

Tees Valley Collaborative Trust (“the MAT”)

Scheme of Delegation

For

All Academies within the Trust

Approved by Trustees

Applies from:

Date of next scheduled review:

Publication/communication requirements: The Board of Trustees should ensure that a copy is provided to Members, Board Committees (including the Local Governing Body), the Chief Executive Officer and the Principals/Headteachers. The Document should also be published on the Trust and Academy websites.

INTRODUCTION

1. Purpose of the Scheme of Delegation

- 1.1 The primary purpose of this Scheme of Delegation (Scheme) is to inform those involved with the governance of the Academy of where decision making, advisory and other responsibilities lie within the MAT.
- 1.2 The Scheme does not contain details of every decision/responsibility or every aspect that will be delegated. Its content will be supplemented by the Trust's strategic plans, policies and procedures and any direction given or rules and directions agreed or issued by the Members or the Board of Trustees. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Chair of the Trust.
- 1.3 Whilst the Scheme is an important document, the way it is operated in practice will be the key to its efficacy. Good communication between the Board and its Committees and relevant members of staff will be essential.
- 1.4 The Scheme should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook, which is a separate document.

2. Adoption of the Scheme

- 2.1 This Scheme has been approved by the Board of Trustees and shall apply to the Academy from the date shown on the front cover.

3. How it has been determined

- 3.1 In determining this Scheme, the Trustees have been mindful that:
 - a. The Board of Trustees is ultimately accountable for the way in which the academies managed by the MAT are run and as such must be satisfied that delegation takes place only where appropriate and that it receives appropriate reports on matters delegated by it/actions taken in its name to enable appropriate oversight.
 - b. There are some areas where it makes sense for matters to be dealt with centrally, rather than by individual academies. It is hoped that this will reduce the burden on the individual academies, which already have a heavy workload, and in appropriate cases achieve economies of scale.
 - c. The Board cannot take all decisions itself, and in making decisions that the Board reserves for itself, it will often be reliant on information and advice from and be guided (as appropriate) by its Committees, the academy LGBs and others operating at academy level. The Board considers that there is often a powerful case for local involvement in decision making.

4. Termination and amendment

- 4.1 The Scheme will be subject to formal review annually. However, where the Board deems it appropriate, changes will be made in year.
- 4.2 The Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).
- 4.3 As the MAT and the academies develop, so may the governance arrangements and accordingly the delegations that are in place. For example (and without limitation):
- Changes may need to be made as a result of lessons learned and development of best practice;
 - It is hoped that the strength of weaker academies will increase over time such that additional responsibilities may be delegated;
 - Where weaknesses develop in an academy's leadership and governance, or in particular areas, the MAT may need to intervene and remove delegations.
- 4.4 The Board would welcome comments on the operation of the Scheme where it is felt that revisions should be made. Where practicable, the Board will give the LGB an opportunity to comment before determining the Scheme of Delegation.

5. Delegation Matrix

- 5.1 The delegation matrix that applies in respect of the Academy is set out below. It is structured in accordance with the following index:

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
A. Overarching Governance								
A1 Member matters								
1.	Review and Amendment of Articles of Association	Decide	<Advise				<ul style="list-style-type: none"> Company Secretary / Clerk advice and support with process Legal advice (as required) Search and Governance Committee to advise 	<ul style="list-style-type: none"> DfE and/or Charity Commission consent required in certain cases Must be filed at Companies House along with copy of special resolution and any required forms
2.	Call Members' Meetings	Decide	Decide				<ul style="list-style-type: none"> Company Secretary / Clerk advice and support with process 	<ul style="list-style-type: none"> As a minimum, Members should hold an AGM once a year. Extraordinary meetings may also be called by Trustees or Members. Decisions may be made by written resolution between meetings in line with the process set out in the Articles of Association.
3.	Appoint/remove Members	Decide					<ul style="list-style-type: none"> Company Secretary / Clerk to advise and support process. Search and Governance Committee to advise. 	<ul style="list-style-type: none"> New members can only be appointed by existing members. Company Secretary / Clerk to liaise with Trust personnel to ensure <ul style="list-style-type: none"> - appropriate DBS and related checks made - Details of Member and their interests are uploaded on Trust website
4.	Complete Member register of interests, and keep under regular review	Responsible	Receive	Receive	Receive		<ul style="list-style-type: none"> Company Secretary / Clerk advice and support with process 	<ul style="list-style-type: none"> Company Secretary / Clerk to liaise with Trust personnel to ensure details are uploaded on Trust website. Register of Member Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
A2	Board matters							
5.	Appoint/remove Trustees	Decide	<Advise				<ul style="list-style-type: none"> • Clerk advice and support with process • Trustees to advise on skills gaps to inform decision making • Search and Governance Committee to advise 	<ul style="list-style-type: none"> • The Members shall appoint a minimum of 6 Trustees, following recommendation from the Board of Trustees • Code of Conduct should be agreed and all Trustees should be required to sign it • The clerk to liaise with appropriate Trust personnel to ensure that <ul style="list-style-type: none"> • appropriate DBS and related checks are made • Details of Trustees and their interests are uploaded on Trust website • Return must be filed at Companies House by the Company Secretary. • Chair of Board, Chief Executive and Company Secretary / Clerk and others as appropriate to provide induction.
6.	Complete Trust Board skills audit and training plan annually	Receive	Responsible	<Advise			<ul style="list-style-type: none"> • Chair of Board to lead – Clerk advice and support with process • S & G to provide advice and support 	<ul style="list-style-type: none"> • Skills audit should include ability and commitment. • Chair of Board to follow up with Trustees on training requirements • Details of skills gaps should be provided to those responsible for appointing Trustees when a vacancy arises
7.	Appoint/Remove Chair of Trustees	Receive	Decide				<ul style="list-style-type: none"> • Clerk advice and support with process • S & G to provide advice and support 	<ul style="list-style-type: none"> • Should not be an employee
8.	Appointment Vice Chair of Trustees	Receive	Decide				<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Should not be an employee
9.	Confirm Accounting Officer		Decide				<ul style="list-style-type: none"> • CFO to support and notify Secretary of State 	<ul style="list-style-type: none"> • The Accounting Officer to be the Chief Executive (the role will be heavily supported by the Chief Financial Officer and the Principals). • Has responsibility for regularity, propriety and value for money. Also responsibility for ensuring that proper financial records and accounts are kept.
10.	Appoint/remove Company Secretary		Decide	<Advise			<ul style="list-style-type: none"> • S&G to advise and support. • HR advice obtained as required 	<ul style="list-style-type: none"> • Should have relevant experience in school/company/charity governance. • Reports directly to the Board

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
11.	Determine Scheme of Delegation		Decide	<Advise	<Advise	<Advise	<ul style="list-style-type: none"> • S & G to advise and support • Company Secretary / Clerk and Chief Executive advice and support • LGBs and other Committees to provide advice on amendment based on experience of operation 	<ul style="list-style-type: none"> • The document will be reviewed every year or more frequently where the Trustees deem this to be desirable. • Where practicable, the Board will give the LGB and Committees an opportunity to comment before determining the Scheme of Delegation. • The Scheme will comply with the Memorandum and Articles of Association and other legal requirements, including any matters that are reserved to Members from time to time.
12.	Complete Trustee register of interests and keep under regular review	Receive	Responsible	Receive	Receive	Receive	<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Clerk to liaise with Trust personnel to ensure details are uploaded on Trust website. • Register of Trustee Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).
13.	Board of Trustees' Annual Schedule of Business		Decide	<Advise	Receive		<ul style="list-style-type: none"> • Chair of Board to lead, with Clerk advice and support with process • Appropriate advice and input from Chief Executive and those responsible for planning LGB/other Committee Annual Schedule of Business 	<ul style="list-style-type: none"> • Should be shared with LGB and other Committees to inform their work • Chair of Board and Clerk to use to inform agenda setting • Trustees should meet at least every three times a year
14.	Determine policy review process and schedule		Decide	Delegated	Decide by exception where delegated	Delegated	<ul style="list-style-type: none"> • Clerk advice and support with process • Appropriate advice and input from Chief Executive (and other key employees) and those responsible for LGB/other Committee policy review 	<ul style="list-style-type: none"> • Needs to dovetail with annual schedule of business (see above). • Should specify what policies there are to be, the lead member of staff responsible for the policy, the approving person/body and when the review will take place. • Review of policies to be conducted in accordance with process and schedule.
15.	Annual Review of Governance and Board Effectiveness		Responsible				<ul style="list-style-type: none"> • Chair of Board to lead. • Clerk and Chief Executive advice and support with process 	<ul style="list-style-type: none"> • This should dovetail with the Committees' (including LGB's) reviews of their own effectiveness (see below). • The outcome of the review may impact on the level of delegation to LGBs and others under the Scheme of Delegation or otherwise. • Trustees to consider whether an external review of governance should take place.

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
16.	Annual Report and Financial Statements	Receive and scrutinise	Approve	<Advise, Approve			<ul style="list-style-type: none"> • CFO to co-ordinate draft, with input from Chief Executive and Clerk • Auditors to review and sign off • Trustees and Accounting Officer must approve relevant sections 	<ul style="list-style-type: none"> • The Members should receive and scrutinise the accounts at their AGM. • The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.
17.	Other company returns			Approve			<ul style="list-style-type: none"> • Trust staff to advise as appropriate e.g. HR Director, CFO, clerk 	<ul style="list-style-type: none"> • To include key Companies House filings and DfE returns
18.	Chief Executive Reports to Trustees		Receive, Scrutinise	Responsible			<ul style="list-style-type: none"> • The Chief Executive will be supported by others as appropriate e.g. Company Secretary / Clerk, CFO, HR Director, 	<ul style="list-style-type: none"> • The Trustees should agree with the Chief Executive what reports are required, the required frequency and the content of those reports. • The Trustees should receive the reports at a Board meeting to enable appropriate questioning and follow up.
19.	Supplemental Reports to Members	Receive, Scrutinise	Approve	Advise			<ul style="list-style-type: none"> • The Chief Executive should co-ordinate the reports for input and approval by the Trustees. • The Chief Executive and the Trustees will be supported by others as appropriate e.g. Company Secretary / Clerk, CFO, HR Director, 	<ul style="list-style-type: none"> • The Members should agree with the Trustees what additional reports are required, the required frequency and the content of those reports. • The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
A3 LGB and other committee matters								
20.	Determine and keep under review Committee complement		Decide	<Advise	Advise	<Advise	<ul style="list-style-type: none"> Chief Executive and Clerk to advise and support Principal and Clerk to aid formulation of LGB advice 	<ul style="list-style-type: none"> Consideration will need to be given as to: <ul style="list-style-type: none"> what Committees are required (under the Articles of Association/Funding Agreements/Academies Financial Handbook e.g. Audit/Finance, LGB) What additional Committees (board and/or LGB and/or shared) would be useful given the size of the MAT and the decision making functions that take place at each level of governance. Membership, terms of reference, reporting requirements, decision making and other procedures etc. of each Committee (please see below) Under the Articles of Association: <ul style="list-style-type: none"> The constitution, membership and proceedings of any committee must be determined by the /Trustees. The establishment, terms of reference, constitution and membership of any committee shall be reviewed at least once in every twelve months. The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the LGBs) a majority of members of any such committee shall be Trustees. Except in the case of a LGB, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees. Academy trusts are required to establish a Trustee committee to provide assurance over the suitability of, and compliance with, its financial systems and operational controls. All Trusts with an annual income over £50 million must have a dedicated audit committee. The majority of members must be Trustees.
21.	Determining LGB composition		Decide	<Advise	<Advise	<Advise	<ul style="list-style-type: none"> Clerk advice and support with process 	<ul style="list-style-type: none"> The composition will be set out in the LGB's Terms of Reference.

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22.	Appointing LGB governors		Decide		Advise		<ul style="list-style-type: none"> • Clerk advice and support with process • Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises 	<ul style="list-style-type: none"> • Code of Conduct should be agreed and all Local Governors should be required to sign it • Clerk to liaise with appropriate staff to ensure: <ul style="list-style-type: none"> • appropriate DBS and related checks are made • Details of Local Governors and their interests are uploaded on Academy website • Clerk, Principal and Chair of LGB (and others as appropriate) to lead induction.
23.	Hold staff and parent elections for LGB				Responsible	<Advise	<ul style="list-style-type: none"> • Clerk and Principal advice and support with process 	<ul style="list-style-type: none"> • Must be in accordance with any relevant provisions in Articles of Association, Scheme of Delegation and LGB Terms of Reference.
24.	Appoint Chair of LGB		Approve		Recommend		<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Must not be an employee.
25.	Appoint vice Chair of LGB				Decide		<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Must not be an employee
26.	Allocate specific local governor roles				Decide	<Advise	<ul style="list-style-type: none"> • Chair of LGB to lead, based on skills • Trustees to specify certain required roles to dovetail with own link Trustees (if applicable) 	<ul style="list-style-type: none"> • Allocated LGB members should work with Trustees allocated with specific responsibilities in their areas • LGB may choose to allocate additional link roles [e.g. <i>Safeguarding/Child Protection, Health and Safety, Special Educational Needs</i>] • All LGB members continue to have responsibility for these areas, despite any allocation of specific roles
27.	Complete LGB register of interests and keep under regular review		Receive	Receive	Responsible		<ul style="list-style-type: none"> • Clerk advice and support with process • Clerk to liaise with appropriate Academy personnel to ensure uploaded on website 	<ul style="list-style-type: none"> • Register of LGB Interests should be brought to the attention of decision makers as appropriate (Principals to oversee).

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28.	Determine LGB annual schedule of business		Advise	<Advise>	Responsible	<Advise	<ul style="list-style-type: none"> Chair to lead with Clerk advice and support with process Appropriate advice and input from Chief Executive, Principals and those responsible for planning other Annual Schedules of Business 	<ul style="list-style-type: none"> This needs to dovetail with the Board of Trustees' Schedule of business Chair and Clerk to use to inform agenda setting LGB should meet at least once each term
29.	Academy level Reporting to Trustees		Receive, Scrutinise	<Advise	Responsible		<ul style="list-style-type: none"> Clerk to advise. 	<ul style="list-style-type: none"> LGB minutes will be provided to Trustees as standard. The co-ordinated schedule of business should mean that this enables LGB advice to get to the Board in a timely manner to inform their decision making. The content and frequency of any additional LGB reports shall be specified by the Trustees. Additional Academy level reporting should be included in Chief Executive reports as appropriate (see above). The Trustees should receive the minutes and any additional reports at Board Meetings to enable appropriate discussion and scrutiny.
30.	Review of LGB effectiveness		Receive, Scrutinise	<Advise	Responsible	<Advise	<ul style="list-style-type: none"> Chair of LGB to lead, Clerk advice and support with process 	<ul style="list-style-type: none"> This should dovetail with the Board's reviews of their own effectiveness (Trustees may set a template). Conclusions should be fed into the Board's review of governance effectiveness and may impact on future levels of delegation pursuant to the Scheme of Delegation. LGB to participate as required in any external review of governance required by the Trustees.
31.	LGB skills audit		Receive, Scrutinise	<Advise	Responsible	<Advise	<ul style="list-style-type: none"> Clerk advice and support with process 	<ul style="list-style-type: none"> Trustees may set a template. Trustees to receive details and may impact on areas of delegation Details of skills gaps should be provided to those responsible for appointing local governors when a vacancy arises
32.	Determine LGB procedures		Decide		Advise		<ul style="list-style-type: none"> Clerk to board to advice and support Clerk to support LGB in formulating advice 	<ul style="list-style-type: none"> These must be in compliance with the Articles of Association and must include details relating to appointment of Chair/Vice Chair, quorum and decision making and other procedures etc

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33.	Determine Trust Committee Structure (including LGBs and Trust Board Sub-Committees)		Decide	Advise			<ul style="list-style-type: none"> Clerk to support 	<ul style="list-style-type: none"> The Board of Trustees will have a sub-committee for both S & G and Finance & Audit. Trustees to agree numbers, frequency of meetings and terms of reference.
A4 Miscellaneous								
34.	Determine governance policies and procedures for Trustees and Local Governors		Approve				<ul style="list-style-type: none"> CFO and Clerk to advise and support 	<ul style="list-style-type: none"> E.g. appointment, Induction, expenses, Interests (conflicts, payments, contacts etc), Code of Conduct Policies must be in accordance with Articles of Association
35.	Obtain Trustee and Officers insurance			Responsible			<ul style="list-style-type: none"> CFO and Company Secretary advice and support 	<ul style="list-style-type: none"> Must be in accordance with Articles of Association
A5 Website reporting								
36.	Governance details on trust website		Receive	Responsible			<ul style="list-style-type: none"> Executive PA & Chief Executive to advise and support 	<ul style="list-style-type: none"> Marketing Officer responsible for ensuring information up to date

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
B. Strategy and Leadership								
B1 Strategic planning and oversight								
1.	Set Trust vision and ethos statement		Decide	<Advise			<ul style="list-style-type: none"> Chief Executive leading role in formulating for Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive responsible for implementation
2.	Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process		Decide	<Advise			<ul style="list-style-type: none"> Chief Executive leading role in formulating for Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive responsible for ensuring objectives are met and for progress against Development Plan Development Plan must be in line with strategic objectives
3.	Set Academy vision and ethos statement		Decide	<Advise>	<Advise	<Advise	<ul style="list-style-type: none"> Principal leading role in formulating for LGB scrutiny 	<ul style="list-style-type: none"> Must fit with Trust vision and ethos (Chief Executive to ensure) Principal responsible for implementation
4.	Set Academy's strategic objectives and KPIs and determine Academy Development Plan and review process		Receive	<Advise>	Responsible	<Advise	<ul style="list-style-type: none"> Principal leading role in formulating (in conjunction with the Chief Executive) for LGB scrutiny 	<ul style="list-style-type: none"> Must fit with Trust strategic objectives, KPIs and Plan (Chief Executive to ensure) and reflect Ofsted outcomes Development plan must be in line with strategic objectives Board of Trustees may provide templates
5.	Complete Academy Self Evaluation Form (or equivalent)		Receive	Scrutinise	Responsible	<Advise	<ul style="list-style-type: none"> Principal leading role in formulating for LGB scrutiny 	<ul style="list-style-type: none"> SEF to reflect progress against Development Plan Trust board may provide templates Chief Executive to scrutinise and report on outcomes to the Board
6.	Involvement in Ofsted inspections		Responsible	Responsible	Responsible	Responsible		<ul style="list-style-type: none"> Trustees and LGB members will be involved as appropriate in Ofsted inspections The Principal will notify the Chief Executive, Chair of the Board and the Chair of the LGB that an inspection has been notified and what involvement is needed from the Board and the LGB.

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
B2 School Organisation								
7.	Determine protocol for considering taking on new academies/free schools (including due diligence arrangements)		Decide	<Advise			<ul style="list-style-type: none"> Chief Executive leading role in formulating for Trustee scrutiny. CFO to support and advise. 	<ul style="list-style-type: none"> Chief Executive to manage process in accordance with agreed protocol This should include the need for a conversion plan to deal with pre and post conversion matters, with an overall project manager identified, and the need for appropriate HR, Finance, buildings, legal etc advice
8.	Decide to take on a new academy/open a free school	Receive	Decide	<Advise			<ul style="list-style-type: none"> Trustees to obtain appropriate legal, HR, Finance, buildings etc advice 	<ul style="list-style-type: none"> Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on/free school established, given the impact that the decision may have on the academies already in the Trust
9.	Approve legal documentation associated with academy conversions		Approve	<Advise			<ul style="list-style-type: none"> Trustees will obtain appropriate Legal, HR, Finance, buildings etc advice 	<ul style="list-style-type: none"> Trustees must understand the documentary framework and what is being agreed to by entering into it.
10.	Agreeing significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)	Receive	Decide	<Advise	Advise	<Advise		<ul style="list-style-type: none"> DfE consent may be required
11.	Determining school session and term dates		Decide	<Advise	Recommend	Advise		<ul style="list-style-type: none"> This allows Trustees to co-ordinate the schools in the Trust to the extent that this is desirable, whilst reflecting local needs
B3 Risk Management								
12.	Determine overall risk management policy and processes		Decide	<Advise			<ul style="list-style-type: none"> Chief Executive to lead, advise and co-ordinate input from CFO and other trust level staff. Finance & Audit Committee to advise. 	<ul style="list-style-type: none"> To include template risk register and frequency of review
13.	Review and complete Trust risk register		Responsible	<Advise			<ul style="list-style-type: none"> Chief Executive to lead, advise and co-ordinate input from CFO and trust level staff. Finance & Audit Committee to advise. 	<ul style="list-style-type: none"> Using agreed risk register template To reflect major Academy specific risks as appropriate

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14.	Review and complete academy level risk register		Receive	Oversee	Responsible	<Advise	<ul style="list-style-type: none"> Principal to lead, advise and coordinate input from senior Academy staff 	<ul style="list-style-type: none"> Using agreed risk register template To inform Trust risk register review

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C. Staffing								
C1 Staffing structures								
1.	Determining staffing complement – Trust level (including organisational restructuring)		Decide	<Advise			<ul style="list-style-type: none"> Chief Executive, HR and CFO to advise Trust Board's S & G Committee to support Board 	<ul style="list-style-type: none"> This relates to determining the Trust level staff structure. Please see below in relation to appointment to those positions.
2.	Determining staffing complement – Academy level (including organisational restructuring)		Decide	Responsible	Recommend	<Advise	<ul style="list-style-type: none"> Chief Executive to lead and advise with academy level input HR and Finance advice Trust Board's Resources Committee to support Board 	<ul style="list-style-type: none"> This relates to determining the Academy level staff structure. Please see below in relation to appointment to those positions.
3.	Setting terms and conditions of employment, Trust wide HR policies and procedures and staff handbook		Decide	<Advise			<ul style="list-style-type: none"> Chief Executive to lead and advise Trust Board's Resources Committee to support Board 	<ul style="list-style-type: none"> Need to ensure local differences and TUPE considerations taken into account Policies to include e.g. recruitment, probation and induction, pay, appraisal, conduct and disciplinary, grievance, capability, absence management, professional development, equality, expenses Chief Executive to report to Trustees on any material concerns about operation of policies and procedures
4.	Carry out and maintain central record of recruitment and vetting checks on staff		Scrutinise (Safeguarding Trustee)	Responsible – Trust level staff Oversee – Academy staff	Scrutinise ACADEMY LEVEL (Safeguarding LGB member)	Responsible – Academy staff	<ul style="list-style-type: none"> Chief Executive responsible for Trust wide staff, Principal responsible for Academy staff (HR Officer to advise and manage) 	

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5.	Maintain register of interests for relevant staff members		Receive	Responsible – Trust wide staff	Receive	Responsible – Academy staff	<ul style="list-style-type: none"> CFO to advise and manage 	<ul style="list-style-type: none"> Interests should be brought to the attention of decision makers as appropriate.
C2 Trust level appointments								
6.	Appointment and dismissal of Chief Executive		Decide				<ul style="list-style-type: none"> S & G to support and advise HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies
7.	Performance Management and pay review of Chief Executive		Responsible				<ul style="list-style-type: none"> Chair of the Board HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies
9.	Appointment and dismissal of Chief Financial Officer		Decide	<Advise			<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Line managed by Chief Executive To act as chief financial officer for delivery of Trust's detailed accounting requirements This individual should attend board meetings (and committee meetings as appropriate)
10.	Appointment and dismissal of other director level posts (to include Estates, Information)		Decide	<Advise			<ul style="list-style-type: none"> HR Advice 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Line managed by Chief Executive
11.	Other trustwide appointments and dismissals		Receive	Responsible			<ul style="list-style-type: none"> HR Advice 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies
12.	Performance management and pay review of senior trust wide appointments		Receive	Responsible			<ul style="list-style-type: none"> HR Advice 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
C3 Academy level appointments								
13.	Appointment / dismissal of Headteacher / Principal		Decide	<Advise	Recommend		<ul style="list-style-type: none"> S & G to support and advise HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Chief Executive and LGB panel to interview and recommend. Trustees will send one of their member to sit on panel. Line managed by Chief Executive.
14.	Appointment / dismissal of Deputy Headteacher / Vice-Principal and Assistant Headteacher / Assistant Principal		Decide	<Advise	Recommend		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Chief Executive and LGB panel to interview and recommend. Trustees will send one of their member to sit on panel.
15.	Performance management and pay of Principal			Decide	<Advise		<ul style="list-style-type: none"> HR Adviser to support and advise Independent advisor should support appraisal process S & G to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Chief Executive to performance manage. Advisory role for LGB
16.	Appointment of other Senior Leadership Team positions			Decide	<Advise	Recommend	<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies LGB panel plus Principal to interview and decide unless LGB delegate particular appointment to Principal. Line managed by Principal
17.	Appointment of special needs co-ordinator (SENCO)				Decide (unless delegated)	Decide (where delegated)	<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> LGB panel plus Principal to interview and decide unless LGB delegate particular appointment to Principal Any allocated SEND local governor to be involved as appropriate Line managed by Principal
18.	Appointment safeguarding /child protection officer (designated senior person) and a deputy				Receive	Decide	<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies LGB panel plus Principal to interview and decide unless LGB delegate particular appointment to Principal Line managed by Principal

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
19.	Appointment of academy business manager or equivalent				Decide	Decide	<ul style="list-style-type: none"> HR Adviser, CFO and CEO to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Panel to include: <ul style="list-style-type: none"> Principal Trust's CFO Chair of Local Governors/Chair of Finance & Audit Committee Line managed by Principal / Trust CFO (to determine)
20.	Appointment other Academy staff positions				Receive	Decide (where delegated)	<ul style="list-style-type: none"> HR Adviser to support and advise Where decisions not delegated to Principal, Principal will be asked to advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Appointment decisions may be delegated to the Principal (or further delegated where reflected in agreed policy) Line managed by Principal or other SLT member
21.	Performance management and pay review of Academy level appointments (other than Principal)		Decide (if outside of Pay Policy Guidelines)	Decide (unless outside Pay Policy Guidelines)		Recommend	<ul style="list-style-type: none"> HR Director and External Advisor to support and advise S & G to advise. 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Line manager to run process and submit recommendations to the Principal Where the Principal is not the line manager, the Principal may be involved in process (as appropriate)

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
D. Pupil/Student matters								
D1 Education provision								
1.	Standards of teaching		Oversee	Responsible (Trust wide) <Advise	Responsible	Responsible (Academy level) <Advise	<ul style="list-style-type: none"> Advice and support from school improvement lead as required Analysis of standards information to be provided by Principal to LGB and Chief Executive to enable appropriate scrutiny 	<ul style="list-style-type: none"> Principal responsible for observing and evaluating performance at Academy level and securing improvement, under oversight of Chief Executive. Trustees & Members to receive agreed level of reporting (see section A above).
2.	Pupil progress and attainment		Responsible	Responsible <Advise	Oversee,	Responsible <Advise	<ul style="list-style-type: none"> Advice and support from School Improvement Lead as required Analysis of progress and attainment to be provided by Principal to LGB and Chief Executive to enable appropriate local scrutiny 	<ul style="list-style-type: none"> Principal responsible for progress and attainment and securing improvement at Academy level, under oversight of Chief Executive and LGB. Trustees & Members to receive agreed level of reporting (see section A above).
3.	Setting curriculum policy		Oversee	Approve	Recommend	<Advise	<ul style="list-style-type: none"> Advice and support from School Improvement Lead as required 	<ul style="list-style-type: none"> Curriculum must be balanced and broadly based and comply with the terms of any curriculum policy/requirements determined by the Board
4.	Curriculum provision			Oversee	Oversee	Responsible		<ul style="list-style-type: none"> Principal to implement in line with policy, overseen by Chief Executive
5.	Examinations				Oversee	Responsible		<ul style="list-style-type: none"> Principal to ensure appropriate arrangements put in place for examinations
6.	Determining off site visits policy		Approve	Recommend Oversee	Oversee	Responsible		<ul style="list-style-type: none"> Principal to implement agreed policy at Academy level, overseen by Chief Executive Should dovetail with health and safety policy Policy should require that potentially hazardous activities are referred to the Board for approval Chief Executive to report to Trustees on any material concerns about operation of policy
7.	Careers advice provision				Oversee	Responsible		

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
8.	Community and after school provision (extended schools)			Oversee	Oversee	Responsible	<ul style="list-style-type: none"> See section G below in relation to use of school premises 	
D2 Behaviour, attendance and welfare								
9.	Determining behaviour and discipline policy (including exclusions)		Approve	Oversee	<Advise	Recommend		<ul style="list-style-type: none"> Principal to implement, overseen by Chief Executive Chief Executive to report to Trustees on any material concerns about operation of policy
10.	Exclusions – decision to exclude					Responsible		<ul style="list-style-type: none"> May be for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently. The Principal may withdraw an exclusion that has not been reviewed by the LGB.
11.	Notifications of exclusions				Receive	Responsible		<ul style="list-style-type: none"> Principal to notify LGB and others in accordance with the statutory guidance on exclusions depending on exclusion, this will be either without delay or once a term. Notifications must include the reasons and duration
12.	Exclusions – to review overall pattern and use of exclusions			Oversee	Responsible	<Advise		<ul style="list-style-type: none"> Trustees to receive agreed level of reporting (see Section A above)
13.	Exclusions – arrange alternative Provision				Oversee	Responsible		<ul style="list-style-type: none"> Arrange alternative provision in accordance with statutory guidance on exclusions.
14.	Exclusions – to review exclusion decisions and consider reinstatement in applicable cases				Responsible			<ul style="list-style-type: none"> Can be delegated to sub-committee of at least 3 LGB members Can be delegated to Chair of LGB where permitted by the statutory guidance on exclusions.
15.	Exclusions - To establish independent appeals panel		Responsible	<Advise			<ul style="list-style-type: none"> Advice and support from Clerk. 	<ul style="list-style-type: none"> Must be in line with exclusions statutory guidance
16.	Pupil attendance			Oversee	Oversee	Responsible		<ul style="list-style-type: none"> Trustees to receive agreed level of reporting (see Section A above)

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
17.	Safeguarding and child protection policy		Approve	Recommend Oversee	Oversee ACADEMY LEVEL			<ul style="list-style-type: none"> Principal to implement at academy level, overseen by Chief Executive Chief Executive to report to Trustees on any material concerns about operation of policy
D3 School meals								
18.	Provision of school meals				Oversee	Responsible		<ul style="list-style-type: none"> Must include provision of free school meals to those eligible Must be in accordance with nutritional standards
D4 Admissions								
19.	Determining admissions policy		Approve	<Advise	<Advise	<Advise		
20.	Admissions application decisions				Responsible	<Advise		<ul style="list-style-type: none"> Principal responsible for co-ordinating and managing process Must be in accordance with published admission arrangements
21.	Arrangement of independent appeals panel			Advise>	Responsible	<Advise	<ul style="list-style-type: none"> Advice and support from Clerk 	<ul style="list-style-type: none"> Must be an independent panel established in accordance with the Admissions Appeals Code
22.	Appeals against LA directions to admit pupils				Responsible	<Advise		

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
E. Accessibility								
1.	Accessibility plan				Responsible	Recommend		<ul style="list-style-type: none"> Plan for increasing accessibility to disabled pupils (curriculum, physical environment, information)
2.	Equality information and objectives statement and equality objectives		Approve	Recommend	Advise	<Advise	<ul style="list-style-type: none"> Chief Executive to co-ordinate process with input from Principal and others as required 	<ul style="list-style-type: none"> Requirement to draw up and publish equality objectives every four years and annually publish information demonstrating how meeting the aims of the general public sector equality duty.
3.	Determine SEND and inclusion policies		Approve	Recommend	Recommend	<Advise Responsible	<ul style="list-style-type: none"> Advice from SENCO 	<ul style="list-style-type: none"> To include social disadvantage, equality, disability discrimination, looked after children, pupil premiums Trustees may provide templates for tailoring at local level There should be a member of the LGB with specific oversight of the school's arrangements for SEN and disability Principal to implement at Academy level (overseen by Chief Executive) Chief Executive to report to Trustees on any material concerns about operation of policy
4.	Reviewing and challenging effectiveness of SEND and inclusion policies and decisions		Responsible (Trust wide)	<Advise	Responsible (Academy level), Advise	<Advise		<ul style="list-style-type: none"> Review to be completed at least annually
5.	SEN information report		Approve	<Advise	Recommend	<Advise		<ul style="list-style-type: none"> The SEN Information Report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible Contains details about the implementation of the SEN policy Trust Board may provide templates to enable co-ordinated reporting

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
F. Finance and procurement								
1.	Appoint/remove auditors	Decide	Recommend				<ul style="list-style-type: none"> CFO to advise and manage process 	<ul style="list-style-type: none"> Key role for Finance and Audit Committee To be appointed annually at the AGM
2.	Appoint responsible officer/internal auditor/agreement of additional assurance support from auditors or other third party		Decide (Finance and Audit Committee to recommend)				<ul style="list-style-type: none"> CFO to advise and manage process 	<ul style="list-style-type: none"> Key role for Finance and Audit Committee Finance and Audit Committee to determine the scope of work for the Internal Audit/Responsible Officer/Additional Assurance report, ensure relevant standards are met and is compliant with relevant guidelines.
3.	Respond to auditors' report/advice		Oversee (Trust level) Responsible (Finance & Audit Committee)	Responsible (Trust level) <Advise	Oversee (Academy level matters)	Responsible (Academy level matters) <Advise	<ul style="list-style-type: none"> CFO to support, with assistance from Academy Finance Manager at Academy level 	<ul style="list-style-type: none"> Key role for Finance and Audit Committee.
4.	Annual Report and Accounts	Receive, scrutinise	Approve (Finance & Audit Committee to scrutinise and recommend)	<Advise, Approve			<ul style="list-style-type: none"> Trust CFO to co-ordinate draft, with input from Chief Executive and Clerk Auditors to review and sign off Trustees and Accountable Officer must approve relevant sections 	<ul style="list-style-type: none"> Key role for Finance & Audit Committee The Members should receive and scrutinise the accounts at their AGM The document should be filed with Companies House and the DfE and uploaded onto the Trust's website
5.	Establish financial policies, procedures, regulations and internal financial controls		Approve (Finance and Audit Committee to recommend)	Recommend <Advise			<ul style="list-style-type: none"> Chief Financial Officer to support and advise 	<ul style="list-style-type: none"> Including financial delegations, investment policy, procurement policy, borrowing, charging and remissions policy, reserves policy etc and reflect who can sign off on financial reporting etc. Purchases over £3,000 require CEO authorisation. Over £20,000 requires the Trust Board's authorization. Over £40,000 require formal tendering. Key role for Finance & Audit Committee Principals to implement at Academy level, overseen by Chief Executive Chief Executive to report to Trustees on any material concerns about operation of policy

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
6.	Agree a funding model for Trust (including academies)		Approve	Recommend	<Advise	<Advise	<ul style="list-style-type: none"> Chief Financial Officer to support and advise 	<ul style="list-style-type: none"> Key role for Finance and Audit Committee LGB and Trust Board to consider and assess implications of DfE indicative funding of Academies when agreeing a funding model.
7.	Set Trust budget		Approve	<Advise			<ul style="list-style-type: none"> Chief Financial Officer to support and advise 	<ul style="list-style-type: none"> Key role for Finance and Audit Committee
8.	Monitor trust wide expenditure		Responsible	<Advise			<ul style="list-style-type: none"> Chief Financial Officer to support and advise 	<ul style="list-style-type: none"> Key role for Finance and Audit Committee
9.	Set academy budget		Approve	<Advise	Recommend	<Advise	<ul style="list-style-type: none"> Chief Financial Officer to support and advise LGB to make recommendations with support and advice from Local Finance Manager 	<ul style="list-style-type: none"> Must be in line with overall Trust budget Key role for Audit Committee Trust Board to approve budget headings and areas of expenditure, including the level and use of contingency funds or balances.
10.	Monitor academy expenditure		Approve	<Advise	<Recommends	<Advise	<ul style="list-style-type: none"> Chief Financial Officer to support and advise 	<ul style="list-style-type: none"> Expenditure must be in line with agreed budget Regular reporting to take place by Finance Director to inform Trust wide monitoring
11.	Determine central services provision, establish own central operations and/or procure from third parties		Approve	<Advise	Recommend	<Advise	<ul style="list-style-type: none"> Chief Financial Officer to support and advise 	<ul style="list-style-type: none"> Key role for Finance and Audit Committee LGB to recommend services they wish to procure from third parties as part of their budget recommendations.
12.	Opening bank account		Approve				<ul style="list-style-type: none"> CFO to support and advise 	<ul style="list-style-type: none"> All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations
13.	Asset register			Responsible – TRUST WIDE		Responsible – ACADEMY LEVEL	<ul style="list-style-type: none"> Director of Estates to support and advise CFO to support and advise 	

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
G. Health and safety, insurance and premises and extended schools								
1.	Approval of Health and safety policy and arrangements		Approve, Oversee (Finance & Audit Committee to recommend)	Responsible	Oversee	Responsible		<ul style="list-style-type: none"> Chief Executive responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively Principals to implement policy at Academy level and oversee operation of procedures (overseen by Chief Executive and advising Chief Executive in relation to significant issues). Policy to include appropriate reporting mechanisms at Member, Trustee and LGB level.
2.	Obtaining insurance for land and trust & academy operations		Decide (Finance & Audit Committee to recommend)	Recommend <Advise		<Advise	<ul style="list-style-type: none"> CFO and Director of Resources to advise and support and liaise with broker 	<ul style="list-style-type: none"> To include Director & Officer cover, buildings and contents, business continuity, employers' and public liability insurance, motor vehicle cover etc. as required Chief Executive to ensure details of insurance policy requirements appropriately disseminated
3.	Agree site strategy and development plan		Decide	<Advise	Advise	<Advise	<ul style="list-style-type: none"> CFO and Director of Resources to advise and support 	
4.	Maintenance of premises				Oversee	Responsible	<ul style="list-style-type: none"> Estates Director to advise and support 	
5.	Maintain academy Premises management documents (e.g. asbestos, fire safety, statutory testing)		Oversee	Oversee	Oversee	Responsible		<ul style="list-style-type: none"> Principal to ensure appropriate documents in place (overseen by the Chief Executive). Chief Executive to report any material concerns to Trust Board and LGB
6.	Approving Capital projects/building works		Decide		<Advise		<ul style="list-style-type: none"> CFO and Director of Resources to advise and support 	<ul style="list-style-type: none"> LA lease should be checked prior to any works on LA land and any necessary consents obtained All necessary DfE approvals should be obtained

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
7.	Managing Academy capital projects/building works/maintenance				Decide	<Advise	<ul style="list-style-type: none"> Director of Resources/Chief Financial Officer/Business Managers to advise and support 	<ul style="list-style-type: none"> All necessary DfE processes should be followed
8.	Security of Premises and equipment: oversee and monitor Academy activities				Responsible	Responsible	<ul style="list-style-type: none"> CFO and Director of Resources to advise and support 	<ul style="list-style-type: none"> Chief Executive to oversee overarching arrangements across Trust.
9.	Acquiring and disposing of land (including leases, licences and easements)		Decide	<Advise	Recommend (Academy specific)	<Advise	<ul style="list-style-type: none"> CFO and Director of Resources to advise and support 	<ul style="list-style-type: none"> LA lease should be checked prior to making any disposal of LA land All necessary DfE approvals should be obtained
10.	Determining permissible external and community use policy (letting/licencing/shared use arrangements)			Decide			<ul style="list-style-type: none"> Director of Resources to advise and support 	<ul style="list-style-type: none"> Policy should reflect requirement to obtain any necessary DfE/LA/site trustee consents Policy should reflect what happens to any revenue generated from such use.
11.	Managing external and community use			Oversee	Oversee	Responsible	<ul style="list-style-type: none"> Local business manager to advise and support 	<ul style="list-style-type: none"> Must be in accordance with agreed policy

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
H. Communications, information and complaints								
H1 External communications								
1.	Trust prospectus		Oversee	Responsible			<ul style="list-style-type: none"> Marketing Officer to support and advise. 	
2.	School prospectus			Oversee	Oversee	Responsible	<ul style="list-style-type: none"> School Improvement Lead to advise and support Marketing Officer to support and advise. 	<ul style="list-style-type: none"> Chief Executive to ensure prospectus in line with Trust requirements (templates will be provided)
3.	Trust website		Oversee	Responsible			<ul style="list-style-type: none"> Clerk and Marketing Officer to support on compliance 	<ul style="list-style-type: none"> Chief Executive to ensure legally compliant and that it dovetails appropriately with Academy websites
4.	Academy website			Oversee	Oversee	Responsible	<ul style="list-style-type: none"> Clerk and Marketing Officer to support on compliance 	<ul style="list-style-type: none"> Principal to ensure legally compliant, overseen by Chief Executive Chief Executive to ensure dovetails appropriately with Trust website.
5.	Freedom of Information policy and publication scheme		Approve	Recommend			<ul style="list-style-type: none"> DPO to support and advise 	
6.	Approving press statements		Approve (Chair, as appropriate)	Approve (Trust matters)		Approve (Academy matters)		<ul style="list-style-type: none"> Press statements that are of a controversial nature should be referred to the CEO for their approval (and the Chair where appropriate)
H2 Complaints								
7.	Determining complaints policy and procedure statement		Approve	Recommend				<ul style="list-style-type: none"> Policy to provide for local management of complaints, with escalation to Trust Board where necessary. Policy to include appropriate reporting at Trustee and LGB level.
8.	Implementation of complaints policy and procedures			Responsible Oversee (Trust wide)	Oversee (Academy level)	Responsible (Academy level)		<ul style="list-style-type: none"> Chief Executive to implement in relation to trust wide complaints, Principal to implement in relation to Academy complaints, overseen by Chief Executive Chief Executive to report to Trustees on any material concerns about operation of policy

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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY PRINCIPAL	ADVICE	COMMENTS
H3	Information management							
9.	Data protection and document management policy		Approve	Recommend <Advise			<ul style="list-style-type: none"> DPO to advise 	<ul style="list-style-type: none"> Policy to include appropriate reporting at Trustee and LGB level.
10.	Implementation of data protection policy and procedures		Oversee	Responsible Oversee	Oversee (Academy level)	Responsible (Academy level)	<ul style="list-style-type: none"> DPO to support and advise. 	<ul style="list-style-type: none"> Principal to notify LGB and Chief Executive of any material concerns/breaches to Chief Executive. Chief Executive to report any material concerns/breaches to Trust Board
11.	Pupil records (including attendance register)			Oversee	Oversee	Responsible	<ul style="list-style-type: none"> DPO to support and advise. 	
12.	Determining IT Policy		Approve	Recommend			<ul style="list-style-type: none"> Director of Resources to support and advise. 	
13.	Implementation of IT Policy			Responsible (Trust level)		Responsible (Academy level)		