



SCHEME OF DELEGATION

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Scheme of Delegation and Terms of Reference

Introduction

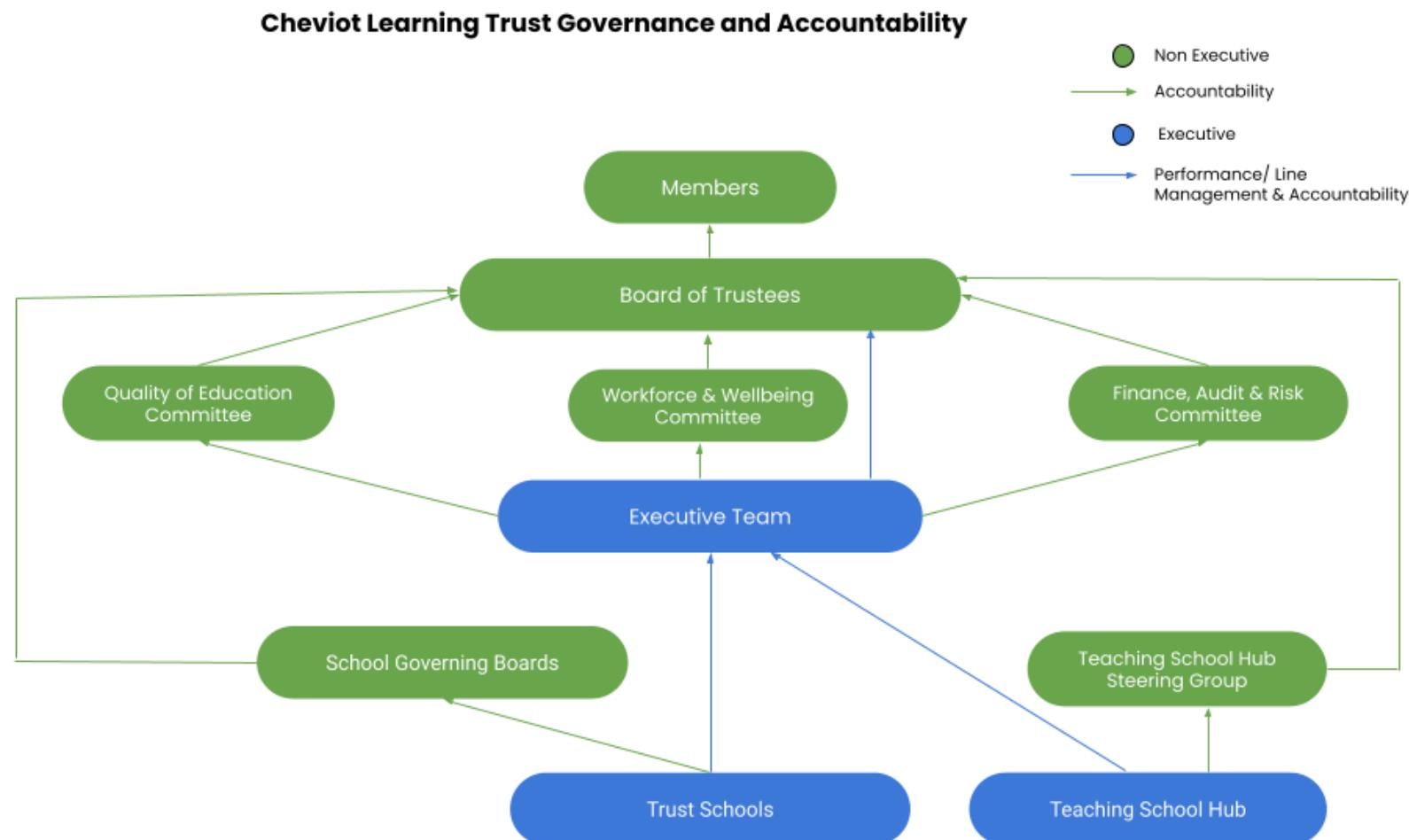
The Scheme of Delegation (SoD) is one of the most important documents within the Cheviot Learning Trust governance framework and sets out the roles and responsibilities of those who contribute to the governance of its schools and the Trust itself, enabling the Trust to operate efficiently and transparently. The SoD sets out the powers that have been formally delegated by the trustees to officers and committees throughout the Trust along with the accountability and reporting requirements arising from those delegations.

The Trustees and Members have resolved to delegate certain of their powers in respect of the Learning Trust to ensure the good governance of the schools at a local level. It is important that schools have a degree of independence where necessary, work collaboratively where appropriate and that the Learning Trust, at times, makes decisions as a single organisation.

This document explains the ways in which Trustees fulfil their responsibilities and are accountable for the leadership and management of the Learning Trust, the respective roles and responsibilities of the Board and its Committees, Governors, the Chief Executive Officer, the Chief Finance & Operations Officer, and the Company Secretary and the commitments to each other to ensure the success of the Learning Trust. All those with governance, leadership and management responsibilities must be familiar with this SoD.

The SoD will be reviewed annually.

Governance and Accountability



Summary of Roles

At each level within the governance structure of Cheviot Learning Trust, there are specific accountabilities and functions which combine to form the leadership of the Trust. This summary outlines the key differences in these roles.

Members	Trustees	Board Committees	CEO	SGB	Heads
Guardians of the governance of the Trust Appointing Trustees to the Board Acting as ambassadors for the Trust Removing Trustees High level monitoring of the overall effectiveness of the Trust	Responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the memorandum and articles of association Ensure clarity of vision, ethos and strategic direction Hold the executive 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	The Trustees may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the Trust board. Committees are not legally accountable for statutory functions – the Trust Board retains overall accountability and the Accounting Office also holds responsibility	The CEO is the accounting officer and responsible for all areas that are encompassed in this role. The CEO is personally responsible to Parliament and to DfE for the Trusts Financial Resource. The CEO will delegate executive management functions to the Executive Leadership Team and is accountable to the Trust Board for the performance of the Executive Leadership Team. Ultimate executive responsibility for	Oversight of running of the schools in terms of learning, standards, safeguarding and wellbeing and stakeholder engagement. Holding school leaders to account for academic performance, quality of care and provision, and positive relationships with stakeholders.	Provide professional leadership for the school and secure its success and improvement Ensuring high quality education for all its pupils and good standards of learning and achievement Provide leadership and management of the school and its staff

	<p>spent</p> <p>Legally responsible for compliance with company and charity law</p> <p>The Trust Board will delegate to the CEO responsibility for the day to day operations of the Trust</p> <p>The Trustees can determine whether to delegate any governance functions</p>		<p>delivering excellent educational provision and educational services.</p> <p>Responsible for leading, developing and delivering the Trust strategy</p> <p>Line manages Executive Leadership Team and Headteachers</p>		
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Governance Structure

The purpose of governance within an Academy Trust is to provide:

- Strategic leadership
- Accountability and assurance
- Strategic engagement

Members

As guardians of the constitution and governance of Cheviot Learning Trust, the Members have a different status to that of Trustees. The role of the Members is to hold the Trustees to account for the effective governance of the Trust, and ensure that the purpose of the Trust is being met, and its charitable objects fulfilled.

The Members are signatories to the Memorandum of Association and also approve and adopt the Cheviot Learning Trust's Articles of Association (a document which outlines the governance structure and how the Learning Trust operates). The Articles of Association also describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Learning Trust Board. The Members appoint Trustees to ensure that the Learning Trust's charitable objectives are carried out and so they are able to remove Trustees if they fail to fulfil this responsibility.

Accordingly, the Cheviot Learning Trust Board submits an annual report on the performance of the Learning Trust to the Members. The Members are required to hold an Annual General Meeting to receive this report from the Board as well as the annual accounts and reports from auditors, whom they must appoint. Members will meet at least once more per year to review progress. Members are also responsible for approving any amendments made to the Learning Trust Articles of Association.

The Members are also the guardians of the Trust's values and vision, and the development, embedding and promotion of the organisation's culture and ethos.

While Members are permitted to be appointed as Trustees, in order to retain a separation of powers between the Members and the Learning Trust Board within the Cheviot Learning Trust, there are no Members appointed as Trustees. Members are not permitted to be employees of the Learning Trust.

Two Members are representatives of the Church of England, and are therefore appointed by the Diocese. This is to reflect the mixed MAT status of the Trust.

The rights and responsibilities of Members include:

- Voting on special resolutions to change the articles
- Appointing or removing Members by special resolution
- Appointing or removing Trustees as set out in the Articles of Association

- Holding an annual general meeting (AGM)
- Appointing a proxy to attend, speak and vote on the Member's behalf at general meetings
- Appointing and removing external auditors
- Receiving the annual report and accounts
- Agreeing to change the name of the Academy Trust

Board of Trustees

The Board of Trustees has three core functions:

- **Ensuring clarity of vision, ethos and strategic direction;** by
 - Setting the vision, values, and objectives for the Learning Trust
 - Agreeing the school improvement strategy with priorities and targets
 - Meeting statutory duties
- **Holding the CEO and the Headteachers of the schools in the Learning Trust to account for the educational performance of the school and all their students, safeguarding, and the performance management of all staff;** Ensuring accountability, by:
 - Appointing the CEO, headteachers and any heads of school
 - Monitoring progress towards targets
 - Performance managing the CEO and headteachers
 - Engaging with stakeholders
 - Contributing to school self-evaluation
- **Overseeing the financial performance of the Learning Trust and making sure its money is well spent.** Ensuring financial probity, by:
 - Setting the budget
 - Monitoring spending against the budget
 - Ensuring value for money is obtained
 - Ensuring risks to the organisation are managed

The Board is accountable for all of the schools within Cheviot Learning Trust but it has delegated the responsibility for certain governance functions to Committees, School Governing Boards of each school in the Learning Trust, and employees, as set out in the Scheme of Delegation. Despite this, the Board remains responsible for the performance of those delegated functions and must monitor the delegations.

The Articles of Association set out the various powers that the Trustees can exercise. The Trustees must direct the affairs of Cheviot Learning Trust in such a way as to promote the objects. Trustee duties are further set out in a code of conduct, and as well as being bound by both director duties under company law and trustee duties under charity law, the trustees are also bound by the laws

governing public bodies, including the Nolan Principles. Trustees additionally have a fiduciary duty to act with integrity and avoid personal conflicts of interest.

The Trustees appoint a Chief Executive Officer to take responsibility for the day-to-day management of Cheviot Learning Trust and to ensure that the Trust's vision, ethos and strategic direction are delivered.

Urgent decisions and delegations to the Chair or Vice Chair of the Board of Trustees

When an urgent decision is required in-between trustee meetings, the Chair or Vice Chair of the Board of Trustees is able to take a decision in accordance with the provision for Chair's Action which was approved by resolution of the Board of Trustees. This provision is to be reviewed on a regular basis and may be revoked at any time. Before using procedures for taking urgent decisions, as far as possible the views of Trustees should be ascertained, whilst balancing the need for urgency with the overriding principle that each trustee should be given as much information as possible, the time to consider it properly and an opportunity to discuss the matter with all the available trustees prior to commitment.

If the Chair of Trustees is of the opinion that a matter of urgency exists and it is not practicable to arrange a trustee or committee meeting at short notice in the circumstances, either:

- After receiving notice in writing from the CEO which clearly states, amongst other things, why the item concerned could not be brought to a regular trustee meeting and why it would qualify for urgent decision under this procedure; or
- As a result of other information that is brought to their attention and a delay in exercising the function would likely be seriously detrimental to the interests of the Trust, any school, pupil or their parent or a person who works for the Trust,

then, in consultation with the CEO, they may exercise any function of the Trust which can be delegated under the Trust's Articles, Funding Agreement, Academy Trust Handbook or any function relating to the exclusion of pupils.

Where it appears to the Vice Chair of Trustees that:

- the circumstances mentioned above apply; and
- the Chair (whether by reason of incapacity or otherwise) would be unable to exercise the function in question before the detriment referred to in that paragraph is suffered,

the reference to Chair in this section of the SoD on urgent decisions is to be read as if it were a reference to the Vice Chair and the section is in relation to the Board of Trustees.

The Chair may decide, on receipt of a request for a decision under Chair's Action, that the matter should be dealt with instead by a special trustee meeting called on short notice, in which case a meeting shall be called promptly. Telephone, web, or video conferencing should aim to ensure as many trustees as possible can participate, discuss the matter, ask questions and hear different arguments. The Chair of the Board of Trustees has authority to convene short notice trustee meetings in accordance with the provisions and restrictions in the MAT's Articles. Trustees have provided notice under Article 126 for meetings to take place by telephone or videoconference with a shorter notice period than 48 hours if an urgent situation needs addressing. This notice is kept under constant review.

Any action under Chair's Action should be reported in writing as soon as possible to the Trustees (together with a copy of any written report from the CEO). A record of the decisions taken shall also be included with the Trust Board minutes.

The Chair of the Board of Trustees can take a final decision on matters of interpretation of this Scheme of Delegation, providing the view of the Chief Operating Officer, Chief Finance Officer, Governance Professional and/ or any external legal advice has been sought where necessary.

Intervention

The Trust Board remains ultimately responsible for the Learning Trust and the conduct of its schools. The operation of the various elements of governance outlined in this Scheme of Delegation are crucial to the success of the group. However, there will be circumstances (more the exception than the norm) where the Trust Board might need to intervene and, for example, withdraw delegated authority for a particular element of governance.

In such circumstances, the Trust Board, along with the Executive Team, would work closely with any schools concerned and those involved in their governance who would be expected to promptly implement any advice or recommendations made by the Trust Board and the Executive Team.

The Trust Board reserves the right to review or remove any power or responsibility which it has delegated, in particular, in circumstances where serious concerns in the running of a school(s) are identified, including where:

- there are concerns about financial matters
- insufficient progress is being made against educational targets (including where intervention by the Secretary of State is being considered or carried out)
- there has been a breakdown in the way the school is managed or governed
- the safety of pupils or staff is threatened, including a breakdown of discipline

The Cheviot Learning Trust Development Policy should be referenced for further information in relation to this.

Policies

All statutory policies are ultimately the responsibility of the Trust Board. To enable it to discharge this responsibility appropriately and in collaboration with the schools within Cheviot Learning Trust, the Board will either:

- set a full Trust wide policy or;
- delegate to Headteachers or School Governing Boards the power to develop their own policy

Further information is set out within the Trust Policy Principles and the Policy Schedule.

Committees

Some matters have been delegated to Board committees. The terms of reference for each Board committee are contained in a separate document. The Trust Board reserves the right to amend the terms of reference for all committees and the powers delegated to each committee at any time in order to best serve the objectives and strategic plan of Cheviot Learning Trust.

The following committees have been established:

- Quality of Education Committee
- Workforce and Wellbeing Committee
- Finance, Audit and Risk Committee (incl. resources)
- Remuneration Committee

Schools are supported at local level by a School Governing Board (SGB) which acts as the eyes and ears of the Board. In most instances, there is an SGB for each school, the exception being where an Executive Head structure exists; these schools have one joint SGB. The School Governing Boards of Church schools will have some Governors nominated by the Diocese and/or local Parochial Church Council. As a committee of the Board, delegation can be removed at any time. Where a school is underperforming and a concern to the Board, membership of the School Governing Board will reflect the need for greater support and scrutiny.

The constitution, membership and scope of each of these committees are established within the terms of reference which are reviewed at least annually.

The Executive Team

The Trust Board has appointed a Chief Executive Officer whose role is to provide professional leadership, strategic management and direction for the Trust and its schools. The CEO is directly accountable to the Chair of the Trust Board and in turn report to the Trust Board. Broadly, the CEO is responsible for:

- Being the Accounting Officer for the Trust
- Suggesting and implementing the overall, long term, strategic direction for the Trust underpinned by sound financial and operational planning
- Leading the organisation to ensure exceptional educational performance
- Determining the approach to risk management whilst ensuring appropriate controls are in place across the Trust.

In order to ensure the Trustees' strategy is implemented, the Chief Executive Officer is supported by the Chief Finance & Operations Officer, who is responsible for the day-to-day operations of the Trust and who provides specific expertise on (not exhaustive):

- Human resources
- Operational matters
- Finances
- Policy matters

In addition, the central team Directors (primary and secondary) support collaboration between the schools to improve and share practice and to promote cooperative learning and structures between schools.

Each school has a Headteacher to lead and manage the day to day operation of their school, working alongside the leadership team and the School Governing Board.

Scheme of Delegation - Decision Matrix

This scheme of delegation is to:

- Ensure the role of the Members, Chair and Trustees and Governors is fully understood across the MAT
- Ensure that the role of the Executive Leadership is fully understood throughout the MAT
- Ensure the Executive Leadership is clear about which decisions remain in the control of the Learning Trust Board
- Identify responsibility for strategic planning at all levels across the Trust
- Promote a culture of honesty and with clear lines of accountability
- Identify responsibility for the appointment and performance management of the CEO and Headteachers
- Identify responsibility for policy and practice in each School
- Identify responsibility for oversight of each School's budget
- Identify responsibility for assessment of risk in each School
- Identify responsibility for oversight of educational performance in each School

As Cheviot Learning Trust matures and grows the workings of the Trust, both in terms of governance and management are likely to change. The Scheme of Delegation should be reviewed annually, with revisions made as the context changes, if necessary each year. This is not a failure, but recognition of the need to be responsive to changing circumstances and to adapt accordingly. It is, however, important to ensure that all involved in governance are made aware of any changes and what these mean in practice.

Key:

RACI Key	Meaning
Responsible	Those responsible for the task, who ensure that it is done
Accountable	Those ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible
Consulted	Needs to be involved before the decision is made. Communication is two-way; these are important stakeholders or have relevant specialist knowledge in the subject
Informed	Those to be kept up to date. Communication is one-way, and may be updated only when the decision has been taken or the task completed

Trust Board Committees	Abbreviation within Matrix
Finance, Audit & Risk	FAR
Quality of Education	QOE
Workforce & Wellbeing	W&W
Remuneration	REM

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
		GOVERNANCE						
1		Setting Trust vision	A, R		C	C	C	C
2		Setting Trust culture and values	A, R		C	C	C	C
3		Setting Trust strategic plan	A		R	C	C	C
4		Make recommendations to MAT Members to change the name and change/amend the MATs Articles of Association, subject to the approval of members and the Charity Commission if it represents a 'regulated alteration'	A, R					
5		Approve a Scheme of Delegation of powers from the Trustee Board to committees	A, R		C	C	I	C
6		Establish/ review/ amend terms of reference and reporting arrangements of all committees of the Board, including school governing boards and ad-hoc committees	A, R		C	C	I	I
7		Approve and review regularly the procedures for urgent decision making (including use of Chair's Action and calling meetings with short notice periods)	A, R		C	C	I	I
8		Ratify urgent decisions taken by the Chair or Chief Executive under delegated authority.	A, R					

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
9		Require and receive declarations of trustee and committee member and senior staff interests that may conflict with those of the Trust and determine the manner in which such conflicts will be managed	A, R		I	I	I	I
10		Seek approval from ESFA in advance for any related party transactions	A, R		C	C		
11		Approve and regularly review any financial authorisation limits that form part of the Scheme of Delegation and approve the Scheme of Delegation of Financial Powers	A, R	C - FAR	C	C	I	I
12		To determine the development needs of Trustees and Governors and put in place an appropriate programme	A, R		I	I	C	I
13		Determine the indicators that trigger the withdrawal of delegated responsibility	A, R		C	C	I	I
14		To appoint and remove the Governance Professional to the Trust Board	A, R		C	C	I	I
15		To appoint and remove the clerk to the School Governing Board	A, R		C	C	C	C
16		To appoint the chair of the School Governing Board	A, R		C	C	C	C

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
17		To remove/dismiss the chair of the School Governing Board (further detail is included within the Governor Code of Conduct)	A, R		C	C	C	C
18		To appoint the vice-chair of the School Governing Board	A, I		I	I	R	C
19		To dismiss the vice-chair and any other governor of the School Governing Board (further detail is included within the Governor Code of Conduct)	A, R	C - W&W	I	I	C	C
20		Appoint at least one trustee whom staff can contact to report any concerns under whistleblowing procedures	A, R		I	I	I	I
21		Appoint a Safeguarding Link Trustee	A, R		I	I	I	I
22		Appoint a SEND Link Trustee	A, R		I	I	I	I
	PROCUREMENT							
23		To approve Trust wide procurement policies	A	R - FAR	C	C	I	I
24		To identify additional services to be procured on behalf of the Trust	A	C - FAR	R	R	I	I
25		To determine the scope of central services to be delivered by the Trust	A		R	R	I	I
26		To ensure centrally procured services provide value for money	A	C - FAR	R	R		

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
27		To ensure locally procured services provide value for money	A	C – FAR	C	C	R	C
		FINANCIAL (see also page 37)						
28		To develop and propose the individual School budget	A	C – FAR	C	R	I	C
29		To approve the first formal budget plan each financial year	A, R	C – FAR	C	C	I	I
30		To approve the annual Trust business/strategic plan each financial year	A, R		C	C	I	I
31		To plan and manage monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend	A		C	R	I	C
32		To monitor monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend	A	R – FAR	C	R	I	C
33		To approve an amount to be transferred between budget headings and/or likely budget overspends in line with procurement limits of authority	A	R – FAR (to delegated limit)	R (to delegated limit)	R (to delegated limit)		R (to delegated limit)
34		To approve Trust wide financial policies and procedures	A	R – FAR	C	C	I	I

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
35		To establish and approve a procedure to deal with any conflicts of interest and connected party transactions	A	R - FAR	C	C	I	I
36		To establish financial decision levels and limits	A	R - FAR	C	C	I	I
37		To approve a charging and remissions policy for the School	A	R - FAR	C	C	I	C
38		To enter into additional contracts which exceed the agreed annual budget allocation	A	R - FAR	C	C		
39		To make payments within agreed financial limits	A		R	R		
40		To collect income due to the Trust	A		R	R		
41		To maintain proper financial records for the Trust	A		R	R	I	I
42		To monitor the corporate risk register	A	R - FAR	C	C	I	I
43		To manage corporate risk register	A	C - FAR	R	R	I	C
44		To approve MAT investment policy	A	R - FAR		C		
45		To approve reserves policy (and ensure it is explained in the annual report, including a clear plan for managing reserves)	A	R - FAR	C	C	I	I
46		To approve asset management policy	A	R - FAR	C	C		

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
47		To authorise acquisition of assets	A	R – FAR (where Board approval is required)	R (to delegated limit)	R (to delegated limit)		R (to delegated limit)
48		To authorise disposal of assets	A, R	R – FAR (to delegated limit)	R (to delegated limit)	R (to delegated limit)		R (to delegated limit)
49		To approve changing use of assets	A, R		C	C	C	C
50		To recommend the appointment of External auditors for Members approval	A	R – FAR	C	C		
51		To recommend the appointment of Internal Auditors	A	R – FAR	C	C		
52		To prepare financial statements for the Academy	A	C – FAR	C	R		
53		To approve annual accounts (same as 176)	A, R	C – FAR	C	C	I	I
54		To monitor compliance with approved Financial Procedures	A	R – FAR	C	C	C	C
55		To decide how to apply pupil premium monies	A				I	R
56		To monitor use of pupil premium monies	A	C – QOE	C		R	C

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
		STAFFING & HR (see also page 41)						
57		Pre-recruitment checks (applies to all roles across the Trust so responsibility sits with Executive and Senior Leaders)	A	I - W&W	R	R	I	R
58	Central Team appointments	To appoint a CEO (through a selection panel)	A, R	C - W&W		C	I	C
59		To appoint a COO (through a selection panel)	A	C - W&W	R	C	I	C
60		To appoint a CFO (through a selection panel)	A	C - W&W	R	C	I	C
61		To appoint Central Team staff (through a selection panel)	A	C - W&W	R	C	I	I
62	Teaching School Hub	To appoint a TSH Director (through a selection panel)	A	C - W&W	R	C		
63		To appoint TSH staff (through a selection panel)	A	C - W&W	R (also TSH Director)	C		C
64	School Level appointments	To appoint a Head Teacher (through a selection panel)	A	C - W&W	R	C	C	
65		To appoint a Deputy Head Teacher/Assistant Head (through a selection panel)	A	I - W&W	C	C	R	R
66		To appoint a teacher (through a selection panel). SGB may delegate this to the Headteacher	A	I - W&W	C	C	R	R

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
67		To appoint a Business Manager/Office Manager (in consultation with the HT)	A	I - W&W	C	R	C	R
68		To appoint support staff	A	I - W&W	C	C	C	R
69		To approve the Trust Pay Policy	A, R	C - W&W C - FAR	C	C	I	I
70		To receive and consider pay recommendations for CEO	A	R - REM	C	C		
71		To receive and consider pay recommendations for CFOO, Central Team SLT and TSH	A	C - REM	R	C		
72		To receive and consider pay recommendations for Headteachers	A	C - REM	R	C	C	
73		To receive and consider any other pay recommendations for Trust staff (school based)	A	C - REM	C	C	I	R
74		Establishing disciplinary/capability procedures	A	C - W&W	R	C	I	C
75		Determining school staff complement within agreed budget	A		C	C	I	R
76		Approving settlement payments/early retirement	A	R - W&W	C	C		C
77		Conduct CEO Appraisal	A, R					
78		Conduct CFOO Appraisal	A	C - REM	R			

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
79		Conduct Headteacher Appraisal	A	I - REM	R		C	
80		Conduct Central Team Appraisals	A	I - REM	R	R		
81	School level appraisals	Conduct staff Appraisals	A	I - REM			I	R
82		Receive information following completion of appraisals ensuring that the process has been followed	A	I - REM			R	C
83		Formulation of Employment Policies and Code of Conduct	A	I - W&W	R	R	I	C
84		Approval of Employment Policies and Code of Conduct	A	R - W&W				
85		Management of staff disputes unless delegated by CEO to Headteacher	A		R			
86		To develop a restructure and redundancy proposal for consideration and approval by the W&W Committee for one or more schools	A	C	R	C	I	C
87		Consider and make decisions on potential dismissals for support staff and teachers	A	R - W&W	R	C	I	R
88		To ensure that an approved appraisal policy is in place	A	R - W&W				
89		To review annually the Appraisal Policy	A	R - W&W	R	C	I	C

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
		EDUCATION, CURRICULUM & STANDARDS						
90		Freedom to opt out of national curriculum	A, R	C - QOE	C	I	C	
91		To implement curriculum policy						R
92		Responsible for the quality of teaching			C			R
93		Accountability for the quality of teaching	A	R - QOE	R			
94		Responsibility for individual child's education						R
95		Accountability for individual child's education.	A	R - QOE	R			
96		Ensure provision of sex education including ensuring establishment of written policy	A	I - QOE	C	R	R	
97		To prohibit political indoctrination and ensuring the balanced treatment of political issues	A		R			R
98		Assemble data for pupil assessment and other returns		I - QOE	I	I	A, R	
99		Deliver Post-Inspection action plan	A	I - QOE	C	C	R	
100		To propose targets for pupil achievement		I - QOE	C	I	R	
101		To approve targets for pupil achievement		I - QOE	C	R	C	
102		Approve the Strategic Plan	A, R		C	C		

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
103		Approve the School Improvement Plan	A	I - QOE	C		R	C
104		Review of termly school educational data reports	A	I - QOE	C		R	C
105		Accountability for ensuring decisions take into account the views of stakeholders	A					
106		To monitor the school to ensure it meets the requirements of the Ofsted framework	A	R - QOE	C		R	C
107	Religious Education	Responsibility for ensuring provision of RE	A	I - QOE	C		I	R
108	Collective Worship	To ensure that all pupils take part in a daily act of collective worship	A	I - QOE			I	R
		SEND						
109	Trust oversight of SEND	To ensure compliance with the Disability Discrimination Act requirements across the Trust	A	I - QOE	R	C	I	C
110		To receive a report and scrutinise SEND provision across the Trust	A	R - QOE	C			C
111		Ensure compliance with SEND Code of Practice	A	I - QOE	R		I	R

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
		SAFEGUARDING						
112	Trust level monitoring	To approve a safeguarding policy in line with statutory requirements and best practice.	A, R		C		I	C
113		To receive and scrutinise reports on safeguarding arrangements and trends across the Trust	A	R - W&W	C			C
114	School level monitoring	To ensure the completion of the single central record and its regular up-dating in accordance with Trust policy and legal requirements	A	I - W&W	R		I	R
115		To receive and scrutinise reports on safeguarding arrangements, trends and concerns in the school	A		C		R	C
116	School level actions	To adopt monitor and ensure the implementation of any safeguarding and child protection policies and procedures plus advice and audits from external professionals	A		C		C	R
117	School level actions	To appoint a designated member of staff from the leadership team as designated safeguarding lead to ensure the role is compliant with statutory guidance	A	I - QOE	I		I	R
118		To appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance	A	I - QOE	I		I	R

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
119	School level actions	To ensure appropriate risk assessments are completed and approve off-site visits for pupils of more than 24 hours	A				I	R
120		To ensure appropriate risk assessments are completed and approve visits abroad for pupils.	A		C	C	I	R
		BEHAVIOUR						
121	Trust level monitoring	To receive and scrutinise reports on patterns and trends of behaviour incidents across the Trust	A	R - QOE	R			C
122	Local oversight of behaviour	To approve and monitor implementation of the school's behaviour policy and ensuring that interventions are appropriate and effective	A				R	C
123	Exclusions	To review the use and understand any patterns in the use of exclusions across the Trust	A	R - QOE	C			C
124		To receive exclusion information for both permanent and fixed term suspensions, and to monitor the use of exclusion within the school	A		I		R	C
125		To consider reinstatement of excluded pupils & fixed term suspensions exceeding 15 days within one term (selected independent panel)	A, R (only those trained)		C		R (only those trained)	C
		ADMISSIONS						
126		To approve the Learning Trust Admissions Policy	A	R - QOE	R		I	C

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
127		Undertake consultation and publish admissions, appeals and supplementary information	A		R		I	I
128		Admissions: application decisions	A, R		C	C	I	C
129		If appropriate to appeal against LA directions to admit pupil(s)	A		R		I	C
130		Any reduction or increase to the published admission number (PAN)	A	R - QOE	R		I	C
		OTHER PUPIL RELATED MATTERS						
131	Attendance	To identify and monitor attendance patterns across schools to identify common issues and barriers and share effective practice between schools	A	R - QOE	R			C
132		Ensure schools have an attendance policy which meets the expectations as set out in the Working Together to Improve School Attendance guidance; and which is published and publicised regularly so that it is easily accessible to students, parents and staff	A	R - QOE	R		I	C
133		To receive and review a report from the headteacher on attendance and pupil absences	A				R	C
134		To maintain a register of pupil attendance	A				I	R

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
135	Statutory Grants	To monitor the impact of the pupil premium and other ring fenced grants across the Academy Trust	A	R - QOE				
136		To monitor the impact of the pupil premium in the school	A				R	C
137	Communication with Parents/Carers	To review and maintain Home-School agreements	A				I	R
138		To ensure effective arrangements are in place for parent and other key stakeholders voices to be heard	A	I - W&W I - QOE	C		R	C
		INFORMATION MANAGEMENT & COMMUNICATION						
139	Data protection legislation	To ensure compliance with all data protection legislation and good practice across the Trust Central Services Team	A		R	C		
140	Data protection legislation	To ensure compliance with all data protection legislation and good practice in the school	A			C	C	R
141		To ensure registration with the Information Commissioner's Office is up to date.	A		R	C		
142		To support the individual schools on the effective safe storage of data acting through the Trust DPO	A		R	C	I	C

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
143	Data protection legislation	To maintain a central record of FOI, SAR, EIR and data breaches across the Trust	A		R	R	I	C
144		To respond to FOI, SAR and EIR at the Trust level seeking appropriate support where needed	A		R	C		
145	Record keeping	To maintain accurate and secure staff records for the central team	A			R		
146		To maintain accurate and secure pupil and staff records for the school	A					R
147	Publication of information	Ensure Trust website is maintained and compliant with statutory requirements and DfE/ESFA expectations, and in line with Trust brand requirements	A		R	C	I	I
		ESTATES						
148	Estates strategy	Developing Academy buildings and facilities estate long term strategy or master plan	A	R - FAR	C	R	I	C
149		Ensure adequate buildings insurance and public liability for the Trust and its schools	A	R - FAR	C	R	I	C
150		Maintaining buildings, including developing properly funded maintenance plan	A	C - FAR	C	C	I	R
151		To approve a health and safety policy	A	R - FAR	C	C	I	C

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
152		To ensure that health and safety regulations are followed	A	R – FAR	C	C	I	R
153	Estates compliance, housekeeping and maintenance	To conduct site inspections to review any compliance issues and the security of premises and equipment	A	C – FAR		R	I	C
154	Capital funding	To ensure that capital requirements are taken into account in the development, implementation and review of any Trust policies, programmes for reserves and investment and funding decisions, working closely with the CFOO.	A	R – FAR	C	C	I	C
	RISK MANAGEMENT & AUDIT							
155	Audit arrangements external audit	To consider the appointment of the external auditor, the terms of the engagement letter at the start of each audit, the audit fee and any questions of resignation or dismissal and make recommendations to the Members regarding any appointment	A	R – FAR	C	C		
156		To review and monitor the external auditor's independence, objectivity and the effectiveness of the audit process.	A	R – FAR	C	R		

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
157		To discuss with the external auditor before the audit commences the nature and scope of the audit	A	C – FAR	C	R		
158		To review the annual financial statements on behalf of the Trust Board making recommendations on their approval or otherwise	A	R – FAR	C	C		
159		To keep under review the external auditor's management letter and the management's response	A	R – FAR	C	R		
160		To discuss problems and reservations arising from the audit and any matters the external auditor may wish to discuss	A	R – FAR	C	R		
161	Audit arrangements internal audit	To approve the annual programme of work for the internal audit scrutiny	A	R – FAR	C	C		
162		To review the internal audit function, consider the major findings of internal audit investigations and the management's response, and ensure coordination between the internal and external auditors	A	R – FAR	C	C		
163		To keep under review the effectiveness of internal control systems	A	I – FAR	C	R		

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
164	Risk management Trust level	To review risk management and maintain a risk register for the Trust	A	C – FAR	C	R		C
165		To identify and devise systems to minimise the major risks affecting the Academy Trust	A	I – FAR	C	R	I	C
166		To ensure suitable mitigations and action plans are in place to address any risks identified across the Trust	A	R – FAR	C	C	I	C
167		To ensure that appropriate types and level of insurance are in place across the Trust	A	I – FAR	C	R		C
168		To review the action and implementation of risk management policy across the Academy Trust	A	R – FAR	C	C		C
169		To consider the Academy Trust's risk profile in relation to current and future Academy Trust strategy, and any requirement for policy change	A	R – FAR	C	C		C
170		To receive and review risk management and relevant regulatory information and reports	A	R – FAR	C	C		C
171	Risk management school level	To monitor and ensure appropriate risk management strategies are in place at a local level	A				R	C
172		To ensure suitable risk assessments are prepared and appropriate actions taken at school level	A		C	C	I	R

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
173	Business continuity	To review the effectiveness of the Trust business continuity plan, in accordance with the requirements in the Academy Trust Handbook, testing the underlying assumptions on a periodic basis	A	I - FAR	R	R	I	C
174		To review the effectiveness of the school business continuity plan, in accordance with the requirements in the Academies Trust Handbook, testing the underlying assumptions on a periodic basis	A	I - FAR	C	C	I	R
		POLICY (please also refer to the Policy Schedule)						
175		To determine, on an annual basis, those policies which will be developed by the Trust and are mandatory for all schools within the Trust	A	R - all cmtes	C	C	I	C
176		To prepare Trust wide policies	A		R	R	I	C
177		To review and approve policies in accordance with an appropriate policy review schedule and ensure they meet statutory requirements for the Learning Trust	A	R - all cmtes	C	C	I	I
178		To ensure implementation and monitor effectiveness of policies across the Trust	A	R - all cmtes	C	C	C	C

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
179		To adopt and monitor the implementation and effectiveness of non-statutory school level policies	A		C	C	R	C
180		To approve the Learning Trust Complaints Policy	A, R		C		I	I
CLIMATE CHANGE / SUSTAINABILITY								
181		Prepare a Climate Change Policy and Plan	A	C - FAR	C	R	I	C
182		Monitor energy and water usage within our schools	A	I - FAR		C	I	R
183		Ensure each school has a climate change action plan produced to evidence how they could achieve net carbon zero	A	C - FAR	C	C	R	C
184		Utilise capital allocation and other grant sources to improve the sustainability of all school sites	A	C - FAR	C	R	I	C
OPERATIONAL								
185		To set the times of school sessions and the dates of school terms and holidays	A	I - QOE	R		I	C
186		To ensure that the school meets the statutory requirement for [380] sessions in a school year	A	R - QOE	C		I	C
187		To prepare and publish the school prospectus (if applicable)					I	R

No.	Subheading	Decision/Responsibility	Trust Board	Trust Board Committee	CEO	CFOO	SGB	Head
188		To ensure provision of free school meals to those pupils meeting the criteria	A				R	C
189		Adoption and review of home-school agreements	A		C		I	R
190		Maintain accurate and effective and secure pupil records.	A		C	C	I	R
191		Maintain accurate and effective and secure employee records.	A	I - W&W		R	I	C

Financial Levels of Authority

PROCUREMENT				
Number of quotes/tenders	Order value	Authorise Order Invoice (POIN)	Authorise Non-Order (CEPI) Invoice - Exams and Utilities	Authorise Non-Order (CEPI) Invoice - Other
One quote or negotiation	Less than £2,500	One authorisation: Budget Holder (which may be Head etc)	One authorisation: Budget Holder (which may be Head etc)	One authorisation: Budget Holder (which may be Head etc)
Two quotes (only 1 if current supplier) *Only 2 required if budget holder is the Head	£2,501 – £15,000	*Two/Three authorisations: (1) Budget Holder (2) SBM/Head/COO (3) CFO	*Two/Three authorisations: (1) Budget Holder (2) SBM/Head/COO (3) CFO	*Two/Three authorisations: (1) Budget Holder (2) SBM/Head/COO (3) CFO
Three quotes	£15,001 – £75,000	Three authorisations: (1) SBM/Head/COO (2) CFO (3) CEO	Two authorisations: (1) SBM/Head/COO (2) CFO (3) CEO	Two authorisations: (1) SBM/Head/COO (2) CFO (3) CEO
Four quote or tenders (CFO will provide advice)	£75,001 – £213,477	Four authorisations: (1) SBM/Head/COO (2) CFO (3) CEO (4) Board (FAR Committee)		Four authorisations: (1) SBM/Head/COO (2) CFO (3) CEO (4) Board (FAR Committee)
Public Contract	Over	Four authorisations:		Four authorisations:

regulations apply	£213,477 (goods/services) Over £5,336,937 (works)	(1) SBM/Head/COO (2) CFO (3) CEO (4) Board (FAR Committee)		(1) SBM/Head/COO (2) CFO (3) CEO (4) Board (FAR Committee)
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Delegated Duty	Value	Delegated Authority	Comments
Disposal of Assets	Up to £20,000	Chief Executive Officer, Chief Operating Officer and Chief Finance Officer	Report to the Board (FAR Cmte)
Write off Bad Debts	Up to £250	Headteacher	Report to School Governing Board
	£250 – £2000	CEO	Report to the FAR Committee
	£2000 – £45,000	FAR Committee	Report to Board
	Over £45,000	ESFA	Report to Board
Write off Overpayments to Staff	Any	Chief Executive Officer and Chief Finance Officer	Report to the Board
Purchase or sale of Freehold Property	Any	Chief Executive Officer, Chief Operating Officer, Chief Finance Officer, Board plus DfE approval required	Prior approval from ESFA and Board is to be sought
Granting or taking up of any leasehold or tenancy agreement exceeding 3 years	Any	Chief Executive Officer, Chief Operating Officer, Chief Finance Officer, Board plus DfE approval required	Prior approval from ESFA and Board is to be sought

Staff severance payments, compensation payments and Ex gratia payments	Any	Chief Executive Officer, Chief Finance Officer	Board approval to be sought For severance payments equal to or greater than £50,000, prior approval from the ESFA is to be sought
Leasing (finance leases or granting of lease)	Any	Chief Executive Officer, Chief Operating Officer and Chief Finance Officer	Prior approval from Board and ESFA to be sought for any transaction
Electrical Vehicle (EV) Salary Sacrifice Schemes	Any	Chief Executive Officer, Chief Operating Officer and Chief Finance Officer	Prior approval from ESFA is to be sought
Related Party Transactions	Any	Chief Executive Officer, Chief Operating Officer and Chief Finance Officer	The trust will obtain prior approval from the ESFA for related party transactions that are novel, contentious and/or repercussions, regardless of value, using the ESFA's enquiry form.

HR Levels of Authority

APPOINTMENTS	
All appointment panels must contain at least one member who has undertaken Safer Recruitment Training. The Chief Executive Officer may nominate an alternative representative if they are unavailable to make up a panel. All applications will be processed through the HR function of the Trust	
Appointments	Appointed by:
Trustees	Members - Member appointed or Trustees (if co-opted)
Chief Executive Officer	Board of Trustees
Central Roles	
Executive Roles	Chief Executive Officer, Chair of the Trust and 1 other as determined by the Chief Executive Officer
Heads of Service (incl. TSH)	Chief Executive Officer, Chair of the Trust and 1 other as determined by the Chief Executive Officer
All other Central Team Posts	Chief Executive Officer, and, Chief Finance/Operations Officer (CFOO), and 1 other as determined by CFOO
School Roles	
Headteacher	Chief Executive Officer, Chair of Trust Board and/or Trustee and 1 other as determined by the Chief Executive Officer (a representative(s) from the School Governing Board will also be involved in the appointment process)
Deputy Headteacher	Chief Executive Officer, Headteacher and representative from School Governing Board
Assistant Headteacher and SLT Staff (incl. Lead Practitioners)	Headteacher, and 2 others as determined by the Headteacher (to include representation from School Governing Body)

Head of Department / Lead Teachers	Headteacher, and 2 others as determined by the Headteacher (to include representation from School Governing Body)
TLR Posts and all other Teaching posts	Headteacher (or nominated representative), and 2 others as determined by the Headteacher
School Business Manager	Headteacher, Chief Operating Officer and 1 other as determined by the Headteacher
All Support Staff posts (other than SLT posts)	Headteacher (or nominated representative), and 2 others as determined by the Headteacher

HR FUNCTIONS (advice must be sought from HR Advisor)	
Function	Delegated Authority
Disciplinary Process: Hearing of disciplinary matters Appeals	CEO/Headteacher/Panel of Trustees Panel of Trustees (not previously involved in the case)
Suspension: Trustees Chief Executive Officer Executive Team Headteacher (including Executive Head) Other Employees	Members or Trustees – refer to AOA or seek advice from Governance Professional Board of Trustees Chief Executive Officer or Chair of the Trust Board in Chief Executive Officer absence Chief Executive Officer Chief Executive Officer/Headteacher
Capability Process	CEO/Headteacher/Appropriate Line Managers
Settlement Agreements	Board of Trustees

Acting up Payments	Panel of Trustees/Governors
Performance Management: <ul style="list-style-type: none"> Chief Executive Officer Chief Finance/Operating Officer(CFOO) Executive Headteacher / Headteacher Deputy Headteacher All other Central Team posts All other school posts 	Board of Trustees (panel of 3 to include the Chair of the Board) Chief Executive Officer Chief Executive Officer Headteacher / Executive Headteacher Respective Line Manager Respective Line Manager
Revisions to Pay and Conditions	Board of Trustees
Authorisation of redundancy/early retirement payments	Board of Trustees
Determination of Chief Executive Officer pay range	Board of Trustees
Determination of Executive Team pay range	Board of Trustees and Chief Executive Officer
Determination of pay progression of the Chief Executive Officer	Board of Trustees
Determination of pay progression of the Executive Team	Chief Executive Officer
Determination of pay progression of Headteachers within their pay grade	Chief Executive Officer; in collaboration with the relevant governor(s)
Determination of pay progression of Deputy Headteachers within their pay grade	Headteacher
Determination of pay progression of all teaching posts below Headteacher within their pay grade	Headteacher

Determination of pay progression of all Central Team posts within their pay grade	Executive Team
Awarding teaching & learning payments (TLR's)	Panel of Trustees/Governors

