Wide Policies</b> (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Deliver – presenting policies to the Board for approval  Report –non-compliance to the Board	Implementation of the policies agreed by the Board  Comply with – all policies approved by the Board and Academy specific policies	Deliver  Report – non-compliance to the LAB and CEO
<b>Prepare terms of reference for LABs and Committees</b>	Deliver & review annually	Develop and recommend to Board	For local policies - deliver & review annually	For local policies - develop and recommend to LAB
<b>Training programme for trustees and governors</b>	Deliver	Develop	Deliver	

Education and Curriculum				
	Trustees/Directors	CEO	LAB	School Leader
Academy Development Plan - for each Academy in line with strategic aims of the Trust	Determine - the Academy Development Plan in consultation with the appropriate LAB	Deliver – drafting and agreeing the Academy Development Plan	Recommend – Academy Development Plan to the Board	Work with the CEO in producing the Academy Development Plan
<b>Key Performance Indicators – setting</b> and reviewing performance of the Trust & the Academies	Determine – Trust wide and common Academy KPIs  Review – performance against all KPIs	Consult – with the LABs and propose KPIs to the Board  Receive reports - from the LBGs and report performance of the LABs against KPIs	Recommend – targets for performance of the Academy to the CEO  Review – performance of the Academy  Deliver - holding leadership to account KPIs	Deliver – performance of the Academy against KPIs  Report – performance of the Academy to LAB



Education and Curriculum				
	Trustees/Directors	CEO	LAB	School Leader
<b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the quality of teaching	Deliver - supporting the Academies and intervening where appropriate  Report to Board	Review - at the Academy  Report to the Board and CEO	Review – management of staff to ensure teaching and learning objectives are met  Report- strengths and concerns in the quality of teaching to LAB and CEO
<b>Curriculum</b> – setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum and standards	Deliver Recommend	Determine - curriculum and standards	Deliver
Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.	Determine	Recommend	Review	Deliver
<b>Pupil Premium</b> – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review	Report – to Board effectiveness of use of the Pupil Premium across Trust, and support and develop where appropriate	Determine & Review – how Pupil Premium is spent at the Academy	Deliver  Report – on effectiveness of use of the Pupil Premium

Education and Curriculum				
	Trustees/Directors	CEO	LAB	School Leader
<b>Set admissions policy</b>	Approve Review	Develop in partnership with LAB	Recommend  Implement the policy agreed by the Trustees with regard to admissions policy as set by the Board	Deliver
<b>Admission decisions</b>			Deliver	Consult
<b>Collective worship arrangements for Academy</b>			Review	Deliver
Review – considering and evaluating performance of the Academies by: <ul style="list-style-type: none"> <li>■ reviewing progress against agreed KPIs</li> <li>■ holding each academy’s leadership to account for academic performance, quality of care and quality of provision</li> <li>■ monitoring the overall effectiveness and efficiency of leadership and management at the Academies</li> <li>■ receiving reports on the quality of teaching and learning and making recommendations to the Board.</li> </ul>	Review	Review	Deliver	Report
Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Review	Consult	Review	Deliver
Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies’ strategic plans.	Review	Consult	Review	Deliver
Report – termly to Board on performance	Review	Review	Deliver	Deliver

Education and Curriculum				
	Trustees/Directors	CEO	LAB	School Leader
<b>Student issues</b> (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receive reports from the School Leader  Report any material issues to the Board and the CEO	Deliver –in accordance with Trust and Academy Policies  Report – to the LAB on any Material issues
<b>Academy Hours</b> – setting the opening and closing times for the Academies	Approve – in consultation with LABs		Recommend to the Board	Comply
<b>Term Dates and length of school day</b>	Approve – in consultation with LABs		Recommend to the Board	Comply
<b>School lunch</b> – ensure provided to appropriate nutritional standards	Determine	Deliver	Consult	Deliver
<b>Provision of free school meals to those meeting criteria</b>	Review		Review and report	Deliver
<b>Safeguarding</b> – including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Determine	Review	Deliver	Deliver

Education and Curriculum					
	Trustees/Directors	CEO	LAB	School Leader	
<b>Stakeholder Engagement –</b> <ul style="list-style-type: none"> <li>■ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students.</li> <li>■ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Academies to assess its performance against its stated aims and objectives.</li> <li>■ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</li> </ul>	Review	Consult	Determine	Deliver	
<b>Establish a Complaints policy</b>	Review	Deliver	Report	Comply	
<b>Ofsted Inspections Trust Support –</b> <ul style="list-style-type: none"> <li>■ Board will liaise with Ofsted where MAT is inspected and it will assist with an Academy inspection.</li> <li>■ CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</li> <li>■ CEO will support LABs and Principals/Headteachers</li> </ul>	Deliver	Deliver	Support	Deliver	

Education and Curriculum				
	Trustees/Directors	CEO	LAB	School Leader
Ofsted Inspections: Academies	Review	Deliver	Deliver	Deliver

Financial	Trustees/Directors	CEO	LAB	School Leader
Appointment of the Audit and Risk Committee	Deliver			
Appointment of the Accounting Officer and Chief Financial Officer	Deliver	Deliver the accounting officer role		
Recommend the appointment of the External Auditors to the members	Deliver			
Appointment of the Internal Auditors to the members	Deliver			
<b>Funding Model</b> - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Determine – in consultation with the CEO	Recommend a funding model to the Board for approval  Review	Consult – with the CEO  Review - compliance with the overall financial plan for the Academy	Comply
<b>Scheme of Financial Delegation &amp; Financial Policies</b> – establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine  Comply	Review - compliance  Report - any issues or non-compliance to the Board	Review - compliance by the Academy  Report - any issues or non-compliance to the CEO	Comply
<b>Bank Accounts</b> – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend	Comply	Comply

Financial	Trustees/Directors	CEO	LAB	School Leader
<b>Trust Annual Budget</b> – formulating and setting the Trust wide budget	Determine	Deliver - on preparation of Trust budget and present to the Board for approval  Review – submission of Trust budget to the EFA		
<b>Academy Annual Budgets</b> – receiving and approving annual spending plans (including uses of contingency funds/ balances)	Approve	Review preparation of Academy annual spending plans in consultation with the LABs.  Review – submission of Academy budgets to the EFA  Recommend to Board for approval	Consult – with CEO in respect of the Academy’s requirements  Review and deliver plan as developed by school leader and approve for onward approval by Board.  Comply	Consult  Develop with support as appropriate from the CEO the annual spending plans  Deliver and recommend to LAB for onward approval by Board  Comply

Financial	Trustees/Directors	CEO	LAB	School Leader
<b>Expenditure and ensuring delivery of Annual Spending Plans</b>	Review	Report – to the board any material issues with delivery against the Annual Spending Plan by the Academies  Receive reports – on matters of concern in connection with compliance with the Annual Spending Plan	Review  Report - to the CEO any issues with expenditure or compliance with the Annual spending plan by the Academy  Review management accounts	Report – to the LAB any need for any matters of concern in respect of the Academy’s annual spending plan
<b>Reporting:</b> financial reporting and KPIs	Determine	Deliver	Review	Deliver
<b>Delegated Budgets and Finances</b> - 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
<b>Financial Policies</b> –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 delivery - compliance with policies  Report – any issues or non-compliance to the CEO	Deliver – compliance with finance policies



Financial	Trustees/Directors	CEO	LAB	School Leader
<b>Approving annual accounts</b>	Approve	Deliver – arrange for auditing and filing of annual report and accounts	Comply –keep proper records and provide such information to assist the Trust in preparation of the Annual Accounts	Deliver
<b>Corporate Risk Register</b>	Review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
<b>Investments</b> – agreeing the investment policy in line with the Academies Financial Handbook and any internal policies and controls	Determine and review delivery	Deliver		

	Trustees/Directors	CEO	LAB	School Leader
<b>Appointing the CEO</b>	Appoint			
<b>Appointing the School Leader at each Academy</b>	Approve -in consultation with the CEO/ LABs Determine constitution of the panel	Recommend – sit on appointment panel along with two representatives of the relevant LAB	Two representatives to sit on the appointment panel with the CEO	
<b>Appointing the SLT posts at each Academy</b>	Approve -in consultation with the CEO/ LABs Determine constitution of the panel	Recommend – sit on appointment panel along with two representatives of the relevant LAB	Two representatives to sit on the appointment panel with the CEO	Recommend – sit on appointment panel along with two representatives of the relevant LAB and CEO
<b>Appointing of cross-Trust Staff (in line with recruitment policy)</b>	Review	Appoint and report to the Board		
<b>Appointing Academy Staff</b>			Appoint (in consultation with the school leader) using Trust job descriptions and pay scales for common posts	Deliver
<b>Establishing Trust wide HR Policies</b> (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate	Determine Review	Comply Report	Review compliance and report to the	Comply and Report

	Trustees/Directors	CEO	LAB	School Leader
regulations			Board	
<b>Setting Appraisal Performance Management Policy together with pay reviews</b> (in line with the Trust's pay policy and all statutory regulations)	<p>Review – in respect of CEO Receive reports – in respect of appraisal arrangements and outcomes</p> <p>Review – any appeals in respect of the Principals and cross academy staff</p>	<p>Review – in respect of Principals and cross Trust staff (and any appeals from Academy staff) Review - and Report – (annually) to the Board on appraisal arrangements and outcomes</p>	<p>Comply– in respect of performance management of School Leader</p> <p>Review – any appeals respect of all other staff</p>	<p>Review – in respect of all other staff</p> <p>Report – termly to the CEO on appraisal arrangements and outcomes and annually with summary of performance</p>
<b>Setting Terms and Conditions of Employment and Staff handbook</b>	Approve – and consider any proposals by LABs to make amendments	Recommend	Comply	Comply
<b>Dismissing CEO, Principals, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)</b>	<p>Deliver – in respect of the CEO</p> <p>Review all others</p>	<p>Deliver</p> <p>Report – any dismissals to the Board</p>	Consult with CEO for academy based senior leaders	
<b>Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)</b>	Review	<p>Review</p> <p>Report – to the Board</p>	<p>Review</p> <p>Report – to the CEO</p>	<p>Deliver</p> <p>Report to LAB and CEO</p>
<b>Setting trust wide procurement policies</b> (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's	Determine	Deliver	Implementation of the procurement policies in so far as they impact on the	Comply

	Trustees/Directors	CEO	LAB	School Leader
procurement policy			academy approved by the Board Comply	
<b>Setting academy specific procurement policies</b> - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Review	Review	Deliver – in accordance with Trust policy	Recommend
<b>Enter into contracts</b> – up to the limit of delegation set out in Scheme of Financial Delegation	Deliver	Deliver	Review	Deliver
<b>Determining and allocating central services provided to the Academies by the Trust</b>	Determine (in consultation with the CEO)	Deliver– on recommending the allocation of services to the Board	Consult	Consult
<b>Overseeing the effectiveness of services provided centrally by the Trust</b>	Review	Deliver and report to Board	Report – to the Board	
<b>Asset and Premises Maintenance Strategy</b> – determining use of Academies' premises and ensuring premises are adequately maintained	Determine – Trust wide policy	Recommend	Determine – academy plan in accordance with Trust policy Review delivery of academy plan	Deliver – in accordance with Academy policy
<b>Acquiring and disposing of Trust land</b>	Deliver	Recommend		
Changing use of Assets	Deliver		Recommend to the board of any changes to fixed assets used by the Academy	Consult

	Trustees/Directors	CEO	LAB	School Leader
<b>Arranging insurance for the Trust</b>	Review	Deliver		
<b>Media and PR</b> - 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
Information management – including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student)	Determine	Deliver	Comply	Comply
<b>Academy Prospectus and website</b>	Determine & Approve	Review	Review	Deliver with support from CEO
<b>Trust Prospectus and website</b>	Review	Deliver		

The phrases used have the following meanings:

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

**Deliver:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the School Leader 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 LAB (as appropriate), (ii) the LAB they will be making recommendations in relation to their Academy to the Board, CEO and/or School Leader (as appropriate) and (iii) the School Leader they will be making recommendations in relation to their Academy to the CEO and/or LAB (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 LAB (as appropriate), (ii) the LAB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the School Leader they will be making reports in relation to their Academy to the CEO and/or LAB (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 LAB (as appropriate), (ii) the CEO they will be reviewing the School Leader and (iii) the LAB they will be reviewing the School Leader and his leadership team.

**Comply:** the individual/group will follow agreed policies and procedures.

**Approve:** make the final decision