

# **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:

<b>Approve</b>	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 ' <b>Appoint</b> '.
<b>Consulted</b>	Will be consulted as part of the process of completing a task. Their contributions <i>may</i> inform the approach or decision.
<b>Deliver</b>	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 ' <b>deliver</b> ' the budget for their own school, they will work with other colleagues, including those in finance, in order to do this.
<b>Inform/ Informed</b>	Will give/receive one way information on decisions or approaches.
<b>Monitor</b>	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.
<b>Prepare</b>	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.
<b>Recommend</b>	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.
<b>Report</b>	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.
<b>Review</b>	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:

<b>ATH</b>	Academy Trust Handbook
<b>Articles</b>	Articles of Association for the Trust
<b>CEO</b>	Chief Executive Officer for the Trust
<b>CPD</b>	Continuing Professional Development
<b>CRC</b>	Crisis Response Committee
<b>DBS</b>	Disclosure & Barring Service checks
<b>DfE</b>	Department for Education
<b>DPO</b>	Data Protection Officer
<b>DSL</b>	Designated Safeguarding Lead
<b>DG(s)</b>	Designated Governor(s)
<b>E&amp;SC</b>	Education & Standards Committee
<b>EDI</b>	Equality, Diversity & Inclusion
<b>EYFS</b>	Early Years Foundation Stage
<b>FARC</b>	Finance, Audit & Risk Committee
<b>FOD</b>	Finance & Operations Director for the Trust
<b>FOI</b>	Freedom of Information Request
<b>G&amp;DC</b>	Growth & Development Committee
<b>GDPR</b>	General Data Protection Regulations
<b>HT</b>	Headteacher
<b>KPIs</b>	Key performance indicators
<b>LAC</b>	Looked after children
<b>LGP</b>	Lead Governance Professional
<b>MB</b>	Members' Board
<b>OOCA</b>	Out of Chronological Age Group
<b>PAN</b>	Published Admission Number
<b>Pay &amp; HR</b>	Pay & Human Resources Committee
<b>SAR</b>	Subject Access Request
<b>SBM</b>	School Business Manager
<b>SEF</b>	Self-Evaluation Form
<b>SEND</b>	Special Educational Needs & Disability
<b>SIP/SDP</b>	School Improvement Plan/School Development Plan
<b>SC</b>	School Committee (referred to in the Articles as Local Governing Bodies)
<b>SMSC</b>	Spiritual Moral Social Cultural development
<b>TB</b>	Trust Board
<b>TL</b>	Trust Leader (incorporates the CEO, FOD and the Central Team)
<b>TORs</b>	Terms of Reference
<b>Trust</b>	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)
<b>1</b>	<b>STRATEGY, LEADERSHIP &amp; GROWTH</b>					
1.1	Trust vision and strategy, including any plans for growth or significant change & Trust culture, ethos & values	<b>Prepare</b> (i.e. develop high level thinking and approach/ consultation for any significant review). <b>Approve</b>	<b>Informed</b> . May be <b>consulted</b> as part of significant review	<b>Prepare</b> (i.e. develop detail and documentation including for any <b>consultation</b> ), then <b>recommend</b> . <b>Inform</b> Committees. <b>Deliver</b> and <b>review</b> to ensure vision and strategy, culture, ethos and values are reflected across Trust and all schools.	Expect to be <b>consulted</b> for significant review. <b>Informed</b> on approved approaches	Expect to be <b>consulted</b> for significant review or change. <b>Informed</b> on approved approaches
1.2	Individual School vision & values	<b>Approve and review</b>	<b>Informed</b>	<b>CEO</b> : Expect to be <b>consulted</b> . Work with school to ensure vision & values fit with Trust's vision & values. <b>Review &amp; approve</b> prior to <b>recommending</b> to TB for <b>approval</b>	<b>Prepare</b> (i.e. develop high level thinking and approach/ consultation for any significant review)	<b>Prepare</b> . Work with CEO. <b>Deliver</b> and <b>review</b> 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>	<b>Approve &amp; review</b> . <b>Monitor &amp; review</b> progress against Strategy across the Trust. Ensure strategic oversight & accountability within the Trust	<b>Review</b> progress on areas relevant to each Committee	<b>Prepare &amp; recommend</b> .	Expect to be <b>consulted</b> for significant review. <b>Informed</b> on approved approaches	Expect to be <b>consulted</b> for significant review or change. <b>Informed</b> on approved approaches
1.4	Trust Development Plan (TDP) including key priorities, KPIs, input from school improvement plans, risk, compliance, growth	<b>Approve and review</b> . <b>Monitor</b>	<b>Review</b> areas relevant to each committee	<b>Recommend</b> in line with vision and strategy, meeting external expectations or requirements	<b>Collaborate</b> on whole Trust & school development needs. Contribute through school plans <b>Informed</b> on Trust Plan	<b>Collaborate</b> on whole Trust & school development needs. Contribute through school plans <b>Informed</b> on Trust Plan
1.5	Potential new schools to join the Trust  <i>Note: Trust Board will confirm specific approach for each school</i>	<b>Approve</b> in line with Trust vision and strategy. <b>Approve</b> timeline, due diligence and delivery plan for any new school being considered. <b>Review &amp; approve</b> legal documentation for conversion	<b>FARC &amp; G&amp;DC</b> : <b>review</b> due diligence & relevant information for any new school and make <b>recommendations</b> to Board	In line with vision and strategy, <b>review</b> and <b>recommend</b> to Board possible schools to join Trust.  <b>Prepare</b> for & <b>deliver</b> all necessary steps in conversion process. <b>Report</b> information to FARC & G&DC.  <b>Inform &amp; deliver</b> decisions made.	<b>Informed</b> on decisions. May have role working with new schools as identified by Trust Board or TL	<b>Consulted</b> on potential new schools. <b>Informed</b> 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.	<b>Review</b> . Where necessary, <b>consult</b> with SC/stakeholders. <b>Approve</b> steps in line with Trust vision and strategy. <b>Approve</b> timeline, due diligence, permissions and delivery plan. <b>Review &amp; approve</b> legal documentation	<b>Review</b> relevant information & any due diligence and make <b>recommendations</b> to Board	<b>Review</b> . <b>Prepare</b> proposals/options as appropriate. <b>Recommend</b> to Central Committees/Board.  <b>Prepare</b> for & <b>deliver</b> all necessary steps. <b>Monitor</b> . <b>Report</b> on progress to Central Committees/Board as appropriate. <b>Inform</b> SC(s) & HT(s).  <b>Deliver</b> decisions made.	<b>Consulted</b> in cases where direct impact to school. <b>Informed</b> on approved approaches. Support with <b>delivery</b> of school-related requirements	<b>Consulted</b> in cases where direct impact to school. <b>Informed</b> on approved approaches. <b>Deliver</b> school-related requirements
<b>2</b>	<b>GOVERNANCE</b>					
2.1	Trust Articles of Association	<b>Approve</b> changes to Articles (Members' Board) & <b>review</b> (Members & Trustees).  Members' Board & TB <b>deliver</b> Board-related requirements	Expect to be <b>consulted</b> for review of matters relating to Central Committees. <b>Deliver</b> Committee-related requirements	<b>Consulted</b> & make <b>recommendations</b> to Board. <b>Inform</b> Trust Board & all Committees of any changes. <b>LGP</b> : <b>Monitor</b> compliance, <b>review</b> & <b>prepare</b> any amendments	<b>Deliver</b> SC-related requirements	<b>Deliver</b> school-related requirements
2.2	Trust Governance structure, delegations (scheme of delegation) incl. terms of reference & Governance Code of Conduct	<b>Review, recommend &amp; approve</b> any changes to the governance structure  <b>Approve &amp; review</b> annually. <b>Deliver</b> for Board.	<b>Review &amp; consulted</b> . <b>Deliver</b> for Central Committees. <b>Informed</b> on overall approach	<b>Prepare, review &amp; recommend</b> proposed approach informed by consultation, compliance and Trust practice. <b>LGP</b> : <b>Prepare &amp; deliver</b> to Board & committees <b>TL</b> : <b>Deliver</b> delegations for TL	Expect to be <b>consulted</b> for review of matters relating to SC. <b>Deliver</b> SC delegations & TORs. <b>Informed</b> on overall approach	Expect to be <b>consulted</b> on HT and SC delegations & <b>review</b> of matters relating to SC. <b>Informed</b> on overall approach. <b>Deliver</b> at HT level
2.3	Appointment or removal of Company Secretary	<b>Appoint</b> / remove in accordance with Articles	<b>Informed</b>	<b>CEO</b> : <b>Consulted</b> and usually <b>recommend</b>		
2.4	Appointment or removal of Trustees in line with Articles	<b>Appoint</b> (up to 7) / remove Trustees (Members' Board) <b>Appoint</b> / remove co-opted Trustees (Trust Board) Contribute to appointment process, subject to approach		<b>LGP</b> : <b>Deliver</b> support and <b>report</b> to Board (or Members) regarding any possible need to suspend or disqualify a Trustee in line with Articles	<b>Informed</b>	<b>Informed</b>
2.5	Appointment or removal of Trust Board Chair or Vice Chair	<b>Appoint</b> /remove in line with Articles (Trust Board or Members' Board)	<b>Informed</b>	May be <b>consulted</b> to make <b>recommendations</b> to Board	<b>Informed</b>	<b>Informed</b>
2.6	Appointment or removal of Central Committee and SC Chairs	<b>Approve appointment</b> / removal of SC Chairs (via	Each Central Committee <b>appoints</b> its own Chair. <b>Informed</b> on SC Chairs	<b>Consulted</b> . May be <b>asked</b> to make <b>recommendations</b> to Board/Central Committees	May <b>recommend</b> for SC. <b>Appoint</b> / remove SC Chair	<b>Consulted</b> and may <b>recommend</b> 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> <b>Informed</b> on Central Committee Chairs	<b>Informed</b> on Central Committee Chairs
2.7	Link Trustee & Designated Governors (DGs) ( <b>mandatory roles required by ATH &amp;/or the Trust</b> )	<b>Appoint</b> (annually) / remove Link Trustees for Safeguarding, SEND, Careers & Whistleblowing (ATH). <b>Review &amp; approve</b> role descriptions. Link Trustees to <b>deliver</b> on role description  <b>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.</b>	<b>Informed</b>	<b>Central Team:</b> May be <b>consulted</b> to make <b>recommendations</b> to Trust Board  <b>LGP: Monitor</b> ATH requirements for Link Trustees and <b>review &amp; deliver</b> role descriptions	<b>Appoint</b> (annually) / remove Designated Governors for Safeguarding, SEND,.  DGs to <b>deliver</b> on role description. DGs to <b>monitor</b> at school visits with Executive Team. DGs to regularly <b>report</b> to SC & work with Link Trustees as appropriate	May be <b>consulted</b> to make <b>recommendations</b> to SC on DG roles.  <b>Monitor</b> with Chair to SC
2.8	Appointment or removal of Central Committee (Trustees) & SC (Governors) members (incl. Parent Governors)	<b>Appoint</b> / remove Central Committee memberships.  <b>Informed</b> of changes in SC membership. <b>Monitor.</b>  <b>Informed</b> on process for election/ appointment of Parent and Staff Governors.  <i>Trust Board have ultimate responsibility to <b>appoint</b> / remove governors.</i>	<b>Consulted</b> and may <b>recommend</b> for Central Committees	<b>Consulted</b> and may <b>recommend</b> for Central Committees.  May <b>recommend</b> for SCs. <b>LGP: Informed</b> of and monitors changes in SC memberships <b>LGP: Prepare &amp; deliver</b> induction programme & <b>deliver</b> / facilitate training programme for Trustees	<b>Informed</b> on Central Committee appointments.  <b>Appoint</b> / remove co-opted SC members. <b>Monitor</b> elections for Parent and Staff Governors. <b>Informed</b> of results & (re)appointments. <b>Inform</b> the TB, via the LGP, of all governor appointments /removals. <b>Clerks: Deliver</b> process for election/ (re)appointment of Parent and Staff Governors. <b>Report</b> to SC & LGP. <b>Clerks: Deliver</b> / facilitate induction & training for new Governors <b>SC: Monitor</b> delivery of induction & training for new Governors	<b>Informed</b> on Central Committee appointments.  <b>Consulted</b> and may <b>recommend</b> governors for SC. Facilitate delivery of elections
2.9	Appointment or removal of Lead Governance Professional (LGP), Clerk to the Trust & Clerks to SCs	<b>Informed</b> on appointments of LGP, Clerk to the Trust & Clerks to SCs	<b>Informed</b>	<b>CEO: Appoint</b> / remove LGP and Clerk to the Trust.  <b>LGP: Consulted</b> and part of recruitment/interview process for appointments of Clerk to the Trust and Clerks to SCs. <b>Informed</b> of outcome of appointments / removals. <b>LGP: Prepare &amp; deliver</b> induction programme for new Clerks	<b>Consulted</b> on & <b>informed</b> of appointment/removal of Clerk for SC.  <b>Informed</b> of appointment / removal of LGP and Clerk to the Trust.	With the LGP and Chair of Governors, <b>appoint</b> / remove Clerk for SC.
2.10	Annual Planners for Trust Board and committee meetings and business	<b>Approve &amp; review</b> TB annual planner & priorities, & meeting dates  <b>Deliver &amp; monitor.</b>  <b>Approve &amp; review</b> standardised SC template Annual Planner	<b>Approve</b> priorities, business & meeting dates for Committee in line with TB Annual Planner	<b>LGP:</b> With support from the Clerk to the Trust, <b>review, prepare</b> and <b>deliver</b> standardised annual planner to Trust Board & Committees	<b>Approve</b> individual school priorities, business and meeting dates for SC to fit with Trust standardised SC Annual Planner & the Integrated School Improvement Strategy  <b>Deliver &amp; monitor</b> SC Annual Planner	<b>Prepare</b> the material/reporting/access to information required to <b>deliver</b> the business in the SC Annual Planner.  <b>Deliver &amp; monitor</b> SC Annual Planner
<b>3 EDUCATION &amp; STANDARDS, CURRICULUM, &amp; SCHOOL PERFORMANCE</b>						
3.1	Trust and school academic targets, incl. production & analysis of data	<b>Informed</b> on Trust academic targets and progress	<b>E&amp;SC: review</b> Trust and school targets, data and actions/ progress	<b>Prepare</b> overall approach and template, consulting with schools. <b>Approve</b> and <b>review</b> Trust and school targets - likely to contribute to HTs preparation for school  <b>Receive</b> termly reports from HTs on progress/ plans, together with data and <b>report</b> to E&SC	<b>Consulted</b> on school targets. <b>Review &amp; monitor</b> progress & data	<b>Consulted</b> on approach and template. <b>Prepare</b> school targets, consulting with SC. <b>Deliver</b> approved targets and <b>report</b> to TL and SC on progress/ plans & data analysis
3.2	School Development Plans (SDPs) & Self-Evaluation Forms (SEFs)	<b>Informed</b>	<b>E&amp;SC: Review</b> TL reports on SDPs and actions/ progress. <b>E&amp;SC: Review</b> summary of each SEF and actions/ progress	<b>CEO: Review &amp; approve</b> each school's SDP annually - likely to contribute to HTs preparation. <b>Approve</b> and <b>review</b> SEF cycle, each school SEF and actions/ progress - likely to contribute to HTs preparation.	<b>Consulted</b> on SDP and school SEF. <b>Monitor</b> progress /actions  <b>Approve</b> school specific lead roles and <b>appoint</b> SC members	<b>Consulted</b> on approach and templates. <b>Prepare</b> 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)
				<b>Review</b> progress incl. from HT reports and <b>report</b> to E&SC		CEO to approve SDP before/at start of each academic year. <b>Deliver</b> SDP & SEF. <b>Report</b> SDP progress & SEF actions/progress to SC & TL
3.3	School curriculum intent, provision (with regard to statutory requirements)	<b>Approve</b> Trust-wide principles.	<b>E&amp;SC: Review</b> TL reports on implementation & impact in schools and actions/ progress	<b>Approve, monitor &amp; review</b> in each school- likely to contribute to HTs preparation. Provide <b>report</b> to E&SC on implementation in schools	<b>Consulted</b> as HT develops school approach. <b>Informed</b> on implementation & impact	<b>Prepare, deliver &amp; report</b> to SC & TL
3.4	Assessment (with regard to statutory requirements)	<b>Approve</b> Trust-wide principles	<b>E&amp;SC: Review</b> TL reports on implementation & impact in schools and actions/ progress	<b>Approve, monitor &amp; review</b> in each school- likely to contribute to HTs preparation. Provide <b>report</b> to E&SC on implementation in schools	<b>Consulted</b> as HT develops school approach. <b>Informed</b> on implementation & impact	<b>Prepare, deliver &amp; report</b> to SC & TL
3.5	Policies, practice and approach for teaching, learning and pedagogy	As per policy schedule, <b>approve</b> relevant policies and practice across Trust. <b>Review</b> reports from E&SC	<b>E&amp;SC: Review</b> approach, effectiveness & reports on implementation or changes required. <b>Recommend</b> to Trust Board including relevant policies	As per policy schedule, <b>prepare, recommend/ approve</b> policies, practice and approach across Trust, consulting with schools. <b>Deliver</b> on Trust-wide basis. <b>Review</b> implementation and <b>report</b> to E&SC	<b>Review</b> and <b>monitor</b> implementation of relevant policies for school	<b>Consulted</b> on Trust-wide approach. <b>Deliver</b> for school in line with approved approach. <b>Report</b> to TL & SC including noting any issues with policies or implementation
3.6	EYFS – delivering in line with statutory framework	<b>Informed</b>	<b>E&amp;SC: Review &amp; monitor</b>	<b>Approve, monitor &amp; review</b> in each school- likely to contribute to HTs preparation. Provide <b>report</b> to E&SC on implementation in schools	<b>Review</b> and <b>monitor</b> for school (as appropriate)	<b>Consulted</b> on any Trust-wide approaches. <b>Prepare &amp; deliver</b> in own school, compliant with any Trust approach. <b>Report</b> to SC & TL
3.7	Safeguarding oversight, policies, practices and procedures  Child Protection & Safeguarding Policies	<b>Informed</b> of compliance with safeguarding policies  <b>Safeguarding Link Trustee, together with Director of Safeguarding</b> , to lead Safeguarding Governance Collaboration Group meetings	<b>E&amp;SC: Review</b> reports from TL on implementation, compliance or changes required.  <b>E&amp;SC: Overarching review &amp; monitoring</b> of all school Child Protection & Safeguarding Policies	<b>Prepare</b> and make <b>recommendations</b> to E&SC on Trust policies and procedures. <b>Consult</b> with schools. <b>Deliver</b> on any Trust-wide policies & audit programme. <b>Review</b> implementation (consulting schools), <b>report</b> to E&SC.  Support HT/DSLs as appropriate  <b>Director of Safeguarding, together with Safeguarding Link Trustee</b> , to lead Safeguarding Governance Collaboration Group meetings	<b>Review &amp; monitor</b> school implementation. <b>Approve</b> school elements. <b>Appoint</b> Designated Governor for Safeguarding to represent on school audits/reviews & attend Safeguarding Governance Collaboration Group meetings. <b>Informed</b> on DSL teachers for school. Support HT/DSLs as appropriate. <b>Review &amp; approve</b> school's Child Protection & Safeguarding Policy	<b>Consulted</b> on any Trust-wide approaches. <b>Deliver</b> in own school, compliant with any Trust approach. Appoint DSL & DSL teachers. If requested by TL, <b>recommend</b> school DSL teachers. <b>Deliver</b> any recommendations from audits or reviews. Prepare and make recommendation to SC on school specific policies and procedures. <b>Report</b> to TL & SC
3.8	Support for LAC and PLAC, incl. policies and procedures	<b>Informed</b>	<b>E&amp;SC: Monitor. Review</b> reports from TL	<b>Prepare</b> and make <b>recommendations</b> to E&SC on Trust policies and procedures. <b>Consult</b> with schools. <b>Deliver</b> on any Trust-wide policies. <b>Review</b> implementation (consulting schools), <b>report</b> to E&SC.  Support HT/DSLs as appropriate	<b>Review &amp; monitor</b> school implementation. <b>Approve</b> school elements. <b>Appoint</b> nominated Governor for LAC. <b>Informed</b> on LAC teachers for school. Support HT/DSLs as appropriate.	<b>Consulted</b> on any Trust-wide approaches. <b>Deliver</b> in own school, compliant with any Trust approach. Appoint LAC teachers. If requested by TL, <b>recommend</b> school LAC teachers. <b>Deliver</b> any recommendations from audits or reviews. Prepare and make recommendation to SC on school specific policies and procedures. <b>Report</b> to TL & SC.
3.9	Strategy for Pupil Premium and other grants	<b>Monitor.</b>	<b>E&amp;SC: Informed. Review</b> implementation & effectiveness as appropriate.	<b>Monitor</b> in place & published on school websites and <b>report</b> to E&SC.	<b>Review</b> and <b>monitor</b> school implementation. <b>Approve</b>	<b>Prepare</b> and <b>deliver</b> for school. <b>Deliver</b> any recommendations from audits or reviews. <b>Report</b> 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	<b>Approve</b> Trust policy.  <b>SEND Link Trustee</b> to lead SEND Governance Collaboration Group meetings	<b>E&amp;SC: Review</b> approaches & progress.  <b>E&amp;SC: Overarching review &amp; monitoring</b> of all school SEND provision, policies & practices. <b>Monitor</b> compliance with SEND Code of Practice	<b>Review</b> implementation of school policies and <b>report</b> to E&SC	<b>Consulted</b> on any Trust-wide policies and <b>monitor</b> for school. <b>Approve</b> school elements. <b>Appoint</b> Designated Governor for SEND to represent on school SEND audits or reviews & attend SEND Governance Collaboration Group meetings	<b>Consulted</b> on any Trust-wide approach. <b>Prepare</b> and <b>deliver</b> options for school approach <b>informed</b> by any Trust strategy & the SEND Code of Practice. <b>Deliver</b> recommendations from audits or reviews. <b>Report</b> to TL and SC
3.11	Behaviour & Attendance (including keeping admission & attendance registers, monitoring & review, determining policy)	<b>Informed</b>	<b>E&amp;SC: Review</b> approaches & progress. <b>Monitor</b> overall compliance with Trust approach	<b>Review</b> implementation of school policies and <b>report</b> to E&SC.	<b>Consulted</b> on any Trust-wide policies and <b>monitor</b> for school. <b>Approve</b> school policy, monitor and review.	<b>Consulted</b> on any Trust-wide approach. <b>Prepare &amp; deliver</b> school approach <b>informed</b> 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	<b>Informed</b>  <b>A Trustee</b> may be requested to <b>review</b> , 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	<b>E&amp;SC: Review</b> approaches & progress. <b>Monitor</b> overall compliance with Trust approach	<b>Informed</b> of exclusion decisions.  <b>LGP: Support</b> Exclusion Review Panel & Independent Review Panel meetings as appropriate.  <b>LGP: Support</b> Trustee/SC Chair/VC etc. with review of HT's suspension or exclusion decision where public examination etc. would be missed.	<b>Consulted</b> on any Trust-wide policies and <b>monitor</b> for school. <b>Approve</b> 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 <b>review</b> HT's suspension or exclusion decision & consider whether or not to reinstate the pupil. <b>Clerks: Deliver</b> support to SC Chair/VC etc. in review. <b>Chair/VC: To report</b> outcome of decision to HT & LGP	<b>Consulted</b> on any Trust-wide approach. <b>Prepare &amp; deliver</b> school approach <b>informed</b> by any Trust strategy. <b>Report</b> 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 &amp; 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	<b>Informed</b>	<b>E&amp;SC: Review</b> approaches & progress.	<b>Review</b> implementation of school policies and <b>report</b> to E&SC	<b>Consulted</b> on any Trust-wide policies and <b>monitor</b> for school. <b>Approve</b> school policy, monitor and review	<b>Consulted</b> on any Trust-wide approach. <b>Prepare &amp; deliver</b> school approach <b>informed</b> by any Trust strategy. <b>Report</b> to TL and SC
3.14	School visits for pupils (including residential visits)	<b>Informed</b> of issues arising on visits.	<b>FARC: Informed</b> of issues arising on visits. <b>Review &amp; approve</b> proposed changes in procedures as appropriate. <b>Monitor.</b>	<b>FOD: Informed</b> of visits via Evolve (Health & Safety strategic partner). <b>Informed</b> of issues arising on visits. <b>Review &amp; recommend</b> changes in procedures as appropriate.	<b>Informed</b> of general plans for school visits.	<b>Approve. Deliver</b> risk assessment(s) for all visits. Ensure risk assessment is submitted to Evolve. <b>Report</b> 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)	<b>Informed.</b>	<b>E&amp;SC: Review</b> reports. <b>Monitor</b> compliance with delivery of careers guidance	<b>Review</b> implementation and <b>report</b> to E&SC	<b>Approve</b> school policy. <b>Review &amp; monitor</b> school implementation	<b>Prepare &amp; recommend</b> to SC. <b>Deliver</b> in school in line with any Trust approach. <b>Report</b> to TL and SC
3.16	Complaints Policy & Procedure  Dealing with complaints	<b>Review &amp; approve</b> Trust-wide Complaints Policy & Procedure  <b>Deliver</b> procedure in accordance with policy. <b>Review</b> complaints log		<b>LGP: Review &amp; prepare</b> policy for Board to <b>approve.</b>  <b>LGP: Deliver</b> procedure in accordance with policy. <b>Prepare &amp; retain</b> a complaints log for the Trust  <b>CEO: Monitor</b> level of complaints	May be <b>consulted</b> for significant review. <b>Informed</b> on approved approaches.  <b>Monitor.</b> Chair to <b>deliver</b> procedure in accordance with policy. <b>Report</b> complaints to TB in termly SC report.	May be <b>consulted</b> for significant review. <b>Informed</b> on approved approaches.  <b>Deliver</b> procedure in accordance with policy. <b>Monitor</b> 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	<b>Approve</b> term dates & length of school day		<b>Prepare &amp; make recommendations</b> to the Trust Board on term dates.  <b>Consulted</b> on INSET day and any proposed changes to school day		<b>Prepare &amp; make recommendations</b> to SC. <b>Report</b> to SC and TL
3.18	Uniform Policy (aligned with statutory guidance)	<b>Informed</b> where significant changes		<b>Consulted</b> where significant changes proposed	<b>Consulted &amp; approve</b>	<b>Prepare &amp; make recommendations</b> to SC where changes are proposed. <b>Consult</b> with TL where significant changes proposed. <b>Deliver</b> once approved
<b>4</b>	<b>PAY &amp; HR</b>					
	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		<b>Pay &amp; HR: Review &amp; approve</b> HR policies to ensure compliance (incl. with statutory requirements & equalities legislation). <b>Review</b> reports	<b>Prepare &amp; recommend</b> policies and practice across Trust. To include links to local authority approaches or consultation with HTs.  <b>Deliver</b> across Trust and report to Committees		Where required by TL, <b>consulted</b> on policies and practice. For school, <b>deliver</b> and <b>inform</b> 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	<b>Informed</b>	<b>Pay &amp; HR: Review &amp; approve. Inform</b> Trust Board	<b>Prepare, deliver &amp; recommend</b> strategy to Pay & HR. <b>Review &amp; monitor</b> across Trust  <b>HR Team: Deliver</b> checks for new starters, including new Governors, Members & Trustees		<b>Consulted</b> by TL on school perspective. <b>Deliver</b> for school & Trust, incl. DBS checks for volunteers & 10 year renewal checks for employees & Governors
4.3	Staff structure and proposals for restructuring	<b>Informed</b>	<b>Pay &amp; HR: Review</b> reports from TL and <b>report</b> to Trust Board on plans and progress. <b>Recommend</b> proposals to Trust Board as relevant in line with delegations.  <b>Pay &amp; HR/ G&amp;DC (as appropriate): Consulted. Review and approve</b> proposals for restructuring for Trust and schools in line with Trust delegations.  <b>Approve</b> material & significant changes to staff structure.	<b>CEO &amp; FOD: Review &amp; monitor</b> across Trust. <b>Review</b> HT reports on delivery of schools' staffing structure. <b>Approve/ recommend</b> to Pay & HR - for school changes, informed by consultation with HTs.  <b>Prepare &amp; deliver</b> Central Team staff structure in line with budget.  <b>Recommend</b> material & significant changes to staff structure to <b>Central Committees.</b>	For any material & significant changes in staff structure, <b>consulted</b> for school and <b>informed</b> for Trust.	In line with budgets, structure and HR delegations: <b>approve &amp; deliver</b> school staffing.  <b>Recommend</b> to TL proposals for restructuring.  <b>HT &amp; SBM: Review &amp; monitor</b> at school level
4.4	Staff redundancy	<b>Informed</b>	<b>Pay &amp; HR: Review and approve</b> proposals for redundancy for Trust and schools in line with Trust delegations	<b>CEO &amp; FOD: Report &amp; make recommendations</b> to Pay & HR as appropriate.	For any material changes in staff structure, <b>consulted</b> for school and <b>informed</b> for Trust.	<b>Recommend</b> to TL proposals for redundancy
4.5	Trust employment terms & conditions (incl. contracts of employment)		<b>Pay &amp; HR: Review &amp; approve</b>	<b>HR Manager: Prepare, review &amp; deliver</b>		
4.6	Appointment, suspension or dismissal of Trust Leader and Accounting Officer	<b>Deliver &amp; approve</b> appointment drawing on external expertise as considered necessary.  <b>Approve</b> suspension / dismissal	<b>Informed</b> of decision.  <b>Pay &amp; HR: review</b> succession plan; may make <b>recommendations</b> on pay and conditions	<b>Consulted</b> and may <b>recommend.</b>  <b>Informed</b> of decision	<b>Informed</b> of decision	<b>Informed</b> of decision
4.7	Appointment, suspension or dismissal of Chief Financial Officer (FOD)	<b>A Panel of Trustees, incl. the Chair of the Trust Board &amp; CEO: Deliver &amp; approve</b> appointment drawing on external expertise as considered necessary.	<b>Informed</b> of decision.  <b>Pay &amp; HR: review</b> succession plan; may make <b>recommendations</b> on pay and conditions	<b>Informed</b> of decision	<b>Informed</b> of decision	<b>Informed</b> of decision

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

Ref	Area	Trust Board (TB)	Central Committees	Trust Leader (TL)	School Committee (SC) (and Clerks)	Headteacher (HT)
4.17	Appeals (incl. against disciplinary & capability decisions & pay decisions)	<b>TB:</b> May be informed	<b>Disciplinary &amp; Capability</b> <b>Trustees</b> (1 or more): Consider: <ul style="list-style-type: none"> <li>Appeals against dismissal, formal warnings or sanctions determined by CEO;</li> <li>Appeals brought by HT against Stage One or Stage Two decisions.</li> </ul> <b>Pay</b> <b>Pay &amp; HR</b> (3 Trustees to form Independent Appeal Panel): Consider Stage 2 pay appeals	<b>Disciplinary &amp; Capability</b> <b>CEO:</b> Considers: <ul style="list-style-type: none"> <li>Appeals brought by staff following any meeting chaired by a Headteacher, including Stage Three meetings;</li> <li>Appeals brought by HT against Stage One or Stage Two decisions.</li> </ul> <b>Pay</b> <b>CEO:</b> Considers Stage 1 pay appeals	<b>SC:</b> May be informed	<b>Disciplinary &amp; Capability</b> <b>HT</b> (or appropriate senior manager): Considers appeals brought by staff against Stage One or Stage Two decisions <b>Pay</b> <b>HT:</b> Considers staff pay appeals at initial informal stage
4.18	Staff wellbeing, workload & working conditions	<b>Informed</b> on strategy/approach.	<b>Pay &amp; HR:</b> review strategy / approach & <b>approve</b>	<b>Review &amp; monitor</b> workload, wellbeing & working conditions. <b>Report</b> to Pay & HR. Wellbeing: <b>Prepare, recommend &amp; deliver</b> strategy/ programme across Trust	<b>Informed</b> on approach & <b>monitor.</b> Support HT/school	Expect to be <b>consulted</b> on approach. <b>Deliver</b> strategy/programme for school as required by TL. <b>Prepare &amp; deliver</b> individual school elements
4.19	Staff development & training	<b>Approve</b> Trust-wide policy and approach	<b>Pay &amp; HR:</b> <b>Review</b> Trust-wide policy and approach, <b>recommend</b> to Board. <b>Pay &amp; HR/E&amp;SC:</b> <b>Review</b> report from TL on staff development plans across the Trust	In line with financial delegations, budget and policy, <b>approve</b> expenditure. <b>Prepare, deliver and report</b> to Pay & HR/E&SC  Training: arrange & <b>deliver</b> Trust-wide staff CPD linked to TDP	<b>Informed</b> by HT for school	In with delegations, budget and policy: <b>approve</b> school specific opportunities for staff. <b>Report</b> on plans and delivery to SC. Training: arrange & <b>deliver</b> staff CPD linked to SIP, incl. safeguarding
<b>5</b>	<b>COMMUNICATION &amp; REPORTING</b>					
5.1	Trust's annual report & accounts, including report on performance of Trust, & statements on regularity & propriety	<b>Review &amp; approve</b> (Received by Members) <b>Informed</b> report & accounts filed. <b>Chair of Trust Board:</b> Signs off annual report & accounts on approval	<b>FARC:</b> <b>Review</b> including against budgets and monitoring. Respond. <b>Recommend</b> to Trust Board. Work with FOD, Finance Manager & accountants/auditors	<b>Central Team:</b> <b>Prepare</b> info for audit & annual report with schools' & external input. Work with auditors. & <b>deliver</b> draft report to Accountants. Receive, <b>review &amp; report</b> information from auditors & progress of actions/ reports to FARC. <b>Recommend</b> to FARC.  Once approved by Board, <b>deliver</b> accounts for Members & publish on Trust website <b>CEO(AO):</b> Signs off annual report & accounts on approval	<b>Informed</b>	<b>Informed</b>
5.2	Publication of information on Trust & school websites (incl. Register of business & pecuniary interests, & attendance, terms of office & roles & responsibilities of Trustees & Governors)	<b>Informed</b> requirements are met across Trust. Trustees (& Members) to annually <b>deliver</b> individual register of interests form.	<b>FARC:</b> <b>informed</b> Trust & school requirements are met & about any related issues/conflicts	<b>TL:</b> <b>Prepare &amp; deliver</b> information and ensure publication on Trust website in line with trust statutory requirements. Maintain & <b>review</b> for Trust. <b>Review &amp; monitor</b> for schools. <b>Report</b> to Board that requirements are met. <b>Inform</b> FARC of any conflicts.	Governors to annually <b>deliver</b> individual register of interests form. <b>Review &amp; monitor register.</b> <b>Informed</b> website publication requirements are met for school.	If required by TL, <b>deliver</b> for school & <b>report</b> to TL <b>Prepare, deliver &amp;</b> 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	<b>Approve</b> approach. <b>Review</b> reports on implementation of approved plans including feedback Expected to have role to <b>deliver</b> including Trust partners, and liaise with TL	<b>Committee(s)</b> (as appropriate): <b>review</b> reports & make <b>recommendations</b> , including changes needed in policies or approach, to TB	<b>Prepare, recommend &amp; deliver.</b> <b>Report</b> 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 <b>deliver</b> or <b>monitor</b> communication to local school stakeholders, including parent community, and <b>report</b> to TL and HT	Subject to approved approach, <b>deliver</b> for school & report to TL
5.4	Decision-making & communications in event of crisis	<b>Informed</b> of all crises & outcomes.	<b>Crisis Response Committee (CRC):</b> <b>Consulted. Informed</b> of all crises. <b>Report</b> to Board. <b>Monitor. Review</b> after the event & make <b>recommendations</b> , including changes needed in policies or approach from lessons learnt	<b>CEO/FOD:</b> Subject to approved approach, make <b>recommendations</b> on all decision-making & communications. Manage response to crisis. <b>Report to/consult</b> with CRC & SCs, as appropriate. <b>Central Team:</b> Support, <b>monitor &amp; deliver</b> as appropriate	<b>Informed.</b> May be <b>consulted.</b> Support HT & school community as appropriate	Subject to approved approach, <b>consult</b> with TL & Chair of SC on crisis. Take action in line with business continuity procedures & Trust approach. <b>Deliver</b> steps for school. <b>Monitor and report</b> regularly to TL
5.5	Decision-making & communications in event of emergency	<b>Approve &amp; review</b> approach for Trust, including any	<b>CRC:</b> <b>Informed</b> of all emergency cases. May be <b>consulted.</b>	<b>CEO/FOD:</b> <b>Informed.</b> Subject to nature of emergency, may be	<b>Informed.</b> Support HT & school community as appropriate	<b>Deliver</b> immediate action to deal with emergency in line with business continuity procedures &

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

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

Ref	Area	Trust Board (TB)	Central Committees	Trust Leader (TL)	School Committee (SC) (and Clerks)	Headteacher (HT)
9.5	Admissions application decisions (incl. OOCA & in year)	<b>Informed</b> of whole Trust decisions at least annually.		<b>LGP: Informed.</b> File pro forma centrally. <b>Monitor. Report</b> to Trust Board at least annually on applications & HTs' decisions.	<b>Informed.</b>	<b>Review</b> applications. <b>Approve</b> or reject. Retain paperwork for each case. <b>Deliver</b> pro forma to LGP with decision
9.6	Solicitors for Trust	<b>Approve</b> appointment & retainer	May be <b>consulted</b>	To liaise with Trust Solicitors.  Make <b>recommendations</b> to the Trust Board to change solicitors/terms of retainer	<b>Informed</b>	<b>Informed</b>