

SCHEME OF DELEGATION

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Introduction and Purpose of the Scheme of Delegation

The Trust Board (“the Board”) of Greensand Multi Academy Trust (“the Trust”) is accountable in law for all decisions about the Trust and its schools. It is vital to ensure there are systems in place so the Board is assured of the quality of education, as well as the safety and good practice of activity across the Trust. However, this does not mean the Board is required to undertake all tasks or make all the decisions itself. This Scheme of Delegation sets out the delegated functions within the Trust’s governance structure.

The primary purpose of this Scheme of Delegation is to inform those involved in governance and oversight in the Trust where the decision making, advisory and other responsibilities lie within the Trust.

The intention of this document is to:

- Set out delegations for specific areas of activity or decision making in a clear, usable format.
- Provide clarity about the roles, responsibilities and powers of Trustees, the Executive Team and Central Team members, Governors and Headteachers in respect of key aspects of the leadership and management of the Trust and its schools.
- Ensure compliance with legal and statutory requirements.
- Ensure consistency and avoid duplication or overlap in governance.
- Seek to place governance decision making as close as possible to the point of impact.

It sits alongside the Trust’s Financial Scheme of Delegation which explicitly covers financial delegations.

The delegations have been drafted under the understanding that functions will be carried out in line with the Trust’s Articles, agreed Trust policies, procedures or approaches, as well as to meet all compliance requirements. As such, it should be read in conjunction with those documents, together with other Trust documents, such as terms of reference, annual planners, the annual budget cycle and so on.

The Trust’s approach to governance allows it to adapt to the different needs of our member schools. There may be circumstances when the Board will need to intervene and choose to withdraw specific delegated authorities, although these are expected to be the exception rather than the rule.

The key to the Scheme’s efficacy will be the way it is operated in practice, together with good communication between the Board and its Committees. All members of our governance community should ensure that they are familiar with and understand the Scheme. It should form part of the papers for every meeting and be regularly referred to so that all steps and decisions are taken within the scope of the Scheme.

Definitions

The key tiers of governance of the Trust are:

- **Trust Board:** the legal accountable body for the Trust. The Board is responsible to the Secretary of State for Education for the effectiveness of each of the Trust’s schools. Members of the Board both have and fulfil legal duties as company directors and charity trustees. They are referred to within the Trust as “Trustees”. It is recognised that, whilst the Board can choose to delegate some of its functions, it cannot delegate its responsibilities.
- **Committees:** the Trust has both School Committees and Central Committees.
- **School Committees:** the Board has established one School Committee for each school. The members of the School Committees are Governors. They have a key role in monitoring and scrutiny at the local level, with a particular focus on pupil progress and attainment and quality of teaching and learning.

They provide input into school plans and policies, community and stakeholder engagement, and review alignment with the Trust's strategy, approach, ethos and values.

- **Central Committees:** the Board has set up Central Committees for Crisis Response, Education & Standards, Finance, Audit & Risk, Growth & Development and Pay & HR. These have been established to enable review, scrutiny and discussion of key areas to ensure the Board has sufficient understanding and oversight. The members of the Central Committees are Trustees.

Detailed committee roles are set out in these committees' terms of reference.

- **Executive Team:** consists of the CEO and FOD. The CEO (Sue Wardlow) is the Trust's Accounting Officer and has personal responsibility to the DfE. The FOD (Wendy Hill) is the Trust's Chief Operating Officer.
- **Trust Leader:** responsible for delivering the educational and operational outcomes for the Trust as set by the Board. For the purposes of the Scheme of Delegation, the "Trust Leader" includes the Executive Team, together with the members of the Trust's Central Team which consists of the Deputy CEO, the Director of Safeguarding, the Director of School Improvement, the Finance Manager, the HR Manager, Marketing & Communications Manager and the Lead Governance Professional for the Trust.
- **Headteacher:** the individual who has ultimate responsibility for a school in line with the Trust's strategy, approach, ethos and values.

In addition to the delegations set out in this document, some functions may be further delegated, for example by the Board to the CEO. There are also some areas where it makes sense for matters to be dealt with centrally, rather than by individual schools. It is intended that this will achieve economies of scale, as well as reducing the burden on schools. In line with the Trust's Articles of Association, where any function or power that has been delegated is further delegated, the Board must be informed as soon as is reasonably practicable. The Articles of Association contain further detail under the section on Delegation (Articles 105 to 106).

It is recognised that the Trust also has Members. This document sets out delegations from the Trust Board to other governance stakeholders and, as such, it does not detail the role of the Trust's Members.

The Academy Trust Handbook and the Trust's Articles of Association, together with relevant legislation, contain key information on Members. Members are the custodians of governance, playing an 'eyes on, hands off' role. They have specific roles which can include (subject to Trust documents and relevant legislation):

- Amending the Articles of Association.
- Appointing or removing Members or Trustees.
- Appointing the Trust's auditors and receiving the audited annual accounts.
- The power to change the Trust's name and, ultimately, wind it up.

Approval Levels

The main approval levels used in the Scheme of Delegation are:

Approve	Responsible for approving a document or process and, where appropriate, determining how the task will be undertaken, including defining appropriate milestones and targets to be reported against. Where this relates to appointments, for example of a Link Trustee role, this is included in the delegations as ' Appoint '.
Consulted	Will be consulted as part of the process of completing a task. Their contributions <i>may</i> inform the approach or decision.
Deliver	Operationally responsible for undertaking a task and reporting on its delivery at suitable intervals. It is recognised that the person responsible for delivering specific areas of work may draw on other resources or work with colleagues. As an example, whilst the Headteachers ' deliver ' the budget for their own school, they will work with other colleagues, including those in finance, in order to do this.
Inform/ Informed	Will give/receive one way information on decisions or approaches.
Monitor	Will consider actions being planned or taken or progress made as part of the process of completing a task. Where required, this monitoring role may include suggesting action to be taken to contribute to the task being delivered appropriately.
Prepare	Responsible for developing documents or information, processing and collating information for approval or review. It is recognised that the person responsible for preparing specific areas of work may draw on other resources or work with colleagues.
Recommend	Will make recommendations as to how a task, decision or approach should be undertaken or completed. The recommendation will <i>usually</i> inform the approach or decision.
Report	Responsible for reporting on the delivery of tasks, in some cases after a review of delivery undertaken by others or drawing on input from colleagues, for example on financial monitoring or reporting. The document refers to internal reporting, for example from the Trust Leader to the Board, but does not seek to capture external reporting, for example to the DfE or Companies House.
Review	Responsible for reviewing whether a task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately.

The Scheme of Delegation is a living document and, as such, is likely to change and develop as the Trust matures, both in terms of governance and operational leadership. This recognises the need to be responsive to the evolving context and circumstances of the Trust and ensures that the Trust continues to best meet the needs of its schools and children.

This document, together with the committee structure and terms of reference, will be reviewed at least annually by the Board, taking into account the Academy Trust Governance Guide, Academy Trust Handbook and other key DfE guidance.

The following acronyms are used in this document:

ATH	Academy Trust Handbook
Articles	Articles of Association for the Trust
CEO	Chief Executive Officer for the Trust
CPD	Continuing Professional Development
CRC	Crisis Response Committee
DBS	Disclosure & Barring Service checks
DfE	Department for Education
DPO	Data Protection Officer
DSL	Designated Safeguarding Lead
DG(s)	Designated Governor(s)
E&SC	Education & Standards Committee
EDI	Equality, Diversity & Inclusion
EYFS	Early Years Foundation Stage
FARC	Finance, Audit & Risk Committee
FOD	Finance & Operations Director for the Trust
FOI	Freedom of Information Request
G&DC	Growth & Development Committee
GDPR	General Data Protection Regulations
HT	Headteacher
KPIs	Key performance indicators
LAC	Looked after children
LGP	Lead Governance Professional
MB	Members' Board
OOCA	Out of Chronological Age Group
PAN	Published Admission Number
Pay & HR	Pay & Human Resources Committee
SAR	Subject Access Request
SBM	School Business Manager
SEF	Self-Evaluation Form
SEND	Special Educational Needs & Disability
SIP/SDP	School Improvement Plan/School Development Plan
SC	School Committee (referred to in the Articles as Local Governing Bodies)
SMSC	Spiritual Moral Social Cultural development
TB	Trust Board
TL	Trust Leader (incorporates the CEO, FOD and the Central Team)
TORs	Terms of Reference
Trust	Greensand Multi-Academy Trust

1. Scheme of Delegation

Ref	Area	Trust Board (TB)	Central Committees	Trust Leader (TL)	School Committee (SC) (and Clerks)	Headteacher (HT)
1	STRATEGY, LEADERSHIP & GROWTH					
1.1	Trust vision and strategy, including any plans for growth or significant change & Trust culture, ethos & values	Prepare (i.e. develop high level thinking and approach/ consultation for any significant review). Approve	Informed. May be consulted as part of significant review	Prepare (i.e. develop detail and documentation including for any consultation), then recommend . Inform Committees. Deliver and review to ensure vision and strategy, culture, ethos and values are reflected across Trust and all schools.	Expect to be consulted for significant review. Informed on approved approaches	Expect to be consulted for significant review or change. Informed on approved approaches
1.2	Individual School vision & values	Approve and review	Informed	CEO: Expect to be consulted . Work with school to ensure vision & values fit with Trust's vision & values. Review & approve prior to recommending to TB for approval	Prepare (i.e. develop high level thinking and approach/ consultation for any significant review)	Prepare. Work with CEO. Deliver and review to ensure vision and values reflected across school
1.3	Trust Strategy Plan (incl. integration of EDI & building a diverse TB) <i>Strategy to be championed across the Trust</i>	Approve & review. Monitor & review progress against Strategy across the Trust. Ensure strategic oversight & accountability within the Trust	Review progress on areas relevant to each Committee	Prepare & recommend.	Expect to be consulted for significant review. Informed on approved approaches	Expect to be consulted for significant review or change. Informed on approved approaches
1.4	Trust Development Plan (TDP) including key priorities, KPIs, input from school improvement plans, risk, compliance, growth	Approve and review. Monitor	Review areas relevant to each committee	Recommend in line with vision and strategy, meeting external expectations or requirements	Collaborate on whole Trust & school development needs. Contribute through school plans Informed on Trust Plan	Collaborate on whole Trust & school development needs. Contribute through school plans Informed on Trust Plan
1.5	Potential new schools to join the Trust <i>Note: Trust Board will confirm specific approach for each school</i>	Approve in line with Trust vision and strategy. Approve timeline, due diligence and delivery plan for any new school being considered. Review & approve legal documentation for conversion	FARC & G&DC: review due diligence & relevant information for any new school and make recommendations to Board	In line with vision and strategy, review and recommend to Board possible schools to join Trust. Prepare for & deliver all necessary steps in conversion process. Report information to FARC & G&DC. Inform & deliver decisions made.	Informed on decisions. May have role working with new schools as identified by Trust Board or TL	Consulted on potential new schools. Informed on decisions. Expected to have role working with new schools as identified by Board or TL
1.6	Significant changes to a school, incl. closure, amalgamation, merger, changes to premises etc.	Review. Where necessary, consult with SC/stakeholders. Approve steps in line with Trust vision and strategy. Approve timeline, due diligence, permissions and delivery plan. Review & approve legal documentation	Review relevant information & any due diligence and make recommendations to Board	Review. Prepare proposals/options as appropriate. Recommend to Central Committees/Board. Prepare for & deliver all necessary steps. Monitor. Report on progress to Central Committees/Board as appropriate. Inform SC(s) & HT(s). Deliver decisions made.	Consulted in cases where direct impact to school. Informed on approved approaches. Support with delivery of school-related requirements	Consulted in cases where direct impact to school. Informed on approved approaches. Deliver school-related requirements
2	GOVERNANCE					
2.1	Trust Articles of Association	Approve changes to Articles (Members' Board) & review (Members & Trustees). Members' Board & TB deliver Board-related requirements	Expect to be consulted for review of matters relating to Central Committees. Deliver Committee-related requirements	Consulted & make recommendations to Board. Inform Trust Board & all Committees of any changes. LGP: Monitor compliance, review & prepare any amendments	Deliver SC-related requirements	Deliver school-related requirements
2.2	Trust Governance structure, delegations (scheme of delegation) incl. terms of reference & Governance Code of Conduct	Review, recommend & approve any changes to the governance structure Approve & review annually. Deliver for Board.	Review & consulted. Deliver for Central Committees. Informed on overall approach	Prepare, review & recommend proposed approach informed by consultation, compliance and Trust practice. LGP: Prepare & deliver to Board & committees TL: Deliver delegations for TL	Expect to be consulted for review of matters relating to SC. Deliver SC delegations & TORs. Informed on overall approach	Expect to be consulted on HT and SC delegations & review of matters relating to SC. Informed on overall approach. Deliver at HT level
2.3	Appointment or removal of Company Secretary	Appoint / remove in accordance with Articles	Informed	CEO: Consulted and usually recommend		
2.4	Appointment or removal of Trustees in line with Articles	Appoint (up to 7) / remove Trustees (Members' Board) Appoint / remove co-opted Trustees (Trust Board) Contribute to appointment process, subject to approach		LGP: Deliver support and report to Board (or Members) regarding any possible need to suspend or disqualify a Trustee in line with Articles	Informed	Informed
2.5	Appointment or removal of Trust Board Chair or Vice Chair	Appoint/remove in line with Articles (Trust Board or Members' Board)	Informed	May be consulted to make recommendations to Board	Informed	Informed
2.6	Appointment or removal of Central Committee and SC Chairs	Approve appointment / removal of SC Chairs (via	Each Central Committee appoints its own Chair. Informed on SC Chairs	Consulted. May be asked to make recommendations to Board/Central Committees	May recommend for SC. Appoint / remove SC Chair	Consulted and may recommend for SC.

Ref	Area	Trust Board (TB)	Central Committees	Trust Leader (TL)	School Committee (SC) (and Clerks)	Headteacher (HT)
		Link Trustees)(<i>statutory requirement</i>) Remove Central Committee Chairs			<u>subject to Trust Board approval.</u> Informed on Central Committee Chairs	Informed on Central Committee Chairs
2.7	Link Trustee & Designated Governors (DGs) (mandatory roles required by ATH &/or the Trust)	Appoint (annually) / remove Link Trustees for Safeguarding, SEND, Careers & Whistleblowing (ATH). Review & approve role descriptions. Link Trustees to deliver on role description NB In trusts with only one secondary school, it is permitted to delegate the Careers Trustee role to a Governor on that school's SC.	Informed	Central Team: May be consulted to make recommendations to Trust Board LGP: Monitor ATH requirements for Link Trustees and review & deliver role descriptions	Appoint (annually) / remove Designated Governors for Safeguarding, SEND,. DGs to deliver on role description. DGs to monitor at school visits with Executive Team. DGs to regularly report to SC & work with Link Trustees as appropriate	May be consulted to make recommendations to SC on DG roles. Monitor with Chair to SC
2.8	Appointment or removal of Central Committee (Trustees) & SC (Governors) members (incl. Parent Governors)	Appoint / remove Central Committee memberships. Informed of changes in SC membership. Monitor. Informed on process for election/ appointment of Parent and Staff Governors. <i>Trust Board have ultimate responsibility to appoint / remove governors.</i>	Consulted and may recommend for Central Committees	Consulted and may recommend for Central Committees. May recommend for SCs. LGP: Informed of and monitors changes in SC memberships LGP: Prepare & deliver induction programme & deliver / facilitate training programme for Trustees	Informed on Central Committee appointments. Appoint / remove co-opted SC members. Monitor elections for Parent and Staff Governors. Informed of results & (re)appointments. Inform the TB, via the LGP, of all governor appointments /removals. Clerks: Deliver process for election/ (re)appointment of Parent and Staff Governors. Report to SC & LGP. Clerks: Deliver / facilitate induction & training for new Governors SC: Monitor delivery of induction & training for new Governors	Informed on Central Committee appointments. Consulted and may recommend governors for SC. Facilitate delivery of elections
2.9	Appointment or removal of Lead Governance Professional (LGP), Clerk to the Trust & Clerks to SCs	Informed on appointments of LGP, Clerk to the Trust & Clerks to SCs	Informed	CEO: Appoint / remove LGP and Clerk to the Trust. LGP: Consulted and part of recruitment/interview process for appointments of Clerk to the Trust and Clerks to SCs. Informed of outcome of appointments / removals. LGP: Prepare & deliver induction programme for new Clerks	Consulted on & informed of appointment/removal of Clerk for SC. Informed of appointment / removal of LGP and Clerk to the Trust.	With the LGP and Chair of Governors, appoint / remove Clerk for SC.
2.10	Annual Planners for Trust Board and committee meetings and business	Approve & review TB annual planner & priorities, & meeting dates Deliver & monitor. Approve & review standardised SC template Annual Planner	Approve priorities, business & meeting dates for Committee in line with TB Annual Planner	LGP: With support from the Clerk to the Trust, review, prepare and deliver standardised annual planner to Trust Board & Committees	Approve individual school priorities, business and meeting dates for SC to fit with Trust standardised SC Annual Planner & the Integrated School Improvement Strategy Deliver & monitor SC Annual Planner	Prepare the material/reporting/access to information required to deliver the business in the SC Annual Planner. Deliver & monitor SC Annual Planner
3 EDUCATION & STANDARDS, CURRICULUM, & SCHOOL PERFORMANCE						
3.1	Trust and school academic targets, incl. production & analysis of data	Informed on Trust academic targets and progress	E&SC: review Trust and school targets, data and actions/ progress	Prepare overall approach and template, consulting with schools. Approve and review Trust and school targets - likely to contribute to HTs preparation for school Receive termly reports from HTs on progress/ plans, together with data and report to E&SC	Consulted on school targets. Review & monitor progress & data	Consulted on approach and template. Prepare school targets, consulting with SC. Deliver approved targets and report to TL and SC on progress/ plans & data analysis
3.2	School Development Plans (SDPs) & Self-Evaluation Forms (SEFs)	Informed	E&SC: Review TL reports on SDPs and actions/ progress. E&SC: Review summary of each SEF and actions/ progress	CEO: Review & approve each school's SDP annually - likely to contribute to HTs preparation. Approve and review SEF cycle, each school SEF and actions/ progress - likely to contribute to HTs preparation.	Consulted on SDP and school SEF. Monitor progress /actions Approve school specific lead roles and appoint SC members	Consulted on approach and templates. Prepare SDP & SEF in line with Trust approach & priorities, consulting with SC & TL.

Ref	Area	Trust Board (TB)	Central Committees	Trust Leader (TL)	School Committee (SC) (and Clerks)	Headteacher (HT)
				Review progress incl. from HT reports and report to E&SC		CEO to approve SDP before/at start of each academic year. Deliver SDP & SEF. Report SDP progress & SEF actions/progress to SC & TL
3.3	School curriculum intent, provision (with regard to statutory requirements)	Approve Trust-wide principles.	E&SC: Review TL reports on implementation & impact in schools and actions/ progress	Approve, monitor & review in each school- likely to contribute to HTs preparation. Provide report to E&SC on implementation in schools	Consulted as HT develops school approach. Informed on implementation & impact	Prepare, deliver & report to SC & TL
3.4	Assessment (with regard to statutory requirements)	Approve Trust-wide principles	E&SC: Review TL reports on implementation & impact in schools and actions/ progress	Approve, monitor & review in each school- likely to contribute to HTs preparation. Provide report to E&SC on implementation in schools	Consulted as HT develops school approach. Informed on implementation & impact	Prepare, deliver & report to SC & TL
3.5	Policies, practice and approach for teaching, learning and pedagogy	As per policy schedule, approve relevant policies and practice across Trust. Review reports from E&SC	E&SC: Review approach, effectiveness & reports on implementation or changes required. Recommend to Trust Board including relevant policies	As per policy schedule, prepare, recommend/ approve policies, practice and approach across Trust, consulting with schools. Deliver on Trust-wide basis. Review implementation and report to E&SC	Review and monitor implementation of relevant policies for school	Consulted on Trust-wide approach. Deliver for school in line with approved approach. Report to TL & SC including noting any issues with policies or implementation
3.6	EYFS – delivering in line with statutory framework	Informed	E&SC: Review & monitor	Approve, monitor & review in each school- likely to contribute to HTs preparation. Provide report to E&SC on implementation in schools	Review and monitor for school (as appropriate)	Consulted on any Trust-wide approaches. Prepare & deliver in own school, compliant with any Trust approach. Report to SC & TL
3.7	Safeguarding oversight, policies, practices and procedures Child Protection & Safeguarding Policies	Informed of compliance with safeguarding policies Safeguarding Link Trustee, together with Director of Safeguarding , to lead Safeguarding Governance Collaboration Group meetings	E&SC: Review reports from TL on implementation, compliance or changes required. E&SC: Overarching review & monitoring of all school Child Protection & Safeguarding Policies	Prepare and make recommendations to E&SC on Trust policies and procedures. Consult with schools. Deliver on any Trust-wide policies & audit programme. Review implementation (consulting schools), report to E&SC. Support HT/DSLs as appropriate Director of Safeguarding, together with Safeguarding Link Trustee , to lead Safeguarding Governance Collaboration Group meetings	Review & monitor school implementation. Approve school elements. Appoint Designated Governor for Safeguarding to represent on school audits/reviews & attend Safeguarding Governance Collaboration Group meetings. Informed on DSL teachers for school. Support HT/DSLs as appropriate. Review & approve school's Child Protection & Safeguarding Policy	Consulted on any Trust-wide approaches. Deliver in own school, compliant with any Trust approach. Appoint DSL & DSL teachers. If requested by TL, recommend school DSL teachers. Deliver any recommendations from audits or reviews. Prepare and make recommendation to SC on school specific policies and procedures. Report to TL & SC
3.8	Support for LAC and PLAC, incl. policies and procedures	Informed	E&SC: Monitor. Review reports from TL	Prepare and make recommendations to E&SC on Trust policies and procedures. Consult with schools. Deliver on any Trust-wide policies. Review implementation (consulting schools), report to E&SC. Support HT/DSLs as appropriate	Review & monitor school implementation. Approve school elements. Appoint nominated Governor for LAC. Informed on LAC teachers for school. Support HT/DSLs as appropriate.	Consulted on any Trust-wide approaches. Deliver in own school, compliant with any Trust approach. Appoint LAC teachers. If requested by TL, recommend school LAC teachers. Deliver any recommendations from audits or reviews. Prepare and make recommendation to SC on school specific policies and procedures. Report to TL & SC.
3.9	Strategy for Pupil Premium and other grants	Monitor.	E&SC: Informed. Review implementation & effectiveness as appropriate.	Monitor in place & published on school websites and report to E&SC.	Review and monitor school implementation. Approve	Prepare and deliver for school. Deliver any recommendations from audits or reviews. Report to SC.

Ref	Area	Trust Board (TB)	Central Committees	Trust Leader (TL)	School Committee (SC) (and Clerks)	Headteacher (HT)
3.10	Strategy for SEND provision and relevant policies and practice	Approve Trust policy. SEND Link Trustee to lead SEND Governance Collaboration Group meetings	E&SC: Review approaches & progress. E&SC: Overarching review & monitoring of all school SEND provision, policies & practices. Monitor compliance with SEND Code of Practice	Review implementation of school policies and report to E&SC	Consulted on any Trust-wide policies and monitor for school. Approve school elements. Appoint Designated Governor for SEND to represent on school SEND audits or reviews & attend SEND Governance Collaboration Group meetings	Consulted on any Trust-wide approach. Prepare and deliver options for school approach informed by any Trust strategy & the SEND Code of Practice. Deliver recommendations from audits or reviews. Report to TL and SC
3.11	Behaviour & Attendance (including keeping admission & attendance registers, monitoring & review, determining policy)	Informed	E&SC: Review approaches & progress. Monitor overall compliance with Trust approach	Review implementation of school policies and report to E&SC.	Consulted on any Trust-wide policies and monitor for school. Approve school policy, monitor and review.	Consulted on any Trust-wide approach. Prepare & deliver school approach informed by any Trust strategy
3.12	Exclusions & suspensions Circumstances where a suspension or exclusion would result in the pupil missing a public examination or national curriculum test	Informed A Trustee may be requested to review , with the SC Chair/VC, a HT's suspension or exclusion decision where a public examination etc. would be missed, & consider whether or not to reinstate the pupil	E&SC: Review approaches & progress. Monitor overall compliance with Trust approach	Informed of exclusion decisions. LGP: Support Exclusion Review Panel & Independent Review Panel meetings as appropriate. LGP: Support Trustee/SC Chair/VC etc. with review of HT's suspension or exclusion decision where public examination etc. would be missed.	Consulted on any Trust-wide policies and monitor for school. Approve school policy, monitor and review. Convene panel for Exclusion Review Panel meetings. <u>Only for cases where a pupil would miss a public examination or national curriculum test:</u> The SC Chair (or in their absence the Vice Chair) & 1 other Governor / Trustee to review HT's suspension or exclusion decision & consider whether or not to reinstate the pupil. Clerks: Deliver support to SC Chair/VC etc. in review. Chair/VC: To report outcome of decision to HT & LGP	Consulted on any Trust-wide approach. Prepare & deliver school approach informed by any Trust strategy. Report to TL and SC on suspensions & exclusions. <u>For cases where a pupil's suspension or exclusion is during a public examination or national curriculum test & the pupil is not reinstated following a review:</u> Ensure appropriate provision is arranged for pupil to sit examination(s)/test(s), whether e.g. in isolation, at a different school, at home with invigilator etc.
3.13	SMSC, incl. promoting British values, relationships, sex & health education provision	Informed	E&SC: Review approaches & progress.	Review implementation of school policies and report to E&SC	Consulted on any Trust-wide policies and monitor for school. Approve school policy, monitor and review	Consulted on any Trust-wide approach. Prepare & deliver school approach informed by any Trust strategy. Report to TL and SC
3.14	Residential visits for pupils	Informed of issues arising on visits.	FARC: Informed of issues arising on visits. Review & approve proposed changes in procedures as appropriate. Monitor.	FOD: Informed of visits via Evolve (Health & Safety strategic partner). Informed of issues arising on visits. Review & recommend changes in procedures as appropriate.	Informed of issues arising on visits.	Approve. Deliver risk assessment(s) for all visits. Ensure risk assessment is submitted to Evolve. Report issues (e.g. injuries, Health & Safety) arising on visits to FOD.
3.15	Policies and practice relating to external education support and provision and students' destinations, incl. careers guidance (Years 8 -13 only)	Informed.	E&SC: Review reports. Monitor compliance with delivery of careers guidance	Review implementation and report to E&SC	Approve school policy. Review & monitor school implementation	Prepare & recommend to SC. Deliver in school in line with any Trust approach. Report to TL and SC
3.16	Complaints Policy & Procedure Dealing with complaints	Review & approve Trust-wide Complaints Policy & Procedure Deliver procedure in accordance with policy. Review complaints log		LGP: Review & prepare policy for Board to approve. LGP: Deliver procedure in accordance with policy. Prepare & retain a complaints log for the Trust CEO: Monitor level of complaints	May be consulted for significant review. Informed on approved approaches. Monitor. Chair to deliver procedure in accordance with policy. Report complaints to TB in termly SC report.	May be consulted for significant review. Informed on approved approaches. Deliver procedure in accordance with policy. Monitor complaints.

Ref	Area	Trust Board (TB)	Central Committees	Trust Leader (TL)	School Committee (SC) (and Clerks)	Headteacher (HT)
		Trustees may be called to sit on Stage 3 Complaints Panels.			Governors may be called upon to sit on Stage 3 Complaints Panels.	
3.17	Set term dates, dates & times of INSETs, school day	Approve term dates & length of school day		Prepare & make recommendations to the Trust Board on term dates. Consulted on INSET day and any proposed changes to school day		Prepare & make recommendations to SC. Report to SC and TL
3.18	Uniform Policy (aligned with statutory guidance)	Informed where significant changes		Consulted where significant changes proposed	Consulted & approve	Prepare & make recommendations to SC where changes are proposed. Consult with TL where significant changes proposed. Deliver once approved
4	PAY & HR					
	These areas of delegation will be delivered in line with the Trust's Financial Scheme of Delegation which is set out in a separate policy document.					
4.1	HR policies & practice, incl. pay & appraisal policy, disciplinary, grievance, capability		Pay & HR: Review & approve HR policies to ensure compliance (incl. with statutory requirements & equalities legislation). Review reports	Prepare & recommend policies and practice across Trust. To include links to local authority approaches or consultation with HTs. Deliver across Trust and report to Committees		Where required by TL, consulted on policies and practice. For school, deliver and inform TL on issues to inform development of policies and practice
4.2	Trust recruitment strategy, processes & policy, including safer recruitment practices, e.g. DBS & s.128 checks	Informed	Pay & HR: Review & approve. Inform Trust Board	Prepare, deliver & recommend strategy to Pay & HR. Review & monitor across Trust HR Team: Deliver checks for new starters, including new Governors, Members & Trustees		Consulted by TL on school perspective. Deliver for school & Trust, incl. DBS checks for volunteers & 10 year renewal checks for employees & Governors
4.3	Staff structure and proposals for restructuring	Informed	Pay & HR: Review reports from TL and report to Trust Board on plans and progress. Recommend proposals to Trust Board as relevant in line with delegations. Pay & HR/ G&DC (as appropriate): Consulted. Review and approve proposals for restructuring for Trust and schools in line with Trust delegations. Approve material & significant changes to staff structure.	CEO & FOD: Review & monitor across Trust. Review HT reports on delivery of schools' staffing structure. Approve/ recommend to Pay & HR - for school changes, informed by consultation with HTs. Prepare & deliver Central Team staff structure in line with budget. Recommend material & significant changes to staff structure to Central Committees .	For any material & significant changes in staff structure, consulted for school and informed for Trust.	In line with budgets, structure and HR delegations: approve & deliver school staffing. Recommend to TL proposals for restructuring. HT & SBM: Review & monitor at school level
4.4	Staff redundancy	Informed	Pay & HR: Review and approve proposals for redundancy for Trust and schools in line with Trust delegations	CEO & FOD: Report & make recommendations to Pay & HR as appropriate.	For any material changes in staff structure, consulted for school and informed for Trust.	Recommend to TL proposals for redundancy
4.5	Trust employment terms & conditions (incl. contracts of employment)		Pay & HR: Review & approve	HR Manager: Prepare, review & deliver		
4.6	Appointment, suspension or dismissal of Trust Leader and Accounting Officer	Deliver & approve appointment drawing on external expertise as considered necessary. Approve suspension / dismissal	Informed of decision. Pay & HR: review succession plan; may make recommendations on pay and conditions	Consulted and may recommend . Informed of decision	Informed of decision	Informed of decision
4.7	Appointment, suspension or dismissal of Chief Financial Officer (FOD)	A Panel of Trustees, incl. the Chair of the Trust Board & CEO: Deliver & approve appointment drawing on external expertise as considered necessary.	Informed of decision. Pay & HR: review succession plan; may make recommendations on pay and conditions	Informed of decision	Informed of decision	Informed of decision

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		Approve suspension / dismissal				
4.8	Appointment, suspension or dismissal of Central Team staff	Informed by TL of decisions	Informed of appointment, suspension or dismissal decisions. Pay & HR: may be involved in appointment, suspension or dismissal process. Pay & HR/ G&DC (as appropriate): Approve where there are material changes proposed to Central Team.	CEO & FOD: Approve appointments of Central Team staff in line with policy, budget and approved staffing structure. Approve suspension or removal of Central Team staff. Recommend material changes to Central Team staff structure to Central Committees . Central Team: Deliver recruitment process as appropriate.	Informed of decisions	Informed of decisions
4.9	Appointment, suspension or dismissal of Headteacher	Informed of appointment, suspension or dismissal. Consulted on process - expect Chair of TB (or their delegated trustee) to be informed by TL and involved as part of panel	Pay & HR: Prepare & deliver as part of panel, particularly for suspension or dismissal. Informed of decision	Deliver process for and approve appointment, suspension or dismissal. Inform Trust Board	Informed on process and appointment, suspension or dismissal decision. Consulted – expect SC Chair (or their delegated SC member), and other governors in the case of appointment, to sit on panel	
4.10	Headship arrangements in an emergency / interim situation	Emergency & Interim: Informed	Pay & HR: Informed	Approve arrangements & deliver	Expect SC Chair to be consulted	Interim: Consulted & recommend potential candidates
4.11	Appointment, suspension or dismissal of school senior leadership, SBMs and other staff	Informed	Informed of decision	In line with budgets, structure and HR delegations: will prepare & deliver recruitment process. CEO: Expect to be consulted & involved in selection process. Approve decision for senior leaders & SBMs. Informed of decision for other staff.	Informed of decisions. Consulted for deputy head appointments, expect SC Chair (or their delegated SC member) to sit on panel. May be consulted for other senior roles	In line with budgets, structure and HR delegations: will deliver and approve . Inform TL & SC
4.12	Appraisal & pay review/award for Trust Leader and Executive Team	Approve Executive Team's pay	Pay & HR: deliver process & performance management of CEO. Review & make recommendations to TB on Executive Team's pay, drawing on external expertise as required	CEO: deliver process & approve performance management for rest of Executive Team. Inform Pay & HR		
4.13	Appraisal & pay review for all other Central Team staff		Pay & HR: may review TL report on process and consistency of approach. May be involved in delivering any appeals in line with policy	Deliver & approve performance management and report to Pay & HR on process, completion and consistency. May be involved in delivering any appeals in line with policy		
4.14	Appraisal & pay review of Headteacher		Pay & HR: May be involved in delivering any appeals in line with policy	CEO: Deliver performance management, including drawing on any external expertise as required, and approve . Report to Pay & HR on process, completion and consistency May be involved in delivering any appeals in line with policy Inform HT of decision	SC Chair (or their delegated SC member): Consulted & sit on panel. Informed of decision. SC informed on completion of process	HT: Informed of decision by CEO SBM: Deliver any changes & inform pay team
4.15	Appraisal & pay review for all other school staff		Pay & HR: Review TL report on process and high-level outcomes. May be involved in delivering any appeals in line with policy	CEO: Informed on process, completion and summary of HT decisions. Report across all schools on process, completion and high-level outcomes to Pay & HR Committee. May be involved in delivering any appeals in line with policy		HT: Deliver & approve in line with policy. Report on process, its completion and high-level outcomes to TL May be involved in delivering any appeals in line with policy SBM: Deliver any changes & issue annual salary statements. Inform pay team
4.16	Pay scales, TLR payments		Pay & HR: Review & approve pay scales	Monitor & review. Recommend.		Deliver policy. Approve individual decisions within policy

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4.17	Appeals (incl. against disciplinary & capability decisions & pay decisions)	TB: May be informed	<u>Disciplinary & Capability</u> Trustees (1 or more): Consider: - Appeals against dismissal, formal warnings or sanctions determined by CEO; - Appeals brought by HT against Stage One or Stage Two decisions. Pay Pay & HR (3 Trustees to form Independent Appeal Panel): Consider Stage 2 pay appeals	<u>Disciplinary & Capability</u> CEO: Considers: - Appeals brought by staff following any meeting chaired by a Headteacher, including Stage Three meetings; - Appeals brought by HT against Stage One or Stage Two decisions. Pay CEO: Considers Stage 1 pay appeals	SC: May be informed	<u>Disciplinary & Capability</u> HT (or appropriate senior manager): Considers appeals brought by staff against Stage One or Stage Two decisions Pay HT: Considers staff pay appeals at initial informal stage
4.18	Staff wellbeing, workload & working conditions	Informed on strategy/approach.	Pay & HR: review strategy / approach & approve	Review & monitor workload, wellbeing & working conditions. Report to Pay & HR. Wellbeing: Prepare, recommend & deliver strategy/ programme across Trust	Informed on approach & monitor . Support HT/school	Expect to be consulted on approach. Deliver strategy/programme for school as required by TL. Prepare & deliver individual school elements
4.19	Staff development & training	Approve Trust-wide policy and approach	Pay & HR: Review Trust-wide policy and approach, recommend to Board. Pay & HR/E&SC: Review report from TL on staff development plans across the Trust	In line with financial delegations, budget and policy, approve expenditure. Prepare, deliver and report to Pay & HR/E&SC Training: arrange & deliver Trust-wide staff CPD linked to TDP	Informed by HT for school	In with delegations, budget and policy: approve school specific opportunities for staff. Report on plans and delivery to SC. Training: arrange & deliver staff CPD linked to SIP, incl. safeguarding
5	COMMUNICATION & REPORTING					
5.1	Trust's annual report & accounts, including report on performance of Trust, & statements on regularity & propriety	Review & approve <i>(Received by Members)</i> Informed report & accounts filed. Chair of Trust Board: Signs off annual report & accounts on approval	FARC: Review including against budgets and monitoring. Respond. Recommend to Trust Board. Work with FOD, Finance Manager & accountants/auditors	Central Team: Prepare info for audit & annual report with schools' & external input. Work with auditors. & deliver draft report to Accountants. Receive, review & report information from auditors & progress of actions/ reports to FARC. Recommend to FARC. Once approved by Board, deliver accounts for Members & publish on Trust website CEO(AO): Signs off annual report & accounts on approval	Informed	Informed
5.2	Publication of information on Trust & school websites (incl. Register of business & pecuniary interests, & attendance, terms of office & roles & responsibilities of Trustees & Governors)	Informed requirements are met across Trust. Trustees (& Members) to annually deliver individual register of interests form.	FARC: informed Trust & school requirements are met & about any related issues/conflicts	TL: Prepare & deliver information and ensure publication on Trust website in line with trust statutory requirements. Maintain & review for Trust. Review & monitor for schools. Report to Board that requirements are met. Inform FARC of any conflicts.	Governors to annually deliver individual register of interests form. Review & monitor register. Informed website publication requirements are met for school.	If required by TL, deliver for school & report to TL Prepare, deliver & maintain information and ensure publication on school website in line with requirements for school
5.3	Stakeholder engagement including partners, parents, pupils and local communities	Approve approach. Review reports on implementation of approved plans including feedback Expected to have role to deliver including Trust partners, and liaise with TL	Committee(s) (as appropriate): review reports & make recommendations , including changes needed in policies or approach, to TB	Prepare, recommend & deliver. Report to Committee(s)/Board as appropriate on implementation of plans, including feedback received, in line with approved approach	Subject to approved approach, expected to have role to deliver or monitor communication to local school stakeholders, including parent community, and report to TL and HT	Subject to approved approach, deliver for school & report to TL
5.4	Decision-making & communications in event of crisis	Informed of all crises & outcomes.	Crisis Response Committee (CRC): Consulted. Informed of all crises. Report to Board. Monitor. Review after the event & make recommendations , including changes needed in policies or approach from lessons learnt	CEO/FOD: Subject to approved approach, make recommendations on all decision-making & communications. Manage response to crisis. Report to/consult with CRC & SCs, as appropriate. Central Team: Support, monitor & deliver as appropriate	Informed. May be consulted. Support HT & school community as appropriate	Subject to approved approach, consult with TL & Chair of SC on crisis. Take action in line with business continuity procedures & Trust approach. Deliver steps for school. Monitor and report regularly to TL
5.5	Decision-making & communications in event of emergency	Approve & review approach for Trust, including any	CRC: Informed of all emergency cases. May be consulted.	CEO/FOD: Informed. Subject to nature of emergency, may be	Informed. Support HT & school community as appropriate	Deliver immediate action to deal with emergency in line with business continuity procedures &

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		recommendations from CRC. Informed of all emergency cases & outcomes.	Report to Board. Monitor. Review after the event & make recommendations , including changes needed in policies or approach from lessons learnt	consulted by HT. Report to/consult with CRC & SC, as appropriate. Central Team: Support, monitor & deliver as appropriate		approved approach. Dependent on circumstances, consult with TL & Chair of SC. Deliver contingency steps/plan for school. Inform & report to TL & SC once emergency abated
6	FINANCIAL MANAGEMENT, RISK MANAGEMENT AND INTERNAL CONTROL					
	These areas of delegation will be delivered in line with the Trust's Financial Scheme of Delegation which is a separate document					
6.1	Financial Regulations, financial & asset management policies & procedures to ensure compliance across Trust & schools (incl. with DfE requirements)	Approve policies & practice across the Trust. Review reports from FARC	FARC: Review TL reports on financial and asset management & compliance & make recommendations to Trust Board	Prepare & recommend approach informed by consultation, compliance requirements & Trust practice. Review implementation & provide relevant reports to FARC		Deliver compliance in school. Report any material issues or non-compliance to TL & SC and, where required, actions/ progress
6.2	Setting budgets within the Trust	Approve annual & longer-term budgets for Trust & schools	FARC: Recommend budgets for Trust & schools to Trust Board	Prepare budget for Trust and schools. Report & recommend to FARC. Expect iterative process with HTs to prepare school budgets		Prepare budget for own school - with discussion and support from TL
6.3	Monitoring & reporting on Trust & school budgets <i>To include Pupil Premium spend, incl. PE & sport premium</i>	Review & approve management accounts & monitoring reports on performance against budget from FARC. Review reports from E&SC	FARC: Review management accounts & reports on central services; report to Trust Board on key issues or deviation from budget. E&SC: Review of Pupil Premium spend. Report to Trust Board on key issues & budget	Prepare & report to FARC for Trust & schools with management accounts circulated to TB & Chair of TB Deliver & report on Trust/ central budget. Report to E&SC	Informed on delivery of school budget monitoring - to inform understanding of resources & delivery of school plans	Deliver approved school budget & report to SC & TL or, for any deviation from budget, in line with financial delegations
6.4	Monthly management accounts	Chair of Trust Board, CEO & FOD: Review, approve & sign off monthly management accounts. Informed		Prepare and deliver monthly management accounts to CEO & Chair of Trust Board		
6.5	Risk Management & control, incl. Central Risk Register & individual school risk registers	Review Central Risk Register in accordance with ATH (at least 1 x p.a.). Approve risk management controls informed by FARC and TL reports.	FARC: Review regular reports from TL. Review & approve Risk Management Policy & Strategy. Inform TB & Committees. All Committees: Review key risks relevant to committee in accordance with Trust policy & ATH	FOD: Prepare & deliver risk management, risk register and controls for Trust and schools. CEO: Review & report on risk management, Central Risk Register and school risk registers & controls for Trust and schools. Recommend Risk Management Policy & Strategy to FARC	Informed on key risks and related issues within school. Review key school risks	Review and deliver risk register for school, update and report to TL Report to SC on key risks and issues for school
6.6	External auditors & audit; and bankers for the Trust	Approve: appointment of bankers & any related policies & procedures. May recommend & will be informed on appointment of external auditors. (Note: appointment is by Members)	FARC: Review reports, report &/or recommend to Trust Board/Members' Board.	Report to FARC on actions to: review performance of external auditors; deliver process for auditors' appointment, for external auditors' report to Members; prepare and recommend policies, procedures, appointments, reports for internal scrutiny/ controls; report information from internal auditors/ third parties. If required, recommend change in bankers. Report any material non-compliance to FARC and Board	Informed on & may be asked to monitor any reports of internal non-compliance in school in line with internal controls	Deliver in school (e.g. meeting requests from auditors or bank requirements). Informed on any actions from audit reports relevant for school. Deliver identified actions and report on progress to TL, incl. highlighting any concerns. Report any material non-compliance in line with internal controls &, where required, actions/ progress
6.7	Internal auditors, audit control framework & internal scrutiny plan (incl. financial & non-financial controls)	Informed on internal scrutiny	FARC: Approve any appointments, control framework & reports for internal scrutiny. Prepare & approve annual internal scrutiny plan/programme. Monitor & report to Trust Board. Other Committees: May be consulted.	Deliver & review framework. Prepare & recommend policies, procedures & appointments for internal scrutiny/ controls. Review, maintain & deliver internal scrutiny plan. Recommend to FARC. Review performance of internal auditors. Report information from internal auditors/ third parties.	Informed of outcomes of internal scrutiny & may be asked to monitor recommended actions for individual school	Informed if direct impact/implication. Deliver / liaise with internal scrutiny activities
7	ESTATES, PREMISES & HEALTH & SAFETY					

Ref	Area	Trust Board (TB)	Central Committees	Trust Leader (TL)	School Committee (SC) (and Clerks)	Headteacher (HT)
7.1	Trust policies &, property strategy, estate improvement plans, priorities for premises maintenance & development incl. accessibility plan, compliance (e.g. managing disposal/acquisition of Trust land, changing use of assets)	Approve Trust-wide policies, plans, priorities & associated budgets Review reports from FARC	FARC: review policies, plans, priorities & delivery , incl. major capital projects. Make recommendations to TB. Review reports on implementation	Prepare & deliver Trust policies, plans, priorities & associated budgets. Make recommendations to FARC & report on progress towards implementation	Consulted on priorities for school in line with Trust policy & budgets. Monitor delivery of school priorities & consulted on capital projects delivered by Trust	Prepare school priorities, report to TL & SC; where required by TL, contribute to development/ delivery For capital projects delivered by Trust, consulted for school
7.2	Health & Safety, incl. auditing & reporting arrangements Health & Safety Policies	Approve Trust-wide policies, plans, priorities & associated budgets Review reports from FARC & approve recommendations from FARC as appropriate.	FARC: review reports, policies, plans & priorities. Make recommendations to TB FARC: Overarching review, approval & monitoring of all school Health & Safety Policies	FOD: Deliver termly H&S visits & report to FARC. Monitor implementation of schools' Health & Safety Policies. Prepare & deliver Trust policies, plans, priorities & actions. Review reports from HTs on schools. Monitor Trust & school action plans. Make recommendations to FARC. Ensure delivery of audits & reporting		Prepare & deliver school's Health & Safety Policy
7.3	Lettings provision		FARC: Informed	FOD: To deliver support to schools with lettings as appropriate		Approve, monitor & manage lettings day to day via SBM.
8	ICT AND GDPR					
8.1	ICT services and resources			Monitor Trust projects. Approve in line with financial delegations. May monitor school projects.	Informed on major projects delivered by Trust and may be asked to monitor any actions in school Approve school specific projects	Prepare detail on school priorities and report to SC. In line with financial delegations, approve and deliver or, where delivered by Trust, informed and expect to be consulted for school perspective
8.2	GDPR & procedures, incl. Freedom Of Information (FOI) & Subject Access requests (SARs)	Informed via DPO annual report & regular FARC updates	FARC: Informed of FOI & SARs Review DPO termly reports & recommendations . Review & approve changes to data protection procedures	DPO (FOD): Prepare procedures. Review & monitor implementation across Trust. Receive & review DP Champion reports. Prepare & deliver termly report to FARC & annual report to Trust Board. Prepare & deliver responses to FOI & SAR requests. Prepare & make recommendations for changes to procedures as appropriate		Ensure compliance. Report any material non-compliance in line with internal controls and, where required, actions/ progress Inform & deliver to DPO (through DP Champion) FOIs & SARs
8.3	Data breaches	Informed. Review DPO annual report	FARC: Informed. Review DPO termly reports	DPO (FOD): Informed. Report to ICO & other agencies if/as appropriate. Prepare & deliver necessary report/evidence if required. Review & monitor breaches at schools & across Trust.	May be informed .	Report all data breaches to DPO. If appropriate, may inform SC. Prepare any detail or deliver actions for school as required by DPO/TL
9	POLICIES AND PROCEDURES					
9.1	Trust policies & procedures	Prepared, consulted, recommended, informed, delivered, reported & reviewed in line with policy schedule approved by the Trust Board. The policy schedule sets out dates & responsibilities for review & approval of individual policies. Trustees to monitor implementation & compliance of Trust-wide policies (incl. policies for data protection, information sharing, whistleblowing, cyber security).				
9.2	School policies & procedures	Prepared, consulted, recommended, informed, delivered, reported & reviewed in line with policy schedule approved by SC. The policy schedule sets out specific roles and responsibilities including dates for review & approval of individual policies. Governors to monitor implementation & compliance with both school & Trust-level policies. <i>NB: The Trust Board may review school policy schedules & require a school/schools to implement additional policies at school level.</i>				
9.3	Governance policies & procedures	Approve policies or actions informed by FARC report.	FARC: review reports from TL on compliance with policies and processes and make recommendations , including changes needed in policies or approach, to Trust Board	Prepare, deliver & review policies & procedures & their implementation. Report to FARC	Informed on policies & procedures. Monitor compliance of policies for school	Consulted on policies & procedures. Deliver in own school
9.4	Admissions arrangements for individual schools (as the admissions authority)	Determine & approve	E&SC: Review & make recommendations to TB	Review, prepare & recommend any changes to TB. Prepare & deliver consultation to local stakeholders. Collate responses to consultation. Inform Trust Board, E&SC/SC of outcome of consultation	Expect to be consulted on any changes. Informed .	Review, prepare & recommend any changes to TL. Consulted & informed on any changes. Deliver

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9.5	Admissions application decisions (incl. OOCA & in year)	Informed of whole Trust decisions at least annually.		LGP: Informed. File pro forma centrally. Monitor. Report to Trust Board at least annually on applications & HTs’ decisions.	Informed.	Review applications. Approve or reject. Retain paperwork for each case. Deliver pro forma to LGP with decision
9.6	Solicitors for Trust	Approve appointment & retainer	May be consulted	To liaise with Trust Solicitors. Make recommendations to the Trust Board to change solicitors/terms of retainer	Informed	Informed