

The Blue Kite Delegation of Duties

This document aims to assist the trust board and local governing bodies in their understanding of what duties have been delegated to them and should be read alongside the scheme of delegation. Please note, the items included within this document are neither prescriptive nor exhaustive, but aim to help governing boards to meet their statutory duties and can be used as a tool to ensure meetings are focused and effective. Items have been divided between specific headings.

Chairs and governance professionals may find it helpful to plan their meetings using this information, but should ensure that in working through agenda items, meetings still remain focused on raising attainment and achievement, and improving the well being of all pupils. Care should be taken to ensure that appropriate weight is given to the most important issues. The agenda planners should also be referred to alongside this document.

Items outlined within this document have been cross-referenced with the Blue Kite Academy Trust Scheme of Delegation.

It should be noted that policy reviews for statutory policies only have been included. Trustees and governors should use 'The Blue Kite Academy Trust guide to statutory and recommended policies and documents' to assist them with developing a comprehensive annual policy review cycle.

The majority of items can be allocated to different agendas over the year. A shaded box indicates that the item cannot be delegated. It should be noted that a large number of the responsibilities of trustees/governors may be delegated to the CEO/Headteacher and this is strongly recommended where possible so that trustees/governors can focus on their overarching strategic roles.

'X' is shown where it may be legally possible to delegate to a level, but it would not be recommended. Significant decisions, monitoring and evaluation are best undertaken by the trust board or LGB with delegated authority, not by individuals.

Key

Trust Board Committees

F	Finance Committee
PC	People and Culture Committee
RAHSP	Risk, Audit, Health and Safety and Premises Committee
ESS	Education Standards and Strategy Committee

October 2021

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		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		

Admissions

1	To annually determine admission arrangements			✓			
2	To consider admissions application decisions	X					SBC LA
3	To undertake appeals against Local Authority directions to admit pupil(s)	X	✓			To be established if required	
4	To ensure that proposed admissions arrangements for autumn and the following year are published			✓			
5	To carry out consultation where changes to admission arrangements are proposed or the governing board has not consulted on their arrangements in the last seven years			✓			
6	Admissions: application decisions Governing boards of Academies must establish a dedicated admissions committee to allocate places, (where they choose to delegate authority to committee level)	X					SBC LA
7	To establish and publish an admissions appeal timetable	X					SBC LA

Budget and Finance

8	To approve the budget and value for money statement and return budget forecast to the ESFA before 31 st July	✓					
9	To receive and monitor monthly income and expenditure reports		✓	✓		F	
10	To agree annual action plans and monitor how school premiums are spent (i.e. PE and Sports Premium, Service Premium and Pupil Premium)		✓	✓	x	F (Overview)	

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
11	To receive confirmation from HT or pay committee that all teachers' salaries have been reviewed and pay statements distributed			✓			
12	To receive report from Business Manager/Bursar and analyse findings following any financial audit		✓			F	
13	To appoint the external auditor		✓			RAHSP	MEMBERS AGM
14	To establish a charging and remission policy	✓			X		
15	To receive audited accounts of school funds		✓			RAHSP	MEMBERS AGM
16	To review contracts and services due for renewal (including insurance) and ensure that they adhere to best value (Trust Board should agree financial limits)	✓		✓			
17	To review financial procedures, ensuring that they are robust and transparent		✓			F	
18	To approve the limits of delegated authority for the CEO, Headteacher, trustees, governors and finance committee (if applicable)	✓					
19	To review suggestions for income generation		✓	✓		F	
20	To ensure completion and submission of the Financial Management and Governance Self- Evaluation (Academies only within 2 months of conversion)	✓					
21	To complete School Resource Management Self Assessment Tool and agree actions arising from it once a year and when required (Academies only) https://www.gov.uk/government/publications/school-resource-management-self-assessment-tool		✓			F	
22	To agree allocation for trustees/governors training and expenses (if there is an expenses policy see point 73)	✓					
23	To receive report from Business Manager/Bursar and analyse outcomes from financial benchmarking		✓			F	

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
24	To agree end of year surplus/deficit	✓					
25	To review trustees', governors' and staff financial skills audit	✓		✓			
26	To agree financial training programme for staff, trustees and governors	✓					
27	To ensure the budget has allocated funds to support the Blue Kite Academy Trust Development Plan and any proposed changes in staffing structure	✓					
28	To ensure the budget has allocated funds to support the School Development Plan and any proposed changes in staffing structure		✓	✓		F	
29	To receive progress report on School Development Plan priorities and the implications for the budget allocated for this		✓	✓		ESS Review SDPs/F	
30	To agree annual financial statement of accounts	✓					
31	To ensure annual returns are filed with the Education and Skills Funding Agency (ESFA) by 31 December including audited accounts, financial statements, signed by the auditor and trustees	✓					
32	To receive report from the Responsible Officer (or equivalent) on key elements of financial procedures		✓			F	
33	To establish an asset control and accounting policy and approve arrangements for recording assets		✓			F	
34	To establish a Risk Register		✓			RAHSP	

					Responsibility of:					
					Trust Board	Committee	LGB	CEO/Head	Which Trust Board committee	Notes/Meeting

Curriculum

35	To ensure the curriculum is broad and balanced.		✓	✓	✓	ESS	
36	To consider disapplication for pupil(s)	X	X	X	✓		Headteacher
37	To be responsible for standards of teaching				✓		
38	To decide which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside of the school day)		✓		X	ESS	
39	To prohibit political indoctrination and ensure the balanced treatment of political issues	✓					
40	To receive reports from curriculum leaders		✓	✓		ESS	
41	To receive an update from the Headteacher on the impact of curriculum development and review curriculum development priorities		✓	✓		ESS (overview)	
42	To ensure the school fully meets the learning, development and welfare requirements of the Early Years Foundation Stage		✓	✓		ESS	
43	To review provision of independent and impartial careers education, information and advice					n/a	
44	To establish and review a Special Educational Needs and Disability (SEND) policy	✓		✓			
45	To appoint a designated qualified teacher to be responsible for co-ordinating SEND provision				✓		Headteacher

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
46	To nominate a SEND lead trustee/governor	✓		✓			
47	To review provision for gifted, more able and talented pupils		✓	✓		ESS	6
48	To ensure pupil target setting is robust and challenging and review pupil progress towards targets and attainment				✓		
49	To decide to offer additional activities and to what form these should take (although this task is open to delegation under the Education (School Government) (Terms of Reference) (England) Regulations 2000, the expectation would be that these decisions would be undertaken by the Trust Board)	✓					
50	To cease providing extended school provision (although this task is open to delegation under the Education (School Government) (Terms of Reference) (England) Regulations 2000, the expectation would be that these decisions would be undertaken by the Trust Board)	✓					
51	To review the provision and impact of extended services	✓		✓		ESS (overview)	
52	To evaluate how well the school works to meet the needs of the local community and promotes Community Cohesion		✓	✓		ESS	
53	To ensure that equalities are embedded in all policies and frameworks	✓		✓			
54	To draft the school behaviour policy and publicise to staff, students and parents				✓		
55	Establish and review a sex education policy and ensure parents are informed of their right to withdraw their children	✓	X	✓			
56	Evaluate and monitor the implementation of the Relations Education (Primary) and Relationships and Sex Education (secondary) from September 2020 (or April 21 due to Covid-19). https://www.gov.uk/government/publications/relationships-education-relationships-and-sex-education-rse-and-health-education		✓	✓		ESS	

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
57	Ensure careers provision is meeting the Gatsby Benchmarks (Secondary Schools only) https://www.careersandenterprise.co.uk/schools-colleges/gatsby-benchmarks					n/a	N/a

Data Analysis and Target Setting

58	To receive analysis of examination results and key stage assessments and consider implications in relation to targets set		✓	✓		ESS	
59	To review attendance and exclusions data		✓	✓		ESS	
60	To review unvalidated data on Key Stage assessment against expected outcomes		✓	✓		ESS	
61	To review the destination of school leavers (Secondary schools only)					n/a	

Exclusions

62	To consider parents representation about exclusions		✓			Set up as and when required	
63	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination (may be delegated to the Chair of Vice Chair in cases of urgency).		✓			Set up as and when required	

Governing Body Procedures

64	To amend the articles of association (by the members of the academy trust)					Members	
65	Ensure focus on three core strategic functions 1. Ensuring clarity of vision, ethos and strategic direction 2. Holding the executive leader to account for the educational performance of	✓		✓			

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
	the organisation and its pupils and the performance management of the staff 3. Overseeing the financial performance of the school and making sure its money is well spent						
66	To appoint (and remove) the chair and vice-chair (of trust board/LGB)	✓		✓			
67	To appoint and dismiss the LGB governance professional			✓			Support from Central Team
68a	To appoint and remove trustees					Members	All trustees are member appt
68b	To appoint and remove governors	✓		✓			Trust Board to be informed prior to any removal
69	To agree governor induction and training programme	✓					
70	To appoint a designated qualified teacher to be responsible for co-ordinating SEND provision	x	x	x	✓		
71	To consider whether or not to exercise delegation of functions to individuals or committees (including LGBs).	✓					
72	To regulate the trust procedures (where not set out in law)	✓					
73	To approve and set up a trustee/governor expenses scheme (Governors Allowances Policy)	✓			x		
74	To set up a register of trustees/governors' business/conflict of interest, review annually and ensure declarations are made where appropriate at all meetings	✓	x	✓			Governance Professional
75	To make arrangements for an Annual General Meeting	✓	x		x		Head of Governance
76	Ensure company records including details of directors (trustees) are updated with Company House	✓					Head of Governance

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
77	Ensure governors' details are accurately recorded Get Information about Schools (GIAS) and the school website	✓					Head of Governance

Health & Safety, Child Protection and Safeguarding

78	To ensure a Health and Safety policy and procedures are in place	✓		✓			
79	To ensure that health and safety regulations are followed	X	X	X	✓		
80	To nominate a health and safety lead trustee/governor	✓		✓			
81	To monitor implementation of the Health & Safety Policy and Child Protection Policy and Procedures	✓		✓	X		
82	To receive report on the effectiveness of the Health & Safety Policy	✓					
83	To conduct inspections of buildings, plant and equipment			✓			
84	To ensure risk assessments of the site are conducted and appropriate action is taken in line with the Health and Safety policy		✓	✓		RAHSP	
85	To receive Health, Safety and premises audit and address issues identified, setting financial allocation as appropriate		✓			RAHSP	
86	To ensure that the trust/school complies with Health and Safety regulations, seeking external advice where appropriate		✓	✓		RAHSP	
87	To ensure fire risk assessments are undertaken		✓	✓		RAHSP	
88	To ensure minibus safety requirements are being adhered to		✓	✓		RAHSP	
89	To review health and safety, child protection and safeguarding training requirements for staff and trustees/governors and ensure courses are being attended where		✓	✓		ESS and RAHSP	1

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
	appropriate						
90	To ensure effective records are kept with respect to health & safety and safeguarding	✓		✓			H and S lead Safeguarding lead
91	To adopt and review annually a Safeguarding/Child Protection policy and relevant procedures	✓		✓			
92	To appoint a designated teacher for looked after children		x		✓		Headteacher
93	To appoint a designated safeguarding lead (DSL)				✓		Headteacher
94	To nominate a safeguarding lead trustee/governor	✓		✓			
95	To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the Prevent Duty in to the Child Protection policy	✓					
96	To receive an annual review on effectiveness of safeguarding and interim updates		✓	✓		ESS	2,4,6

Premises and Insurance

97	To inspect the premises, grounds and equipment and prepare a statement of costed priorities for maintenance and development for the approval of the trust board (with reference to the Asset Management Plan or similar property asset register.)						Estate Manager
98	To seek advice from central team in relation to buildings insurance and personal liability (good practice – trust board decision)	✓	x	x			
99	To develop school buildings strategy or master plan and contribute as required to LA Asset Management Planning arrangements (good practice – trust board decision)	✓					

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
100	To procure and maintain buildings, including developing a properly funded maintenance plan	✓					
101	To approve the costs and arrangements for maintenance, repairs and redecoration within the budget allocation	✓					
102	To apply for capital funding and grants where appropriate to maximise development of the premises						Estate Manager
103	To monitor the implementation of capital works programmes				✓		
104	To establish an accessibility plan and review it every 3 years	✓					
105	To ensure School Premises alteration forms are being sent to the LA (if applicable)	✓					
106	To refer to the school's premises logbook to make sure the school is compliant with guidance on asset management and premises alterations						Estate Manager
107	To conduct risk assessments as appropriate						Estate/site Manager

Publications and Reports

108	To review the BKAT vision, mission statement, and strategy	✓					
109	To review the school's mission statement and ensure continued relevance			✓			
110	To ensure the annual review on safeguarding/child protection is returned to the LA	✓		✓			
111	To establish and approve a SEND policy	✓					
112	To ensure parents can access an annual report on the effectiveness of the school's provision for pupils with SEN and those with disabilities and medical needs			✓			

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
113	To ensure parents can access an annual report on the effectiveness of the school's equalities scheme and equalities objectives compliance with the three strands of the Public Sector Equality Duty (Review equality objectives every 4 years)			✓			
114	To consider ways of accounting to parents for the work of the governing board			✓			
115	To ensure the school webpages are regularly updated and report on a range of statutory elements replacing the need for a hard copy school prospectus unless requested. (Academies are also required to publish a number of additional key documents – e.g. Annual Accounts, Annual Report, Memorandum and Articles of Association, Funding Agreement and list of names of governors of the Academy Trust)	✓		✓			LGB Governance Professional and Head of Governance
116	Review the complaints procedure and publish on the school website	✓		✓	X		
117	To establish and publish and Freedom of Information Scheme and ensure the trust complies with it	✓					

Religious Education & Collective Worship

118	To ensure provision of RE in line with school's basic curriculum (this must fall into line with locally agreed syllabus)			✓			
119	To ensure that all pupils take part in a daily act of collective worship, after consulting LGB				✓		
120	To make application to SACRE, concerning the requirements for collective worship to disapply, after consulting trust board (schools without a religious character)				✓		
121	To make arrangements for collective worship after consulting trust board (schools without religious character)				✓		

					Responsibility of:				Which Trust Board committee	Notes/Meeting
Trust Board	Committee	LGB	CEO/Head							

School Organisation

122	To consider requests from other schools to join your academy trust	✓							
123	Agree who will attend trust inspections	✓			✓				
124	To establish a data protection policy and review it at least every 2 years	X	✓						
125	Maintain a register of pupil attendance	X	X	X	✓				
126	To set the times of school sessions and the dates of school terms and holidays	✓	X	X					
127	To determine whether to publish a home-school agreement (no longer statutory)				✓				
128	To ensure provision of free school meals to those pupils meeting the criteria, including Universal Infant Free School Meals (if applicable)	X	X	X	✓				
129	To ensure that school lunch nutritional standards are met (School food regulations 2015)	X	X	X	✓				

Self-Evaluation and School Improvement

130	To review outcomes of school self-evaluation process and links to school improvement plan		✓	✓		ESS		1
131	To review progress of school development/improvement priorities and consider implications		✓	✓		ESS		1
132	To identify priorities for new school development/improvement plan			✓				

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
133	To evaluate the impact and effectiveness of the trust board/ local governing board over the past year	✓		✓			
134	Undertake a trustees'/governors' skills audit and prioritise training and development for the year	✓		✓			

Staffing

135	To agree membership of selection panel for Headteacher appointments	✓			✓		CEO
136	To agree membership of selection panel for Deputy Headteacher appointments				✓		
137	Appoint selection panel for other members or the senior leadership team	X	✓	X	✓	PC	
138	To ratify or reject decisions of appointed selection panels	✓					
139	To undertake appointment of teachers	X	X	X	✓		
140	To undertake appointment of support staff	X	X	X	✓		
141	To adopt and review a pay policy annually		✓			PC	
142	To undertake the dismissal of the CEO	✓					
143	To undertake the dismissal of a Headteacher	X	✓	X	✓		CEO
144	To undertake dismissal of other staff members	X	X	X	✓		

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
145	To undertake the suspension of the CEO	✓					
146	To undertake suspension of a Headteacher	X			✓		CEO
147	To undertake suspension of other members of staff	X	X	X	✓		CEO
148	To consider ending the suspension of the CEO	✓					
149	To consider ending the suspension of the Headteacher				✓		CEO
150	To consider ending the suspension of other members of staff		✓				
151	To determine dismissal/early retirement payments		✓			PC	
152	To assess progress of any school improvement priorities relating to staffing		✓	✓		PC	
153	To review budget and programme for staff CPD ensuring it is being implemented and meeting the needs of staff		✓	✓		PC	
154	To review reports on the quality of teaching (provided by the Headteacher) and consider actions		✓	✓		ESS	
155	To review strategies for retaining and recruiting the next generation of school leaders		✓			PC	
156	To review work/life balance of staff		✓	✓		PC	
157	To appoint 2 or 3 trustees to conduct the performance management review of the CEO alongside an external adviser	✓					
158	To appoint 1 or 2 governors to conduct the performance management review of the Headteacher alongside the CEO			✓			

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
159	To monitor progress of CEO's performance against objectives throughout the year		✓			PM Trustees	
160	To monitor progress of Headteacher's performance against objectives throughout the year		✓		✓	PM governors	
161	To carry out appraisal of other teachers				✓		Headteacher
162	To receive summary outcomes of Headteachers and teachers' performance management review and make decisions in line with the pay policy and legal requirements (In some schools, particularly larger ones, it may be appropriate to delegate deciding pay discretions to the headteacher. However, in this case it is a good idea for the local governing board to quality assure the decisions made, for example by spot checking a selection.)		✓	✓		PC to receive summary	
163	To prepare pay statements	X	X	X	✓		Headteacher
164	To evaluate the impact of performance management and pay policies ensuring procedures are applied consistently across the school and that pay awards/scales correlate with performance in all areas of the school. (Make recommendations for amendments to policy where appropriate).		✓	✓		PC to review	
165	To agree training to be undertaken by staff and governors e.g. safer recruitment, appointments and aspects of employment law	✓		✓			
166	Setting the overall staffing structure	✓		X	✓		Delegated to CEO but TB kept informed
167	To consider staffing needs and recruitment/redundancy for the new academic year	✓		✓	✓		Redundancy procedure carried out by HT and CEO but LGB and TB kept informed

		Responsibility of:				Which Trust Board committee	Notes/Meeting
		Trust Board	Committee	LGB	CEO/Head		
168	Produce and maintain a central record of recruitment and vetting checks	X	X	X	✓		Headteacher
169	Establish and review procedures for addressing staff discipline, conduct and grievance	✓					