

Cadmus Family of Schools Delegation Planner and Terms of Reference  
September 2025

Version 1.7

<b>Delivery Area</b>	<b>No relating to NGA Guidance</b>	<b>Cadmus Governing Board CGB</b>	<b>Local Governing Committee LGC</b>	<b>Individual Governor</b>	<b>COO or COO in collaboration with Executive Heads/ Head teachers/ Heads of School</b>	<b>Executive Heads, Head teachers, Heads of School</b>
Admissions	1-2	Keep under review schools' PAN and admissions criteria. in line with relevant LA guidance	Comply with the School Admissions Code in setting out admissions arrangements, making decisions, and managing appeals in line with relevant LA guidance  Make sure the school's admissions arrangements comply with the School Admissions Code and are fair, clear, and objective in line with relevant LA guidance			
Attendance	3	Annually review federation attendance	Regularly review pupil attendance data and patterns		Report to Cadmus governing board annually	Day to day management of attendance
Behaviour	4	Annually review federation behaviour trends & approve school behaviour principles and policy	Make/review a written statement of behaviour principles (upon which the		Report to Cadmus governing board annually	Prepare school policies in line with federation policies.

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			behaviour policy is based)			
Budget and Finance	5-9	<p>Approve the budgets for all schools'</p> <p>Approve the schools' SFVS</p> <p>Establish and review the financial controls through which all schools within the Federation will operate in line with their local funding authority arrangements.</p> <p>Approve Federation Recharge Policy</p> <p>Determine and set:</p> <p>a) expenditure limits for the COO and other</p>	<p>Scrutinise and present the draft budget to the CGB</p> <p>Submit a formal budget plan, this needs to be approved by the Cadmus governing body no later than 1st June.</p> <p>Submit a 3-year budget forecast each year to the appropriate local authority by 1st June following Cadmus approval</p> <p>Monitor expenditure against the budget</p> <p>Monitor and oversee the impact of pupil</p>		<p>Prepare Cadmus budget for CGB [A]</p> <p>Gain assurances that individual school budgets have been prepared in line with Federation guidance and local funding authority arrangements prior to being presented to LGC's Monitor School Audit Reports</p> <p>Upload a academy monitoring report every half term</p>	<p>Ensure preparation of school's annual budget [A]</p> <p>Manage school income, expenditure, cash flow, balances, year-end &amp; report to LGC [A]</p> <p>d) expenditure limits for the headteacher £10,000 (or such figure as the governors determine)</p> <p>e) virement limits for the head teacher of:</p> <p>i. £10,000 on any individual</p>

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		<p>Federation based staff.</p> <p>b) virement limits for the for the COO and other Federation based staff.</p> <p>c) Individual item Limits for the for the COO and other Federation based staff.</p> <p>The finance committee will meet to discuss schools finance three times a year</p> <p>The finance committee will meet to discuss Cadmus finance three times a year.</p>	<p>premium and other targeted funding streams. In primary schools, this includes PE and sport premium</p> <p>Consider School Census Data</p> <p>Recommend the write off of debts up to a maximum limit of £2,500. A formal list for write off will then be prepared and actioned. Debts of over £2,500 proposed for write off will be the subject of a report to the appropriate Council's Head of Finance.</p> <p>Upload a school monitoring report every half term</p>			<p>item (or such figure as the governors determine)</p> <p>Virement between budget heads of up to £10,000 (or such figure as the governors determine).</p> <p>Leases other than those arranged with the LA up to an annual figure of £1,000 (or such other figure as governors determine). NB Governors are strongly recommended to take appropriate advice before entering into lease agreements. Prepare, implement &amp; manage impact of grants e.g. Pupil and</p>

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						Sports Premium, SEND funding.
Careers	10		<b>Secondary schools:</b> review and monitor the plan for delivering statutory careers education and guidance (pupils in year 7 to 13)			
Careers	11			<b>Secondary schools:</b> Take a strategic interest in careers education and guidance		
Complaints	12-13	Approve a procedure for dealing with complaints at a federation level Preside over complaints made against the Federation or staff employed by the Federation and Headteachers or Executive Headteachers of schools within the Federation.	Approve a procedure for dealing with complaints against the school or its staff.  Where deemed necessary, preside over complaints made against the school or staff employed by the school.		Assist the LGC and CGB in dealing with complaints	Make clear to parents where the complaints procedure can be found. Complaints are dealt in line with local arrangements

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			Preside over appeals made against complaint outcomes.			
Curriculum	14-15	Determine Federation-wide principles in regard to curriculum delivery  Approve policies relating to relationships and sex education	Ensure that the school has a broad and balanced curriculum that covers the national curriculum and (where applicable) delivers the EYFS statutory framework  Monitor and evaluate pupil progress and attainment and make appropriate recommendations to the finance/resource committee  Approve school's curriculum policy  Oversee implementation of Federation-wide	Link Governors to liaise with subject leaders to monitor subjects and report back to LGC's	Develop and agree Federation wide principles in regard to curriculum delivery and good practice	Ensure curriculum is delivered in line with statutory requirements and federation-wide principles regarding curriculum delivery.  Report Attainment and Progress Data to LGC's

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			<p>policies or good practice</p> <p>Approve curriculum proposed by each HT (consistent with Federation principles)</p>			
Data Protection	16	Have oversight to ensure that the schools comply with the General Data Protection Regulation (GDPR) when handling information belonging to pupils, staff, parents and governors	Ensure that the school complies with the General Data Protection Regulation (GDPR) when handling information belonging to pupils, staff, parents and governors			
Equalities	17	Have oversight to ensure that the Cadmus governing body and school committees complies with The Equality Act 2010, which includes a distinct public sector equality duty.	<p>Set and monitor school Equality Objectives in line with Equality Act</p> <p>Monitor Equality Policy at school level and school equality objectives</p>			Set Equality Objectives at school level and implement equality duties at school level

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Exclusions	18-19	<p>Review the head teacher's decision to exclude pupils</p> <p>Receive anonymised reports on pupil exclusions and suspensions across Cadmus settings, reviewing trends and intervention strategies</p>	<p>Monitor data on pupil suspension and exclusion reviewing trends and intervention strategies.</p> <p>view the headteacher's decision to exclude pupils.</p>		Report on exclusions and suspensions across Cadmus to CGB	Manage decisions on pupil suspensions and exclusion.
Health and Safety	20- 21	Retain oversight and receive reports of all health and safety recommendations ensuring compliance	<p>Monitor the effectiveness of the school's health and safety policy and procedures</p> <p>Agree school health &amp; safety policies</p> <p>Monitor implementation incl. for premises work, site inspections &amp; implementation of H&amp;S Policy, receive reports e.g. on fire risk assessments</p>		Report on Health and safety in schools across the federation	Undertake health and safety inspections

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Parents	22		(see exclusions)			
Pupils with SEND	23-24	To receive annual reports from the COO on the effectiveness and impact of provision for pupils with special educational needs and disability (SEND) across the Federation	Ensure that provision for pupils with special educational needs and disability (SEND) is in place and monitor effectiveness Have specific oversight of the school's arrangements for SEND		To provide CGB with an oversight for the pupil with SEND	
Safeguarding and child protection	25	Promote the welfare of children and comply with the DfE's statutory guidance on Keeping Children Safe in Education and the Prevent duty  To receive annual reports from COO on the effectiveness of safeguarding child protection procedures in each school	To monitor school training records to ensure staff have up-to date and appropriate safeguarding and child protection training.  To ensure all Governors receive annual Safeguarding and child protection training. To ensure all schools have a DSL trained to an appropriate level	To monitor SCR and Child Protection procedures  To have an overview of child protection and safeguarding issues at the school.  To provide termly reports to LGC.	To Annually review safeguarding child protection procedures in each school and reports findings to CGB	To ensure the school has robust safeguarding child protection procedures

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			<p>that is a member of the SLT.</p> <p>To ensure the school has a DSL trained to an appropriate level that is a member of the SLT.</p> <p>To ensure all Governors receive annual Safeguarding and child protection training.</p> <p>To receive reports termly, Safeguarding and child protection reports from the link Governor</p>			
Staffing	28-33	Direct and determine the processes for appointing, suspending, dismissing Chief Operating Officer, Executive Heads HTs, Heads of School and DHTs in line with the	Work in partnership with Cadmus to carry out the process by which Head teachers, Heads of School and Deputy Heads are appointed, suspended		Participate in Executive Head, HT & DHT appointment	Operational employment decisions, including recruiting and managing staff below senior leadership level

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		<p>human resources of the appropriate* local authority. This is defined as the authority that pays the salary of the employee.</p>	<p>or dismissed. (HT appointments to include 1 member of the CGB, the Chair of the LGB, the Head if DH appointment, the COO and at least 1 other LGB governor)</p> <p>Approve leadership &amp; management structure or restructure</p> <p>Determine school staffing structures</p> <p>Receive reports from HT on appointments of teaching &amp; non-teaching staff</p> <p>Monitor &amp; review staffing changes in school including after resignation deadline Monitor Staff Wellbeing</p>		<p>Liaise with HR services to provide support</p> <p>Manage recruitment across Federation, ensure compliance incl. safer recruitment.</p>	

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Staffing re: Performance Management, Pay, Training, Wellbeing, Disciplinary & Grievance		<p>Approve Federation staffing policies unless delegated to the LGB</p> <p>Receive reports on perf. management of the Chief Operating Officer &amp; make decisions/ receive reports on other staffing issues in line with policies &amp; delegations</p> <p>Receive reports on staff wellbeing.</p> <p>Lead performance management, pay decisions, training and wellbeing of the COO.</p> <p>Hold Staffing Committee meetings in regard to disciplinary and grievance matters relating to the COO and other staff employed by the Federation and</p>	<p>Advise CGB on Federation policies &amp; procedures to ensure effective implementation</p> <p>Approve policies in respect of Discipline, Capability, Conduct, Grievance, Bullying &amp; Harassment, DBS, Ill Health Retirement, Maternity, Paternity &amp; Adoption, Organisational Change, Retirement, Sickness Absence, Stress Management in line with the human resources of the appropriate* local authority.</p> <p>Lead on the performance management and pay recommendations of the Executive Head/</p>		<p>Advise on and monitor HR policies and processes, personnel issues, CPD</p> <p>Report staff well-being to Governors annually</p> <p>Chief Operating Officer to input into the performance management of Executive Heads/ Headteachers and Heads of School undertaken by the Local Governing Committee in an advisory role</p>	<p>Ensure staff wellbeing</p> <p>Report information on staff wellbeing to COO.</p> <p>Ensure effective systems of performance management for all staff</p> <p>Suspend or dismiss staff to agreed seniority in line with relevant policies and through consultation with HR</p> <p>Implement Federation policies &amp; procedures</p> <p>Map &amp; deliver school CPD opportunities</p>

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		<p>Executive and headteachers and HOS and DHT of schools across the Federation.</p> <p>Attend local staff disciplinary committees. (One member of the CGB to attend all staff disciplinary meetings)</p>	<p>Headteacher/ Head of School and ensure effective systems are in place for the performance management of all staff</p> <p>Ensure there are effective systems in place to assure the wellbeing of staff and systems to support effective continuous professional development.</p> <p>Make pay decisions based on anonymised evidence of achievement against performance management objectives.</p> <p>Hold Staffing Committee meetings</p>			

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			in regard disciplinary and grievance matters relating to all school staff except the Executive or Headteacher, DHT or HOS			
Policies	34-35	Ensure that the policies required by law are in place, have been formally approved (by the governing body/committee) and are readily accessible	Monitor school specific policy requirements  Monitor the implementation of Federation policies at school level		Monitor implementation of policy framework to ensure compliance	Draft school policies

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Risk Management	36-37	Understand the main areas of risk associated with the board's strategic priorities and the school's improvement plans, ensuring these are captured within a risk register	Approve school's insurance arrangements  Review risk reports and maintain oversight of the school's risk assessment		Ensure drafting and review of appropriate risk assessments within agreed timescales  Ensure adequate insurance cover across Federation  Produce Federation risk report	Monitor accident book, risk assessment  Produce & ensure appropriate risk reports are available for LGB  Respond to risk recommendations and ensure compliance Maintain a risk register to document risks and control measures
School Self Evaluation	38	Receive reports on school self-evaluation from each school.	Scrutinise self-evaluation and submit reports to CGB		Annually review self-evaluation reports from each school and provide a report for the CGB	Use evidence gathered from data and surveys to inform a process of self-evaluation that identifies what the school does well, and what areas require improvement

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School Website	39	Ensure that required information is published on the federation website and that school leaders have effective systems and routines in place to remain compliant	Ensure that required information is published on the school website and that school leaders have effective systems and routines in place to remain compliant			
Strategic Direction	40	Responsible for responding to all educational performance and inspection activities (incl. Ofsted inspections) in line with requirements & good practice  Approve Federation objectives, KPIs, evaluation & development plans  Receive reports on school self-evaluation and development.	Review and recommend school evaluation & development plans in line with Federation priorities for approval  Receive & consider school SIP reports & KPIs in line with Federation priorities  Lead the development of school specific action plans arising from a school based inspection report and recommendations (e.g. Ofsted)		Draft and present Federation objectives, KPIs, evaluation and development plans with key priorities Report to CSW against Federation, schools' objectives/ KPIs Provide leadership in strategic and financial planning, advising on most effective use of resources Draft school specific action plans arising from a	Present accurate data & priorities to inform SEF, objectives and KPIs  Prepare school priorities in line with Federation to inform SEF, objectives, KPIs

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					<p>school based inspection report and recommendations (e.g. Ofsted)</p> <p>Have oversight and challenge over school evaluation and development plans</p>	
Governance Organisation and constitution	41-48	<p>Appoint governance professional (clerk to the board)</p> <p>Review/establish committees and panels and maintain terms of reference</p> <p>Elect a Chair and Vice Chair</p> <p>Maintain and publish a register of pecuniary and business interests</p> <p>Approve a Governors' Expenses Policy</p> <p>Determine Governing Body constitution and terms of office</p>	<p>Receive regular updates on governance and ensure all LGB members attend appropriate training</p> <p>Participate in 360 LGB evaluation</p> <p>Ensure the governing body information is accurate on GIAS</p> <p>Draft schedule of Cadmus governor</p>		<p>Manage effective functioning and reporting to all governance tiers</p> <p>Develop governor training and development opportunities on an annual basis</p>	<p>Work as a team to facilitate effective running of LGBs and contribute to Governance link roles, Committees and the CGB as required [R]</p>

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		<p>Ensure the school and governance information is correct on Get Information About Schools</p> <p>Plan &amp; review governor skills, training/ development needs informed by CGB direction and governance evaluation</p> <p>Review Financial Scheme of Delegation and report amendments to CGB for approval</p> <p>Approve and ensure publication of annual governance statement.</p>	<p>monitoring visits to schools</p>			
Development	49-51	<p>Adopt/review a Code of Conduct</p> <p>Complete skills audit</p> <p>Conduct Governing Body self evaluation.</p>				

