1Excellence Multi Academy Trust

Scheme of Delegation

For

All Academies within the Trust

Approved by Directors

Applies from: October 2020

Date of next scheduled review: Autumn Term 2021

Publication/communication requirements: The Board of Directors should ensure that a copy is provided to Members, Board Committees (including the Local Advisory Body), the Chief Executive Officer and the Head Teachers. 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 Directors. 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 Directors 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 Directors have been mindful that:

a. The Board of Directors 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 LABs 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 LAB 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 DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
A.	**Overarching Governance**							
A1	**Member matters**							
1.	**Review and Amendment of Articles of Association**	Decide	<Advise				• Company Secretary / Clerk advice and support with process • Legal advice (as required) • Governance Committee to advise	• 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				• Company Secretary / Clerk advice and support with process	• As a minimum, Members should hold an AGM once a year. • Extraordinary meetings may also be called by Directors 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					• Company Secretary / Clerk to advise and support process.
							• Governance Committee to advise.
								• New members can only be appointed by existing members.
								• Company Secretary / Clerk to liaise with Trust personnel to ensure
								  - 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		• Company Secretary / Clerk advice and support with process	• 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 DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
A2	**Board matters**							

5.	**Appoint/remove Directors**	Decide	<Advise				• Clerk advice and support with process
							• Directors to advise on skills gaps to inform decision making
							• Governance Committee to advise
								• The Members shall appoint a minimum of 5 Directors, following recommendation from the Board of Directors
								• Code of Conduct should be agreed and all Directors should be required to sign it
								• The clerk to liaise with appropriate Trust personnel to ensure that
								  • appropriate DBS and related checks are made
								  • Details of Directors 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			• Chair of Board to lead – Clerk advice and support with process	• Skills audit should include ability and commitment. • Chair of Board to follow up with Directors on training requirements • Details of skills gaps should be provided to those responsible for appointing Directors when a vacancy arises
7.	**Appoint/Remove Chair of Directors**	Receive	Decide				• Clerk advice and support with process	• Should not be an employee
8.	**Appointment Vice Chair of Directors**	Receive	Decide				• Clerk advice and support with process	• Should not be an employee
9.	**Confirm Accounting Officer**		Decide				• CFO to support and notify Secretary of State	• The Accounting Officer to be the Chief Executive (the role will be heavily supported by the Chief Financial Officer and the Head Teachers). • Has responsibility for regularity, propriety and value for money. Also responsibility for ensuring that proper financial records and accounts are kept.

	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
10.	Appoint/remove Company Secretary		Decide	<Advise			• S&G to advise and support. • HR advice obtained as required	• Should have relevant experience in school/company/charity governance. • Reports directly to the Board
11.	Determine Scheme of Delegation		Decide	<Advise	<Advise	<Advise	• Company Secretary / Clerk and Chief Executive advice and support • LABs and other Committees to provide advice on amendment based on experience of operation	• The document will be reviewed every year or more frequently where the Directors deem this to be desirable. • Where practicable, the Board will give the LAB 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	• Clerk advice and support with process	• 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 Directors' Annual Schedule of Business		Decide	<Advise	Receive		• Chair of Board to lead, with Clerk advice and support with process • Appropriate advice and input from Chief Executive and those responsible for planning LAB/other Committee Annual Schedule of Business	• Should be shared with LAB and other Committees to inform their work • Chair of Board and Clerk to use to inform agenda setting • Directors should meet at least every three times a year
14.	Determine policy review process and schedule		Decide	Delegated	Decide by exception where delegated	Delegated	• Clerk advice and support with process • Appropriate advice and input from Chief Executive (and other key employees) and those responsible for LAB/other Committee policy review	• 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.

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
15.	**Annual Review of Governance and Board Effectiveness**		Responsible				• Chair of Board to lead. • Clerk and Chief Executive advice and support with process	• This should dovetail with the Committees' (including LAB's) reviews of their own effectiveness (see below). • The outcome of the review may impact on the level of delegation to LABs and others under the Scheme of Delegation or otherwise. • Directors to consider whether an external review of governance should take place.
16.	**Annual Report and Financial Statements**	Receive and scrutinise	Approve	<Advise, Approve			• CFO to co-ordinate draft, with input from Chief Executive and Clerk • Auditors to review and sign off • Directors and Accounting Officer must approve relevant sections	• 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			• Trust staff to advise as appropriate e.g. HR Director, CFO, clerk	• To include key Companies House filings and DfE returns
18.	**Chief Executive Reports to Directors**		Receive, Scrutinise	Responsible			• The Chief Executive will be supported by others as appropriate e.g. Company Secretary / Clerk, CFO	• The Directors should agree with the Chief Executive what reports are required, the required frequency and the content of those reports, in line with the termly agenda. • The Directors should receive the reports at a Board meeting to enable appropriate questioning and follow up.

19.	Supplemental Reports to Members	Receive, Scrutinise	Approve	Advise			• The Chief Executive should co-ordinate the reports for input and approval by the Directors. • The Chief Executive and the Directors will be supported by others as appropriate e.g. Company Secretary / Clerk, CFO.	• 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 DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
A3	LAB and other committee matters							

20.	Determine and keep under review Committee complement		Decide	<Advise	Advise	<Advise	• Chief Executive and Clerk to advise and support
							• Head Teacher and Clerk to aid formulation of LAB advice
								• Consideration will need to be given as to:
								  - what Committees are required (under the Articles of Association/Funding Agreements/Academies Financial Handbook e.g. Audit/Finance, LAB)
								  - What additional Committees (board and/or LAB 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:
								  - The constitution, membership and proceedings of any committee must be determined by the /Directors.
								  - 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 Directors may include persons who are not Directors, provided that (with the exception of the LABs) a majority of members of any such committee shall be Directors.
								  - Except in the case of a LAB, no vote on any matter shall be taken at a meeting of a committee of the Directors unless the majority of members of the committee present are Directors.
								• 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 Directors.

21.	Determining LAB composition		Decide	<Advise	<Advise	<Advise	• Clerk advice and support with process	• The composition will be set out in the LAB's Terms of Reference.

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS

22.	**Appointing LAB governors**		Decide		Advise		• Clerk advice and support with process
							• Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises
								• Code of Conduct should be agreed and all Local Governors should be required to sign it
								• Clerk to liaise with appropriate staff to ensure:
								  • appropriate DBS and related checks are made
								  • Details of Local Governors and their interests are uploaded on Academy website
								• Clerk, Head Teacher and Chair of LAB (and others as appropriate) to lead induction.

23.	**Hold staff and parent elections for LAB**				Responsible	<Advise	• Clerk and Head Teacher advice and support with process	• Must be in accordance with any relevant provisions in Articles of Association, Scheme of Delegation and LAB Terms of Reference.
24.	**Appoint Chair of LAB**				Decide		• Clerk advice and support with process	• Must not be an employee.
25.	**Appoint vice Chair of LAB**				Decide		• Clerk advice and support with process	• Must not be an employee
26.	**Allocate specific local governor roles**				Decide	<Advise	• Chair of LAB to lead, based on skills • Directors to specify certain required roles to dovetail with own link Directors (if applicable)	• Allocated LAB members should work with Directors allocated with specific responsibilities in their areas • LAB may choose to allocate additional link roles [*e.g. Safeguarding/Child Protection, Health and Safety, Special Educational Needs*] • All LAB members continue to have responsibility for these areas, despite any allocation of specific roles

	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
27.	**Complete LAB register of interests and keep under regular review**		Receive	Receive	Responsible		• Clerk advice and support with process • Clerk to liaise with appropriate Academy personnel to ensure uploaded on website	• Register of LAB Interests should be brought to the attention of decision makers as appropriate (Head Teachers to oversee).
28.	**Determine LAB annual schedule of business**		Advise	<Advise>	Responsible	<Advise	• Chair to lead with Clerk advice and support with process • Appropriate advice and input from Chief Executive, Head Teachers and those responsible for planning other Annual Schedules of Business	• This needs to dovetail with the Board of Directors' Schedule of business • Chair and Clerk to use to inform agenda setting • LAB should meet at least once each term
29.	**Academy level Reporting to Directors**		Receive, Scrutinise	<Advise	Responsible		• Clerk to advise.	• LAB minutes will be provided to Directors as standard. The co-ordinated schedule of business should mean that this enables LAB advice to get to the Board in a timely manner to inform their decision making. • The content and frequency of any additional LAB reports shall be specified by the Directors. • Additional Academy level reporting should be included in Chief Executive reports as appropriate (see above). • The Directors should receive the minutes and any additional reports at Board Meetings to enable appropriate discussion and scrutiny.
30.	**Review of LAB effectiveness**		Receive, Scrutinise	<Advise	Responsible	<Advise	• Chair of LAB to lead, Clerk advice and support with process	• This should dovetail with the Board's reviews of their own effectiveness (Directors 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. • LAB to participate as required in any external review of governance required by the Directors.
31.	**LAB skills audit**		Receive, Scrutinise	<Advise	Responsible	<Advise	• Clerk advice and support with process	• Directors may set a template. • Directors 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

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
32.	Determine LAB procedures		Decide		Advise		• Clerk to board to advice and support • Clerk to support LAB in formulating advice	• 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
	DECISION	**MEMBERS**	**BOARD OF DIRECTORS**	**CHIEF EXECUTIVE**	**LAB**	**ACADEMY HEAD TEACHER**	**ADVICE**	**COMMENTS**
33.	Determine Trust Committee Structure (including LABs and Trust Board Sub-Committees)		Decide	Advise			• Clerk to support	• The Board of Directors will have a sub-committee for Safeguarding, Standards and Finance, Operations & Audit. Directors to agree numbers, frequency of meetings and terms of reference.
A4	**Miscellaneous**							
34.	Determine governance policies and procedures for Directors and Local Governors		Approve				• CFO and Clerk to advise and support	• 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			• CFO and Company Secretary advice and support	• Must be in accordance with Articles of Association
A5	**Website reporting**							
36.	Governance details on trust website		Receive	Responsible			• Chief Executive to advise and support	• CEO responsible for ensuring information up to date

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
B.	**Strategy and Leadership**							
B1	Strategic planning and oversight							
1.	**Set Trust vision and ethos statement**		Decide	<Advise			• Chief Executive leading role in formulating for Trustee scrutiny	• Chief Executive responsible for implementation
2.	**Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process**		Decide	<Advise			• Chief Executive leading role in formulating for Trustee scrutiny	• 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	• Head Teacher leading role in formulating for LAB scrutiny	• Must fit with Trust vision and ethos (Chief Executive to ensure) • Head Teacher responsible for implementation
4.	**Set Academy's strategic objectives and KPIs and determine Academy Development Plan and review process**		Receive	<Advise>	Responsible	<Advise	• Head Teacher leading role in formulating (in conjunction with the Chief Executive) for LAB scrutiny	• 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 Directors may provide templates
5.	**Complete Academy Self Evaluation Form (or equivalent)**		Receive	Scrutinise	Responsible	<Advise	• Head Teacher leading role in formulating for LAB scrutiny	• 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		• Directors and LAB members will be involved as appropriate in Ofsted inspections • The Head Teacher will notify the Chief Executive, Chair of the Board and the Chair of the LAB that an inspection has been notified and what involvement is needed from the Board and the LAB.

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
B2	**School Organisation**							
7.	**Determine protocol for considering taking on new academies/free schools (including due diligence arrangements)**		Decide	<Advise			• Chief Executive leading role in formulating for Trustee scrutiny. • CFO to support and advise.	• 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			• Directors to obtain appropriate legal, HR, Finance, buildings etc advice	• Directors 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			• Directors will obtain appropriate Legal, HR, Finance, buildings etc advice	• Directors 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		• DfE consent may be required
11.	**Determining school session and term dates**		Decide	<Advise	Recommend	Advise		• This allows Directors 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			• Chief Executive to lead, advise and co-ordinate input from CFO and other trust level staff. • Finance & Audit Committee to advise.	• To include template risk register and frequency of review

	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
13.	**Review and complete Trust risk register**		Responsible	<Advise			• Chief Executive to lead, advise and co- ordinate input from CFO and trust level staff. • Finance & Audit Committee to advise.	• Using agreed risk register template • To reflect major Academy specific risks as appropriate
14.	**Review and complete academy level risk register**		Receive	Oversee	Responsible	<Advise	• Head Teacher to lead, advise and co- ordinate input from senior Academy staff	• Using agreed risk register template • To inform Trust risk register review

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
C.	**Staffing**							
C1	**Staffing structures**							
1.	**Determining staffing complement – Trust level (including organisational restructuring)**		Decide	<Advise			• Chief Executive, HR and CFO to advise • Trust Board's S & G Committee to support Board	• 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	• Chief Executive to lead and advise with academy level input • HR and Finance advice • Trust Board's Resources Committee to support Board	• 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			• Chief Executive to lead and advise • Trust Board's Resources Committee to support Board	• 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 Directors 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 LAB member)	Responsible – Academy staff	• Chief Executive responsible for Trust wide staff, Head Teacher responsible for Academy staff (HR Officer to advise and manage)	

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
5.	Maintain register of interests for relevant staff members		Receive	Responsible – Trust wide staff	Receive	Responsible – Academy staff	• CFO to advise and manage	• Interests should be brought to the attention of decision makers as appropriate.
C2	**Trust level appointments**							
6.	Appointment and dismissal of Chief Executive		Decide				• HR Adviser to support and advise	• Must be in accordance with Trust approved HR policies
7.	Performance Management and pay review of Chief Executive		Responsible				• Chair of the Board • HR Adviser to support and advise	• Must be in accordance with Trust approved HR policies
9.	Appointment and dismissal of Chief Financial Officer		Decide	<Advise			• HR Adviser to support and advise	• 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			• HR Advice	• Must be in accordance with Trust approved HR policies • Line managed by Chief Executive
11.	Other trustwide appointments and dismissals		Decide	Advise			• HR Advice	• Must be in accordance with Trust approved HR policies
12.	Performance management and pay review of senior trust wide appointments		Receive	Responsible			• HR Advice	• Must be in accordance with Trust approved HR policies

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
C3	**Academy level appointments**							
13.	**Appointment / dismissal of Headteacher / Head Teacher**		Decide	<Advise	Recommend BY INTERVIEW PANEL		• HR Adviser to support and advise	• Must be in accordance with Trust approved HR policies • Chief Executive and Interview panel (consisting of Directors and LAB Governors) to interview and recommend. • Line managed by Chief Executive.
14.	**Appointment / dismissal of Deputy Headteacher / Vice-Head Teacher and Assistant Headteacher / Assistant Head Teacher**		Decide	<Advise	Recommend BY INTERVIEW PANEL	Recommend	• HR Adviser to support and advise	• Must be in accordance with Trust approved HR policies • Chief Executive and Interview panel (consisting of Directors and LAB Governors) to interview and recommend.
15.	**Performance management and pay of Head Teacher**		Decide	Advise	<Advise		• HR Adviser to support and advise • Independent advisor should support appraisal process	• Must be in accordance with Trust approved HR policies • Chief Executive to performance manage. Advisory role for LAB
16.	**Appointment of other Senior Leadership Team positions**		Decide	Advise	<Advise	Recommend	• HR Adviser to support and advise	• Must be in accordance with Trust approved HR policies • LAB panel plus Head Teacher to interview and decide unless LAB delegate particular appointment to Head Teacher. • Line managed by Head Teacher
17.	**Appointment of special needs co-ordinator (SENCO)**				Decide (unless delegated)	Decide (where delegated)	• HR Adviser to support and advise	• LAB panel plus Head Teacher to interview and decide unless LAB delegate particular appointment to Head Teacher • Any allocated SEND local governor to be involved as appropriate • Line managed by Head Teacher
18.	**Appointment safeguarding /child protection officer (designated senior person) and a deputy**				Receive	Decide	• HR Adviser to support and advise	• Must be in accordance with Trust approved HR policies • LAB panel plus Head Teacher to interview and decide unless LAB delegate particular appointment to Head Teacher • Line managed by Head Teacher

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
19.	**Appointment of academy business manager or equivalent**			Decide	Decide	Decide	• HR Adviser, CFO and CEO to support and advise	• Must be in accordance with Trust approved HR policies • Panel to include: - Head Teacher - Trust's CFO - Chair of Local Governors/Chair of Finance & Audit Committee • Line managed by Head Teacher / Trust CFO (to determine)
20.	**Appointment other Academy staff positions**		Decide		Receive	Decide (where delegated)	• HR Adviser to support and advise • Where decisions not delegated to Head Teacher, Head Teacher will be asked to advise	• Must be in accordance with Trust approved HR policies • Appointment decisions may be delegated to the Head Teacher (or further delegated where reflected in agreed policy) • Line managed by Head Teacher or other SLT member • In an emergency situation, email Directors for approval.
21.	**Performance management and pay review of Academy level appointments (other than Head Teacher)**		Decide (if outside of Pay Policy Guidelines)			Recommend	• HR Director and External Advisor to support and advise • S & G to advise.	• Must be in accordance with Trust approved HR policies • Line manager to run process and submit recommendations to the Head Teacher • Where the Head Teacher is not the line manager, the Head Teacher may be involved in process (as appropriate)

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
D.	**Pupil/Student matters**							
D1	**Education provision**							
1.	**Standards of teaching**		Oversee	Responsible (Trust wide) <Advise	Oversee	Responsible (Academy level) <Advise	• Advice and support from school improvement lead as required • Analysis of standards information to be provided by Head Teacher to LAB and Chief Executive to enable appropriate scrutiny	• Head Teacher responsible for observing and evaluating performance at Academy level and securing improvement, under oversight of Chief Executive. • Directors & Members to receive agreed level of reporting (see section A above).
2.	**Pupil progress and attainment**		Responsible	Responsible <Advise	Responsible	Responsible <Advise	• Advice and support from School Improvement Lead as required • Analysis of progress and attainment to be provided by Head Teacher to LAB and Chief Executive to enable appropriate local scrutiny	• Head Teacher responsible for progress and attainment and securing improvement at Academy level, under oversight of Chief Executive and LAB. • Directors & Members to receive agreed level of reporting (see section A above).
3.	**Setting curriculum policy**		Oversee	Approve	Recommend	<Advise	• Advice and support from School Improvement Lead as required	• 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		• Head Teacher to implement in line with policy, overseen by Chief Executive
5.	**Examinations**				Oversee	Responsible		• Head Teacher to ensure appropriate arrangements put in place for examinations
6.	**Determining off site visits policy**		Approve	Recommend Oversee	Oversee	Responsible		• Head Teacher 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 Directors on any material concerns about operation of policy

	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
7.	**Careers advice provision**				Oversee	Responsible		
8.	**Community and after school provision (extended schools)**			Oversee	Oversee	Responsible	• 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	Recommend	<Advise			• Head Teacher to implement, overseen by Chief Executive • Chief Executive to report to Directors on any material concerns about operation of policy • In line with local protocol.
10.	**Exclusions – decision to exclude**					Responsible		• May be for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently. • The Head Teacher may withdraw an exclusion that has not been reviewed by the LAB.
11.	**Notifications of exclusions**				Receive	Responsible		• Head Teacher to notify LAB 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		• Directors to receive agreed level of reporting (see Section A above)
13.	**Exclusions – arrange alternative Provision**				Oversee	Responsible		• Arrange alternative provision in accordance with statutory guidance on exclusions.
14.	**Exclusions – to review exclusion decisions and consider reinstatement in applicable cases**				Responsible			• Can be delegated to sub-committee of at least 3 LAB members • Can be delegated to Chair of LAB where permitted by the statutory guidance on exclusions.
15.	**Exclusions - To establish independent appeals panel**		Responsible	<Advise			• Advice and support from Clerk.	• Must be in line with exclusions statutory guidance

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#	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
16.	Pupil attendance			Oversee	Oversee	Responsible		• Directors to receive agreed level of reporting (see Section A above)
17.	Safeguarding and child protection policy		Approve	Recommend Oversee	Oversee ACADEMY LEVEL			• Head Teacher to implement at academy level, overseen by Chief Executive • Chief Executive to report to Directors on any material concerns about operation of policy • Child Protection Policy individual to Academy level
D3	**School meals**							
18.	Provision of school meals				Oversee	Responsible		• 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		• Head Teacher responsible for co-ordinating and managing process • Must be in accordance with published admission arrangements

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
E.	**Accessibility**							
1.	**Accessibility plan**				Responsible	Recommend		• Plan for increasing accessibility to disabled pupils and adults (curriculum, physical environment, information)
2.	**Equality information and objectives statement and equality objectives**		Approve	Recommend	Advise	<Advise	• Chief Executive to co-ordinate process with input from Head Teacher and others as required	• 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	• Advice from Executive SENCO	• To include social disadvantage, equality, disability discrimination, looked after children, pupil premiums • Directors may provide templates for tailoring at local level • There should be a member of the LAB with specific oversight of the school's arrangements for SEN and disability • Head Teacher to implement at Academy level (overseen by Chief Executive) • Chief Executive to report to Directors 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		• Review to be completed at least annually
5.	**SEN information report**		Approve	<Advise	Recommend	<Advise		• 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 DIRECTORS	CHIEF EXECUTIVE	LAB	CHIEF FINANCIAL OFFICER	ADVICE	COMMENTS
F.	**Finance and procurement**							
1.	**Appoint/remove auditors**	Decide	Recommend				• CFO to advise and manage process	• 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)				• CFO to advise and manage process	• 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	• CFO to support, with assistance from Academy Finance Manager at Academy level	• Key role for Finance and Audit Committee.
4.	**Annual Report and Accounts**	Receive, scrutinise	Approve (Finance & Audit Committee to scrutinise and recommend)	<Advise, Approve			• Trust CFO to co-ordinate draft, with input from Chief Executive and Clerk • Auditors to review and sign off • Directors and Accountable Officer must approve relevant sections	• 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			• Chief Financial Officer to support and advise	• **KATH TO REWRITE** • • 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. • Head Teacher to authorise up to £1000 with anything over £1000 to be made known to CEO or CFO • LAB to authorise up to £12000 with immediate notification to CEO or CFO • Directors to authorize all procurement above £12000

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- Over £40,000 require formal tendering.
- Key role for Finance & Audit Committee
- Head Teachers to implement at Academy level, overseen by Chief Executive
- Chief Executive to report to Directors on any material concerns about operation of policy

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	CHIEF FINANCIAL OFFICER	ADVICE	COMMENTS
6.	Agree a funding model for Trust (including academies)		Approve	Recommend	<Advise	<Advise	• Chief Financial Officer to support and advise	• Key role for Finance and Audit Committee • LAB 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			• Chief Financial Officer to support and advise	• Key role for Finance and Audit Committee
8.	Monitor trust wide expenditure		Responsible	<Advise			• Chief Financial Officer to support and advise	• Key role for Finance and Audit Committee
9.	Set academy budget		Approve	<Advise	Recommend	<Advise	• Chief Financial Officer to support and advise • LAB to make recommendations with support and advice from Local Finance Manager	• 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		<Advise	• Chief Financial Officer to support and advise	• 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	• Chief Financial Officer to support and advise	• Key role for Finance and Audit Committee • LAB to recommend services they wish to procure from third parties as part of their budget recommendations.
12.	Opening bank account		Approve				• CFO to support and advise	• All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	CHIEF FINANCIAL OFFICER	ADVICE	COMMENTS
13.	Asset register			Responsible – TRUST WIDE		Responsible – ACADEMY LEVEL	• Director of Estates to support and advise • CFO to support and advise	

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	CHIEF FINANCIAL OFFICER	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		• Chief Executive responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively • Head Teachers 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 LAB level.
2.	**Obtaining insurance for land and trust & academy operations**		Decide (Finance & Audit Committee to recommend)	Recommend <Advise		<Advise	• CFO and CEO to advise and support and liaise with broker	• 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	• CFO and CEO to advise and support	
4.	**Maintenance of premises**				Oversee	Responsible	• CFO to advise and support	
5.	**Maintain academy Premises management documents (e.g. asbestos, fire safety, statutory testing)**		Oversee	Oversee	Oversee	Responsible		• Head Teacher to ensure appropriate documents in place (overseen by the Chief Executive). • Chief Executive to report any material concerns to Trust Board and LAB
6.	**Approving Capital projects/building works**		Decide		<Advise		• CFO to advise and support	• 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 DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
7.	Managing Academy capital projects/building works/maintenance				Decide	<Advise	• Chief Financial Officer/Business Managers to advise and support	• All necessary DfE processes should be followed
8.	Security of Premises and equipment: oversee and monitor Academy activities				Responsible	Responsible	• Chief Financial Officer/Business Managers to advise and support	• 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	• Chief Financial Officer/Business Managers to advise and support	• 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		Advise	• Chief Financial Officer to advise and support	• 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	• Local business manager to advise and support	• Must be in accordance with agreed policy

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
H.	**Communications, information and complaints**							
H1	External communications							
1.	**Trust prospectus**		Oversee	Responsible			• CEO to support and advise.	
2.	**School prospectus**			Oversee	Oversee	Responsible	• School Improvement Lead to advise and support CEO to support and advise.	• Chief Executive to ensure prospectus in line with Trust requirements
3.	**Trust website**		Oversee	Responsible			• Clerk and CEO to support on compliance	• Chief Executive to ensure legally compliant and that it dovetails appropriately with Academy websites
4.	**Academy website**			Oversee	Oversee	Responsible	• Clerk and CEO to support on compliance	• Head Teacher 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			• DPO to support and advise	
6.	**Approving press statements**		Approve (Chair, as appropriate)	Approve (Trust matters)		Approve (Academy matters)		• 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				• Policy to provide for local management of complaints, with escalation to Trust Board where necessary. • Policy to include appropriate reporting at Trustee and LAB level.
8.	**Implementation of complaints policy and procedures**			Responsible Oversee (Trust wide)	Oversee (Academy level)	Responsible (Academy level)		• Chief Executive to implement in relation to trust wide complaints, Head Teacher to implement in relation to Academy complaints, overseen by Chief Executive • Chief Executive to report to Directors on any material concerns about operation of policy

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	DECISION	MEMBERS	BOARD OF DIRECTORS	CHIEF EXECUTIVE	LAB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
H3	**Information management**							
9.	**Data protection and document management policy**		Approve	Recommend <Advise			• DPO to advise	• Policy to include appropriate reporting at Trustee and LAB level.
10.	**Implementation of data protection policy and procedures**		Oversee	Responsible Oversee	Oversee (Academy level)	Responsible (Academy level)	• DPO to support and advise.	• Head Teacher to notify LAB 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	• DPO to support and advise.	
12.	**Determining IT Policy**		Approve	Recommend			• CEO, IT subject leads to support and advise.	
13.	**Implementation of IT Policy**			Responsible (Trust level)		Responsible (Academy level)		