



# Scheme of Delegation 2025 - 2026

The Board of Trustees has overall legal responsibility for the operation of the Trust and the academies within it.

It is legally responsible and accountable to the DfE to operate and comply with the provisions set out in its constitutional documents and all relevant legislation including Articles of Association, the Master Funding Agreement and the Academies Trust Handbook.

In accordance with the terms of its Articles of Association, the Trust's powers are exercisable by its Trustees with the CEO having executive authority.

|                         |             |
|-------------------------|-------------|
| Review frequency        | Annual      |
| Approved by Trust Board |             |
| Next review due         | Summer 2026 |

**FLOURISHING FUTURES**

## Summary of Changes

|                |   |
|----------------|---|
| Summer 2025    | Added – Appoint Executive Team External Appraiser to Staff and Pay section                            |
| Summer 2025    | Section 7: Fixed Assets – changed +ESFA to +DfE   |
| Summer 2025    | Re-allocated DoE consulted / Decision delegated to  |
| Summer 2025    | Added Director of Inclusion (Dir of Inc) to Scheme of Delegation                                      |
| Summer 2025    | Removed Director of Education Role (DoE) from Scheme of Delegation                                    |
| Autumn 2024    | Added month of 8.2 Approve CEO pay performance award (Oct)  |
| Autumn 2024    | Clarification of New threshold (UPS) applications and UPS increments (Oct)                            |
| Autumn 2024    | Clarification of month for Approval of Heads pay performance award (September)                        |
| Autumn 2024    | 2.15 Appoint / Removal of EAC Committee Members – Consulted with from Chair of Board to EIS Committee |
| Summer 2023    | Addition of role descriptors  |
| September 2022 | Document reviewed and revised<br>Education & Standards committee added                                |
| Summer 2022    | Updated key and details for new Committees  |

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## Introduction

The Multi Academy Trust is the statutory body and legal entity responsible for all the academies within the Trust. Academies joining our School Trust will promote, contribute and adhere to and be guided by the underlying objectives and principles of the School Trust as agreed by its Trust Board.

The Scheme of Delegation should be read in conjunction with the Trust's Articles of Association and where there is any unintended conflict, the Articles shall take preference. The Trustees have overall responsibility and ultimate decision making for all the work of the School Trust and have the power to direct change if required.

## Layers of Governance – Key Roles and Responsibilities

### The Role of the Members

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. The Trust must have at least three members, who cannot be employees of the Trust. They:

- Are the subscribers to the memorandum of association (where they are founding Members)
- May amend the articles of association subject to any restrictions created by the funding agreement or charity law.
- May, by special resolution, appoint new members or remove existing members other than, where there is one, the foundation/sponsor body and any members it has appointed, to ensure the Trust's charitable object is carried out.
- Have powers to appoint trustees as set out in the Trust's articles of association and powers under the Companies Act 2006 to remove trustees if they fail to fulfil their responsibility.
- May, by special resolution, issue direction to the trustees to take a specific action.
- Appoint the Trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act).
- To receive from the Trust Board an annual report on the performance of the Trust.
- Have the power to change the company's name and, ultimately, wind it up.

### The Role of the Trustees

The Trustees are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum, Articles of Association, and funding agreement. The Board of Trustees is the accountable body for the performance of all Academies within the Trust and as such must:

- Ensure clarity of vision, ethos and strategic direction.
- Hold the Chief Executive Officer to account for the educational performance of the schools and their pupils, and the performance management of staff.
- Oversee the financial performance of the Trust and make sure its money is well spent.

Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. The Board of Trustees is permitted to exercise all the powers of the Trust, and may delegate responsibility for the day-to-day operations of the Trust to the CEO.

Trustees must apply the highest standards of conduct and ensure robust governance, following the Governance Handbook, and ensuring compliance with the Academies Handbook so the Trust has:

- Strategic leadership that sets and champions vision, ethos and strategy
- Accountability that drives up educational standards and financial performance
- People with the right skills, experience, qualities, and capacity
- Structures that reinforce clearly defined roles and responsibilities
- Compliance with statutory and contractual requirements
- Evaluation of governance to monitor and improve its quality and impact.

Trustees have statutory duties. They must comply with the Trust's charitable objects, with company and charity law, and with their contractual obligations under the funding agreement. Company directors' duties are described in sections 170 to 181 of the Companies Act 2006, but in summary are to:

- Act within their powers
- Promote the success of the company
- Exercise independent judgement
- Exercise reasonable care, skill and diligence
- Avoid conflicts of interest
- Not accept benefits from third parties
- Declare interest in proposed transactions or arrangements
- As the employer, the Trust has a range of wider obligations including such matters as employment law and health and safety.

The trustees must ensure regularity and propriety in use of the Trust's funds, and achieve economy, efficiency and effectiveness – the three elements of value for money. The trustees must also take ownership of the Trust's financial sustainability and its ability to operate as a going concern.

### **The Role of the Accounting Officer**

The Board must also appoint, in writing, a named individual as its accounting officer, which in this Trust is the CEO.

The accounting officer role includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to ESFA's accounting officer, for the Trust's financial resources. Accounting officers must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money. The Academies Handbook lays out the duties and requirements of this role.

### **The Role of the Chief Executive Officer (CEO)**

The CEO is the accounting officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness and stability, avoiding waste and securing value for money. The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's Academies and is responsible for all staff across the Trust.

### **The Role of the Deputy Chief Executive Officer (CEO)**

The Deputy CEO is accountable to the CEO and has overall responsibility for the education strategy, leadership development and quality of education across the Trust. The Deputy CEO deputises for the CEO as appropriate.

### **The Role of the Chief Financial Officer (CFO)**

The CFO also has an important role in supporting and advising the governing body/board of trustees on all financial matters. The board must appoint a CFO, who is (and whose job title may instead be) the Trust's finance director, business manager or equivalent, to whom responsibility for the Trust's detailed financial procedures is delegated. The CFO should play both a technical and leadership role. The CFO should be employed by the Trust, and the Trust must obtain prior ESFA approval if it is proposing, in exceptional circumstances, to appoint a CFO who will not be an employee.

### **The Role of Director of Inclusion**

The Director of Inclusion is responsible for the overall inclusion strategy, identifying priorities and provision development and quality across the Trust. This includes evaluating the effectiveness of safeguarding, including attendance and behaviour, and SEND. This includes the statutory reporting including on Pupil Premium, SEND Offer and Safeguarding data, as well as exercising duties related to Exclusion.

## The Role of the Headteacher

The Academy Headteachers are responsible for the day-to-day management of their Academies. Headteachers are directly line managed by the CEO and are accountable to the Trust Board.

## The Role of the Ethos & Advisory Committee

Ethos & Advisory Committees are committees of the Trust Board, supporting hubs of local schools, covering Devon, Torbay, and Cornwall. These act as the “eyes and ears” of the Board in the various Academy sites within their geographical area. The Hub has responsibility for:

- monitoring the Academy school improvement plans delivery
- ensuring safeguarding and other Trust policies are adhered to
- ensuring that the pupil development within the academies is rigorous, challenging and always encouraging pupils to develop to their maximum potential
- supporting in-year admissions
- supporting the Complaints Policy process (at Stage 3).

## The Role of the Trust Leadership Team (TLT)

The SLT’s purpose is to oversee the day to day running of the Trust, advising the Board on operational matters, holding the Academies and Services to account and ensuring both the educational and operational performance of the Trust accords with the Academies Handbook and Governance Handbook.

## The Role of the Governance Professional

The Trust must appoint a governance professional or board administrator to support the board of trustees who is someone other than a trustee, principal or chief executive of the Trust.

The governance professional helps the efficient functioning of the board by providing:

- Guidance to ensure the Board and Hubs work in compliance with the appropriate legal and regulatory framework and understands the potential consequences of non-compliance.
- Advises on procedural matters relating to the operation of the Board and Hubs.
- Administrative and organisational support.

## Key for Trust Committees

ARR Audit, Risk & Resources  
 EIS Education, Inclusion & Standards  
 A Admissions  
 CF Chairs Forum

### 1. Strategy, Ethos and Culture

| FUNCTION | TASK KEY:<br><br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees   | Trustee Committee   | CEO / Accounting Officer   | Ethos & Advisory Committee  | Trust Executive   | Dep Trust Lead / D of Inc   | Head  |
|----------|--|---------|---|---|--|---|---|---|---|
|          |  |         |   |   |  |   |   |   |   |
| 1.1      | Set the Trust vision and values to deliver the overarching mission – Flourishing Futures.  |         |    |   |  |   |    |   |   |
| 1.2      | Set Trust strategy   |         |    |   |  |   |    |   |   |
| 1.3      | Determine the local ethos and culture of the academy, ensuring it is an articulation of the Trust mission and vision   |         |   |   |  |    |    |   |    |
| 1.4      | Uphold the mission, vision, values and Christian distinctiveness of the Trust  |         |   |   |  |   |    |   |   |
| 1.5      | Uphold the Christian/Community ethos and vision of the academy   |         |   |   |  |    |   |   |    |
| 1.6      | Monitor the Christian/Community ethos of the academy   |         |   |   |  |   |   |   |   |
| 1.7      | Consider and approve admission of new schools to Trust   |         |  |   |  |   |  |   |   |
| 1.8      | Set the strategic priorities for the academy in line with Trust priorities   |         |   |   |  |   |   |  |  |
| 1.9      | Ensure parental engagement across the Trust which impacts on strategic decision making   |         |  |  |  |   |   |   |   |
| 1.10     | Ensure parental engagement and communication between school, parents and carers  |         |   |   |  |  |   |   |  |
| 1.11     | Determine the scope of mandatory core services to be delivered by the Trust  |         |  |   |  |   |  |   |   |
| 1.12     | Propose to change category of academy  |         |  |   |  |   |  |   |   |
| 1.13     | Propose to alter or discontinue status   |         |  |   |  |   |  |   |   |
| 1.14     | Determine those policies which will be mandatory for all academies   |         |  |   |  |   |  |   |   |
| 1.15     | Consider requests for academies to leave the Trust   |         |  |   |  |   |  |   |   |
| 1.16     | Maintain and monitor a Trust risk register   |         |  |   |  |   |  |   |   |

## 2. Governance

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive | Dep Trust Lead / D of Inc | Head |
|----------|--|---------|-------------------|-------------------|--------------------------|----------------------------|-----------------|---------------------------|------|
|          |  |         |                   |                   |                          |                            |                 |                           |      |
| 2.1      | Ensure compliance with the requirements of the funding agreements and Articles   |         |                   |                   |                          |                            |                 |                           |      |
| 2.2      | Appoint/approve Trustees (foundation/non foundation)   |         |                   |                   |                          |                            |                 |                           |      |
| 2.3      | Establish and appoint Board Committees, including audit and risk.  |         |                   |                   |                          |                            |                 |                           |      |
| 2.4      | Approval of changes to Articles  |         |                   |                   |                          |                            |                 |                           |      |
| 2.5      | Remove Trustees  |         |                   |                   |                          |                            |                 |                           |      |
| 2.6      | Appointment/Removal of Chair and Vice Chair to Board   |         |                   |                   |                          |                            |                 |                           |      |
| 2.7      | Consider whether to delegate responsibility to individual Trustees/committees  |         |                   |                   |                          |                            |                 |                           |      |
| 2.8      | Create/Disband Local Committees and amend their delegated responsibilities   |         |                   |                   |                          |                            |                 |                           |      |
| 2.9      | Review the Annual 360 review of Chair of Board   |         |                   |                   |                          |                            |                 |                           |      |
| 2.10     | Undertake 1:1 skills audits of Board members   |         |                   |                   |                          |                            |                 |                           |      |
| 2.11     | Undertake regular self-evaluation of Trust Board and its effectiveness (minimum every 3 years)   |         |                   |                   |                          |                            |                 |                           |      |
| 2.12     | Undertake regular evaluation of Local committees and effectiveness   |         |                   |                   |                          |                            |                 |                           |      |
| 2.13     | Establish and review Changes to Scheme of Delegation   |         |                   |                   |                          |                            |                 |                           |      |
| 2.14     | Agree and review annually terms of reference for Local Committees, constitution of committee and membership  |         |                   |                   |                          |                            |                 |                           |      |
| 2.15     | Appoint/Remove Local Committee members   |         |                   |                   | EIS                      |                            |                 |                           |      |
| 2.16     | <b>Propose Chair of Local Committee</b>  |         |                   |                   |                          |                            |                 |                           |      |
| 2.17     | <b>Ratify Appointment of Chair of Local Committee</b>  |         |                   |                   |                          |                            |                 |                           |      |
| 2.18     | Agree calendar of Board meetings and Trust Committee meetings  |         |                   |                   |                          |                            |                 |                           |      |
| 2.19     | Agree Calendar of Local Committee meetings   |         |                   |                   |                          |                            |                 |                           |      |
| 2.20     | Appoint and remove Governance Professional to Trust Board  |         |                   |                   |                          |                            |                 |                           |      |
| 2.21     | Appoint Board Advisors   |         |                   |                   |                          |                            |                 |                           |      |
| 2.22     | Maintain Register of Interests/publish statutory information re Trustees/ governance on LAP website  |         |                   |                   |                          |                            |                 |                           |      |
| 2.23     | Maintain Register of Interests and publish required statutory information re governance on Academy website   |         |                   |                   |                          |                            |                 |                           |      |
| 2.24     | Approval of Statutory Trust policies not referenced under other sections   |         |                   |                   |                          |                            |                 |                           |      |
| 2.25     | Appoint Safeguarding and SEND Trustees to Board  |         |                   |                   |                          |                            |                 |                           |      |
| 2.26     | Appoint Safeguarding and SEND members to Local Committee   |         |                   |                   |                          |                            |                 |                           |      |
| 2.27     | <b>Appoint Ethos and Christian Distinctiveness member to Local Committee</b>   |         |                   |                   |                          |                            |                 |                           |      |
| 2.28     | <b>Appoint Inclusion Member to Local Committee</b>   |         |                   |                   |                          |                            |                 |                           |      |
| 2.29     | <b>Arrange parent elections in line with Terms of Reference</b>  |         |                   |                   |                          |                            |                 |                           |      |
| 2.30     | Determine development needs for the Trust Board  |         |                   |                   |                          |                            |                 |                           |      |
| 2.31     | Determine development needs for Local Committees   |         |                   |                   | CF                       |                            |                 |                           |      |

|      |  |  |  |     |  |    |  |  |    |
|------|--|--|--|-----|--|----|--|--|----|
| 2.32 | Succession planning for Trust Board  |  |  |     |  |    |  |  |    |
| 2.33 | Agree auditing and reporting arrangements for matters of compliance e.g. Safeguarding, H&S, employment |  |  |     |  |    |  |  |    |
| 2.34 | Agree reporting and monitoring arrangements for Academies  |  |  |     |  |    |  |  |    |
| 2.35 | Agree Complaints policy and monitor  |  |  |     |  |    |  |  |    |
| 2.36 | Manage complaints concerning an individual academy Stage 1   |  |  |     |  |    |  |  |    |
| 2.37 | Complaints – Stage 2-3   |  |  |     |  | S3 |  |  | S2 |
| 2.38 | Review and monitor Strategic risk register   |  |  | ARR |  |    |  |  |    |
| 2.39 | Review and monitor academy Risk register   |  |  |     |  |    |  |  |    |
| 2.40 | Succession planning for Local Committee  |  |  |     |  |    |  |  |    |
| 2.41 | Appoint Accounting Officer   |  |  |     |  |    |  |  |    |
| 2.42 | <b>Attending SIAMS Inspections on behalf of governance</b>   |  |  | EIS |  |    |  |  |    |
| 2.43 | <b>Attending Ofsted Inspections</b>  |  |  | EIS |  |    |  |  |    |

### 3. Statutory Reporting

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive | Dep Trust Lead / D of Inc | Head |
|----------|--|---------|-------------------|-------------------|--------------------------|----------------------------|-----------------|---------------------------|------|
|          |  |         |                   |                   |                          |                            |                 |                           |      |
| 3.2      | Response to Auditors' Management Letter  |         |                   |                   |                          |                            |                 |                           |      |
| 3.3      | Approve Annual Accounts  |         |                   |                   |                          |                            |                 |                           |      |
| 3.4      | Appointment and Removal of auditors  |         |                   |                   |                          |                            |                 |                           |      |
| 3.5      | Submit Budget Forecast Return  |         |                   |                   |                          |                            |                 |                           |      |
| 3.6      | Submit Other Accounting Returns  |         |                   |                   |                          |                            |                 |                           |      |
| 3.7      | <b>Ensure Pupil Premium Reporting is published on academy website</b>  |         |                   |                   |                          |                            |                 |                           |      |
| 3.8      | <b>Ensure Sports Premium Report is published on academy website</b>  |         |                   |                   |                          |                            |                 |                           |      |
| 3.9      | <b>Ensure statutory reporting: data, governance, policies etc are published on academy website</b>   |         |                   |                   |                          |                            |                 |                           |      |
| 3.10     | <b>Ensure all DFE data statutory reporting is submitted.</b>   |         |                   |                   |                          |                            |                 |                           |      |

### 4. System of Internal Financial Controls

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive | Dep Trust Lead / D of Inc | Head |
|----------|--|---------|-------------------|-------------------|--------------------------|----------------------------|-----------------|---------------------------|------|
|          |  |         |                   |                   |                          |                            |                 |                           |      |
| 4.2      | Approve and Monitor Internal financial control procedures  |         |                   | ARR               |                          |                            |                 |                           |      |
| 4.3      | Approve and monitor financial regulations and associated policies  |         |                   | ARR               |                          |                            |                 |                           |      |
| 4.4      | Appointment of Internal Auditors   |         |                   | ARR               |                          |                            |                 |                           |      |
| 4.5      | Receive report and respond to internal auditors  |         |                   | ARR               |                          |                            |                 |                           |      |
| 4.6      | <b>Appoint external auditors</b>   |         |                   | ARR               |                          |                            |                 |                           |      |
| 4.7      | <b>Approve audit schedule</b>  |         |                   | ARR               |                          |                            |                 |                           |      |

## 5. Budget and Management Reporting

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive | Dep Trust Lead / D of Inc | Head |
|----------|--|---------|-------------------|-------------------|--------------------------|----------------------------|-----------------|---------------------------|------|
|          |  |         |                   |                   |                          |                            |                 |                           |      |
| 5.1      | Approve Trust Budget – 1 year plan   |         |                   | ARR               |                          |                            |                 |                           |      |
| 5.2      | Develop and propose the individual academy budgets   |         |                   | ARR               |                          |                            |                 |                           |      |
| 5.3      | Develop and propose Trust Budget 3 Year Plan to support trust priorities and staffing structure  |         |                   | ARR               |                          |                            |                 |                           |      |
| 5.4      | Ensure centrally procured services provide value for money and efficiency savings and approve Competitive Tendering Policy   |         |                   | ARR               |                          |                            |                 |                           |      |
| 5.5      | Review and monitor Trust Monthly Management Accounts   |         | Chair             | ARR               |                          |                            |                 |                           |      |
| 5.6      | Monitor academy expenditure  |         |                   |                   |                          |                            |                 |                           |      |
| 5.7      | <b>Ensure that academy budgets are used in line with Trust policies and Academy Trust Handbook</b>   |         |                   |                   |                          |                            |                 |                           |      |
| 5.8      | Review Academy Budget Monitoring Reports   |         |                   |                   |                          |                            |                 |                           |      |
| 5.9      | Propose Academy budget plans to support delivery of academy key priorities and staffing structure  |         |                   |                   |                          |                            |                 |                           |      |
| 5.10     | Bench mark the Trust to ensure Trust-wide value for money  |         |                   | ARR               |                          |                            |                 |                           |      |
| 5.11     | <b>Deliver Trust Annual Accounts and Report</b>  |         |                   |                   |                          |                            |                 |                           |      |

## 6. Finance

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive | Dep Trust Lead / D of Inc | Head |
|----------|--|---------|-------------------|-------------------|--------------------------|----------------------------|-----------------|---------------------------|------|
|          |  |         |                   |                   |                          |                            |                 |                           |      |
| 6.1      | Appoint Chief Financial Officer (CFO)  |         |                   | ARR               |                          |                            |                 |                           |      |
| 6.2      | Review and approve financial policy and financial scheme of delegation   |         |                   | ARR               |                          |                            |                 |                           |      |
| 6.3      | Approve contracts over 12 months   |         |                   |                   |                          |                            |                 |                           |      |
| 6.4      | Manage capital funds   |         |                   | ARR               |                          |                            |                 |                           |      |
| 6.5      | Approve Investments and approve Investment Policy  |         |                   | ARR               |                          |                            |                 |                           |      |
| 6.6      | Approve new bank accounts  |         |                   | ARR               |                          |                            |                 |                           |      |
| 6.7      | Write-off bad debts under £10,000  |         |                   |                   |                          |                            |                 |                           |      |
| 6.8      | Write-off bad debts over £10,000-£45,000   |         |                   |                   |                          |                            |                 |                           |      |
| 6.9      | Write off bad debts over £45,001   |         |                   |                   |                          |                            |                 |                           |      |
| 6.10     | Approve Expenses policy for Trustees   |         | +SOSFA            |                   |                          |                            |                 |                           |      |
| 6.11     | Manage deployment of Devolved Formula Capital  |         |                   | ARR               |                          |                            |                 |                           |      |
| 6.12     | Approve Capital and Revenue Reserves policy and monitor reserves   |         |                   | ARR               |                          |                            |                 |                           |      |
| 6.13     | Approve Pensions Discretions Policy  |         |                   | ARR               |                          |                            |                 |                           |      |
| 6.14     | Approve Charges & Remissions Policy  |         |                   | ARR               |                          |                            |                 |                           |      |

## 7. Fixed Assets

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive | Dep Trust Lead / D of Inc | Head |
|----------|--|---------|-------------------|-------------------|--------------------------|----------------------------|-----------------|---------------------------|------|
|          |  |         |                   |                   |                          |                            |                 |                           |      |
| 7.1      | Approve Asset Register   |         |                   | ARR               |                          |                            |                 |                           |      |
| 7.2      | Approve Additions and disposal of assets up to £10,000   |         |                   |                   |                          |                            | CFO             |                           |      |
| 7.3      | Approve Additions and disposal of assets up to £20,000   |         |                   | ARR               |                          |                            |                 |                           |      |
| 7.4      | Addition and disposal of assets over £20,000   |         | + DfE             |                   |                          |                            |                 |                           |      |

## 8. Staff and Pay

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee | CEO/Accounting Officer | Ethos & Advisory Committee | Trust Executive | Dep Trust Lead / D of Inc | Head |
|----------|--|---------|-------------------|-------------------|------------------------|----------------------------|-----------------|---------------------------|------|
|          |  |         |                   |                   |                        |                            |                 |                           |      |
| 8.1      | Review and approve HR Scheme of Delegation to include appointments, dismissal, suspensions, grievance, severance/compensation/ex gratia payments   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.2      | Approve CEO pay performance award (Oct)  |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.3      | Appoint Executive Team External Appraiser  |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.4      | Approve Trust leadership Team pay performance award (Oct),   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.5      | New threshold (UPS) applications and UPS increments (Oct)  |         |                   |                   |                        |                            |                 |                           |      |
| 8.6      | Approve Heads pay performance award (July)   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.7      | Pay review of all other employees will be based on the outcomes of appraisal in line with the Trust Pay Policy approved by Trustees.   |         |                   |                   |                        |                            |                 |                           |      |
| 8.8      | <b>Approve appointment of academy staff</b>  |         |                   |                   |                        |                            |                 |                           |      |
| 8.9      | Performance review academy staff   |         |                   |                   |                        |                            |                 |                           |      |
| 8.10     | <b>Performance review Headteachers</b>   |         |                   |                   |                        |                            |                 |                           |      |
| 8.11     | <b>Appoint Headteachers</b>  |         |                   |                   |                        |                            |                 |                           |      |
| 8.12     | Appoint/performance review Business Support Team within budget   |         |                   |                   |                        |                            |                 |                           |      |
| 8.13     | Approve Disciplinary and capability policies   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.14     | Approve performance appraisal policies   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.15     | Monitor effectiveness of appraisal process   |         |                   |                   |                        |                            |                 |                           |      |
| 8.16     | Approve Whistleblowing Policy  |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.17     | Approve Code of Conduct  |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.18     | Approve Recruitment & Selection Policy   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.19     | Approve Pay Policy   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.20     | Suspension/Return of CEO   |         |                   |                   |                        |                            |                 |                           |      |
| 8.21     | Approve Trust Executive and Leadership Structure   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.22     | Approve Business Support Team Staffing Structure   |         |                   |                   |                        |                            |                 |                           |      |
| 8.23     | Determine all pay ranges   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.24     | Agree Academy staffing structure within budget   |         |                   |                   |                        |                            |                 |                           |      |
| 8.25     | Approve creation of new senior post outside of Trust budget  |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.26     | Agree terms and conditions of employment   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.27     | Succession plan for CEO/CFO/Trust Leadership Team  |         |                   |                   |                        |                            |                 |                           |      |
| 8.28     | <b>Succession plan for Trust Leadership Team</b>   |         |                   |                   |                        |                            |                 |                           |      |
| 8.29     | Succession Plan for Academies including senior leadership  |         |                   |                   |                        |                            |                 |                           |      |
| 8.30     | Succession Plan for Business Support Team  |         |                   |                   |                        |                            |                 |                           |      |
| 8.31     | <b>Ensure compliance with the Equality Act 2020</b>  |         |                   |                   |                        |                            |                 |                           |      |
| 8.32     | <b>Staffing restructures</b>   |         |                   | ARR               |                        |                            |                 |                           |      |
| 8.33     | <b>Decision to make Redundancies</b>   |         |                   |                   |                        |                            |                 |                           |      |
| 8.34     | Authorisation of Redundancy / Early Retirement Payments  |         |                   |                   |                        |                            |                 |                           |      |

## 9. Curriculum and Teaching

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees   | Trustee Committee   | CEO / Accounting Officer   | Ethos & Advisory Committee  | Trust Executive   | Dep Trust Lead / D of Inc   | Head  |
|----------|--|---------|---|---|--|---|---|---|---|
|          |  |         |   |   |  |   |   |   |   |
| 9.1      | Approve Trust Development Plan   |         |    |   |  |   |    |   |   |
| 9.2      | Monitor impact of Trust School Improvement Offer on academy performance  |         |   |  EIS |  |   |    |   |   |
| 9.3      | Responsible for individual academy performance   |         |   |   |  |   |   |    |    |
| 9.4      | Monitor academy quality of education, curriculum and inclusion   |         |   |   |  |   |   |    |    |
| 9.5      | Have knowledge and understanding of the impact of quality of education, curriculum and inclusion.  |         |   |   |  |    |   |   |   |
| 9.6      | Monitor academy implementation of Trust behaviour and attendance policy  |         |   |   |  |   |   |    |    |
| 9.7      | Have knowledge and understanding of the impact of the behaviour and attendance policy.   |         |   |   |  |    |   |   |   |
| 9.8      | Establish Trust wide curriculum alignment  |         |   |   |  |   |   |    |    |
| 9.9      | Approve Trust wide curriculum alignment strategies   |         |   |   |    |   |    |    |   |
| 9.10     | Review Academy Performance   |         |   |   |    |   |   |    |   |
| 9.11     | Review Trust Education Performance   |         |   |  EIS |    |   |    |    |   |
| 9.12     | Establish Academy Improvement Plan   |         |   |   |  |   |   |   |   |
| 9.13     | Approve Academy Improvement Plan   |         |   |   |  |   |   |  |  |
| 9.14     | Review progress against Academy Improvement Plan   |         |   |   |  |   |   |  |  |
| 9.15     | Review & Monitor School SES  |         |   |   |  |   |   |  |  |
| 9.16     | Deliver EYFS in line with statutory requirements   |         |   |    |  |   |   |  |  |
| 9.17     | Set assessment protocols and timelines, including statutory assessments  |         |   |   |  |   |  |  |   |
| 9.18     | Set and Approve Curriculum Policies  |         |   |   |  |   |  |  |  |
| 9.19     | Set and deliver academy curriculum in line with the Trust approach   |         |   |   |  |   |   |   |  |
| 9.20     | Ensure compliance with the National Curriculum in the academy  |         |   |   |  |   |   |   |  |
| 9.21     | Implement Trust assessment protocols and policies  |         |   |   |  |   |   |   |  |
| 9.22     | Responsibility for ensuring provision of sex education, RE and Collective Worship are in line with Trust Policies  |         |   |   |  |  |   |  |  |
| 9.23     | Establish Home School Agreement/Induction procedures   |         |   |   |  |   |   |  |  |
| 9.24     | Approve Safeguarding and Special Educational Needs and Disability Policies   |         |  |   |  |   |  |   |  |
| 9.25     | Review of academy curriculum offer   |         |   |   |  |  |   |  |  |
| 9.26     | Wider curriculum opportunities   |         |   |   |  |  |   |   |  |
| 9.27     | Monitor impact of Sports Premium and Pupil Premium spend   |         |   |   |  |   |  |   |  |
| 9.28     | Have knowledge and understanding of the impact of Sports Premium and Pupil Premium funds   |         |   |   |  |  |   |   |   |
| 9.29     | Have knowledge and understanding of the impact of the academy on stakeholder through reviewing stakeholder surveys.  |         |   |   |  |  |   |   |   |
| 9.30     | Monitor impact of the Trust on stakeholders (surveys: pupil, staff, parents)   |         |  |   |  |   |  |   |   |
| 9.31     | Be responsible for implementing policies and actions arising from stakeholder surveys: parent, pupil, staff  |         |   |   |  |   |   |  |  |
| 9.32     | Responsible for support for Looked After Children  |         |   |   |  |   |   |  |  |

## 10. EYFS

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive | Dep Trust Lead / D of Inc | Head |
|----------|--|---------|-------------------|-------------------|--------------------------|----------------------------|-----------------|---------------------------|------|
|          |  |         |                   |                   |                          |                            |                 |                           |      |
| 10.1     | Review Admissions arrangements and consultations   |         |                   | A                 |                          |                            |                 |                           |      |
| 10.2     | Approve and publish admissions arrangements/policies   |         |                   |                   |                          |                            |                 |                           |      |
| 10.3     | Allocation of places in accordance with Admissions Policy including in year admissions.  |         |                   |                   |                          |                            |                 |                           |      |
| 10.4     | Appeals on Admissions allocations  |         |                   | A                 |                          |                            |                 |                           |      |
| 10.5     | Set PAN for each academy   |         |                   |                   |                          |                            |                 |                           |      |

## 11. School Management

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive | Dep Trust Lead / D of Inc | Head |
|----------|--|---------|-------------------|-------------------|--------------------------|----------------------------|-----------------|---------------------------|------|
|          |  |         |                   |                   |                          |                            |                 |                           |      |
| 11.1     | Agree Behaviour Management Policies  |         |                   |                   |                          |                            |                 |                           |      |
| 11.2     | Agree Anti-bullying Policy   |         |                   |                   |                          |                            |                 |                           |      |
| 11.3     | Agree and monitor Exclusions Policy  |         |                   | EIS               |                          |                            |                 |                           |      |
| 11.4     | <b>Exercise authority to issue fixed term suspensions</b>  |         |                   |                   |                          |                            |                 | Here                      |      |
| 11.5     | Exercise authority to issue permanent exclusions   |         |                   |                   |                          |                            |                 |                           |      |
| 11.6     | Review of permanent exclusions and fixed term exclusions including those in excess of 15 days decisions  |         |                   | EIS               |                          |                            |                 |                           |      |
| 11.7     | Determine Academy Uniform Policy Guidelines  |         |                   |                   |                          |                            |                 |                           |      |
| 11.8     | Recommendation to change school times and term dates   |         |                   |                   |                          |                            |                 |                           |      |
| 11.9     | Approve School times of day and term date changes  |         |                   |                   |                          |                            |                 |                           |      |
| 11.10    | Agree Change of School Age Range   |         |                   |                   |                          |                            |                 |                           |      |
| 11.11    | Agree Attendance Policy  |         |                   | EIS               |                          |                            |                 |                           |      |
| 11.12    | Approve extra-curricular clubs and viability   |         |                   |                   |                          |                            |                 |                           |      |
| 11.13    | Approve before and after school extended provision based on viability  |         |                   |                   |                          |                            |                 |                           |      |
| 11.14    | Maintain a single central record   |         |                   |                   |                          |                            |                 |                           |      |
| 11.15    | Agree Data Protection Policy and procedures to be compliant with GDPR  |         |                   |                   |                          |                            |                 |                           |      |
| 11.16    | Maintain Trust Website   |         |                   |                   |                          |                            |                 |                           |      |
| 11.17    | Maintain Academy Website   |         |                   |                   |                          |                            |                 |                           |      |
| 11.18    | <b>Maintain and monitor a local risk register</b>  |         |                   |                   |                          |                            |                 |                           |      |

## 12. Health & Safety

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees   | Trustee Committee   | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive   | Dep Trust Lead / D of Inc | Head  |
|----------|--|---------|---|---|--------------------------|----------------------------|---|---------------------------|---|
|          |  |         |   |   |                          |                            |   |                           |   |
| 12.1     | Agree Health & Safety Policies   |         |  |  |                          |                            |   |                           |   |
| 12.2     | <b>Ensure Trust is Health and Safety compliant, including academy premises</b>   |         |  |  |                          |                            |  |                           |   |
| 12.3     | <b>Be responsible for implementation of H&amp;S polices and practice across the Trust</b>  |         |   |   |                          |                            |  |                           |   |
| 12.4     | <b>Be responsible for implementation of H&amp;S policies across the academy.</b>   |         |   |   |                          |                            |  |                           |  |
| 12.5     | Trust Critical Incident Plan including all settings  |         |  |   |                          |                            |  |                           |  |

## 13. Premises and Insurance

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees | Trustee Committee   | CEO / Accounting Officer | Ethos & Advisory Committee | Trust Executive   | Dep Trust Lead / D of Inc | Head  |
|----------|--|---------|-------------------|---|--------------------------|----------------------------|---|---------------------------|---|
|          |  |         |                   |   |                          |                            |   |                           |   |
| 13.1     | Approve premises insurance and personal liability  |         |                   |  ARR  |                          |                            |   |                           |   |
| 13.2     | Approve the estates management and capital strategy  |         |                   |  ARR |                          |                            |  |                           |   |
| 13.3     | Approve and develop Trust IT strategy  |         |                   |   |                          |                            |  |                           |  |
| 13.4     | Statutory compliance testing   |         |                   |   |                          |                            |  |                           |   |
| 13.5     | Fire risk assessment and Asbestos risk assessment  |         |                   |   |                          |                            |  |                           |   |
| 13.6     | General monitoring in relation to safety of sites including building conditions  |         |                   |   |                          |                            |  |                           |  |
| 13.7     | Agree Premises related policies  |         |                   |   |                          |                            |  |                           |   |
| 13.8     | Management and monitoring of asset management plan   |         |                   |   |                          |                            |  |                           |   |

## 14. Safeguarding and SEND

| FUNCTION | TASK KEY:<br> Decision delegated to (D)<br> Consulted with (C) | Members | Board of Trustees   | Trustee Committee   | CEO / Accounting Officer | Ethos & Advisory Committee  | Trust Executive   | Dep Trust Lead / D of Inc   | Head  |
|----------|--|---------|---|---|--------------------------|---|---|---|---|
|          |  |         |   |   |                          |   |   |   |   |
| 14.1     | <b>Approve Safeguarding Policy.</b>  |         |  | EIS   |                          |   |    |   |   |
| 14.2     | <b>Approve SEND Policy</b>   |         |  |  |                          |   |    |   |   |
| 14.3     | Ensure Safeguarding and compliance with KCSIE are in place in all academies  |         |   | EIS   |                          |   |    |    |   |
| 14.4     | Ensure compliance with SEND Code of Practice and Disabilities Act and Equality Act 2010  |         |  |  |                          |   |    |   |   |
| 14.5     | Implement and monitor the effectiveness of the Safeguarding and PREVENT Policies and Procedures across the Trust   |         |   | EIS   |                          |   |    |   |   |
| 14.6     | <b>Implement and monitor the effectiveness of the Safeguarding and PREVENT Policies and Procedures in individual academy</b>   |         |   |   |                          |   |   |    |    |
| 14.7     | <b>Have knowledge and understanding of the effectiveness of the implementation of the Safeguarding and PREVENT Policies and Procedures in individual academy</b>   |         |   |   |                          |    |   |   |   |
| 14.8     | <b>Monitor racist incidents, homophobic bullying, incidents of harmful sexual behaviour, bullying and behaviour incidents across the Trust</b>   |         |   |  |                          |   |    |   |   |
| 14.9     | <b>Record and monitor racist incidents, homophobic bullying, incidents of harmful sexual behaviour, bullying and behaviour incidents in the academy</b>  |         |   |   |                          |   |   |   |   |
| 14.10    | <b>Have knowledge of racist incidents, homophobic bullying, incidents of harmful sexual behaviour, bullying and behaviour incidents in the academy</b>   |         |   |   |                          |  |   |   |   |
| 14.11    | <b>Discharge duties in respect of pupils with SEN in the academy, including SEND Code of Practice</b>  |         |   |   |                          |   |   |  |  |
| 14.12    | <b>Implement and monitor impact of Trust SEND policies and practices</b>   |         |   | EIS   |                          |   |  |   |   |
| 14.13    | <b>Monitor impact of SEND policies and practices on pupils in the academy</b>  |         |   |   |                          |   |   |  |  |
| 14.14    | <b>Ensure publication of SEND, Safeguarding and associated policies on school website</b>  |         |   |   |                          |   |   |  |  |
| 14.15    | <b>Ensure the SEND Local Offer is published on school website</b>  |         |   |   |                          |   |   |  |  |
| 14.16    | <b>Monitor SCR</b>   |         |   | ARR   |                          |   |  |   |  |