



Scheme of Delegation 2024-2025

Governance Structure

Members of the Trust

Mrs C Botten
Ms S Williamson
Mr N Bolton
Ms L Cherry

Board of Trustees

Ms N Harper – Chair
Mr D Lancaster- Vice Chair
Ms B McHugh
Mr D Roberts
Mr M Ansari
Mr M Stevens

Ms Southby (CEO)

Audit & Risk Committee

Mr M Ansari (Chair)
Ms N Harper

Pay Committee

Ms B McHugh (Chair)
Mr M Stevens
Mr D Lancaster

Education Committee

Mr D Lancaster (Chair)
Ms N Harper
Mr M Stevens

Pelham Primary School Local Advisory Committee

Father Gareth Bowen - Chair
Mr J Ward - Vice Chair
Mrs B Conkova (Parent)
Mr D Thorne (Parent)
Ms S Robinson (Staff)

Ms C Took (Head of School – Ex Officio by appointment)

Fairford Academy Barnehurst Local Advisory Committee

Mr Clements – Chair
Vacancy - Vice Chair
Ms B Farinre
Mr S MacFarlane
Mr Chipchase (Parent)
Ms A Roach (Staff)
Mr B Jackson

Ms A Aujla (Head of School-Ex Officio by appointment)

GOVERNANCE FOCUS AREAS AND LINKS	
TRUST BOARD	LOCAL ADVISORY COMMITTEE
Behaviour and Safeguarding	Attendance and Safeguarding Admissions, Exits and Exclusions
Estates / Health and Safety	N/A
Finance (Chair of the Audit Committee)	N/A
SEND and Disabilities	Performance of Vulnerable Groups
Quality of Educational Standards	Progress and Outcomes Curriculum
Staffing /Succession Planning	Professional Development and Training
Equality, Diversity and Inclusion	Performance of Vulnerable Groups Admissions, Exits and Exclusions
Stakeholder Relationships and Growth Strategy	Community Engagement

Illuminate Minds Trust Scheme of Delegation

Introduction

Our Scheme of Delegation (SoD) reflects the current size and location of our Trust but is also shaped to prepare for growth. Each school has its own Local Advisory Committee whose focus is the individual school and it is these committees which advise and inform the Trust Board. As the Trust grows, schools will continue to have their own Local Advisory Committee (LAC) to fulfil this function with the Trust Board retaining the strategic overview and decision-making powers for the organisation as a whole.

The purpose of scheme of delegation

The multi academy trust's (MAT) board of trustees is accountable in law for all decisions about its academies. However, this does not mean that the board is required to make all the decisions itself. Many decisions can and should be delegated including to the CEO, board committees and local advisory committees. It is vital that the decision to delegate a function is made by the full board of trustees and is recorded. Without such formal delegation, the individual or committee has no power to act. What functions the board decides to delegate will vary depending upon the size of the MAT and the way in which its leadership is structured, often taking into account shared ethos, geographical spread and the number of pupils in the MAT's schools.

The Scheme of Delegation (SoD) is the key document defining the lines of responsibility and which functions have been delegated and to whom in our MAT. It is a simple yet systematic way of ensuring members, trustees, committees, executive leadership and Head Teachers are clear about who has responsibility for making which decisions in the trust. This overarching SoD covering all decision making in the trust should not be confused with the written scheme of delegation of financial powers referred to in the Academies Handbook.

The role of the Local Advisory Committees is different from that of the previous Local Governing Bodies within a maintained school arrangement, and are consequently reduced, instead now being a "committee" of the Trust Board pursuant to the Articles of Association. It is a working document that the Trust Board and Trust Leaders are able to revise and adapt in response to their context and circumstances. The SoD is reviewed annually, with changes 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. For the avoidance of doubt, where a power is not expressly delegated by the Trustees it will be deemed to have been retained by the Trustees regardless of whether it is, or is not, specified in the SoD. We believe, as a Trust, our SoD:

- Promotes a culture of honesty and accountability.
- Ensures the Trust Leadership is clear about which decisions the Trust Board remain in control of.
- Identifies responsibility for the appointment and performance management of the CEO, COO and Headteachers/Heads of School.
- Ensures that the role of the Trust Leadership is fully understood throughout the MAT. Identifies responsibility for policy and practice in each academy.
- Identifies responsibility for oversight of each academy's budget.
- Identifies responsibility for assessment of risk in each academy.

Format, structure and clarity

All actions must be carried out and adhere to the Governance Handbook, the Academy Trust Handbook and the established and approved policies of the MAT. In the absence of the CEO, the COO will assume full delegated operational responsibility for the Trust. In the absence of the Headteacher/Head of School, the Deputy Headteacher will assume full delegated operational responsibility for the individual school. The Scheme of Delegation covers the following areas:

1. Strategy
2. Education
3. Safeguarding
4. Governance
5. Finance, Audit and Risk
6. Land and Asset Management
7. Human Resources

Governance structure and lines of accountability

The board of trustees of a multi academy trust delegate responsibility for delivery of the vision and strategy to the lead professional of the MAT, the chief executive officer (CEO). The MAT board will hold the CEO to account for the performance of the trust, including the performance of the academies within the trust. The CEO in turn holds other senior executives to account by line managing them. The senior executive structure will vary from one MAT to another but it is important that any scheme showing what is delegated by the board includes delegation to the executive as well as to the committees of the board of trustees. While the board cannot ever delegate its accountability, it can and must delegate some of the detailed scrutiny, oversight and decision making. The size of the MAT will determine if any decision making functions are delegated to cluster or local governing committees.

In this scheme of delegation (SoD) the trust board delegates responsibility for the performance of the Trust, including the performance of the academies within the trust, to the chief executive officer (CEO). However, some responsibilities concerning the performance of each academy are delegated to the Local Advisory Committees (LAC). These responsibilities include monitoring whether the school is working within the agreed policies, monitoring outcomes and progress, quality assuring the curriculum and providing a level of challenge to leaders in the schools. The LAC will use its detailed knowledge and engagement with stakeholders to ensure that their school is being well served by the executive leadership, and as a board committee has direct access to the board if there are concerns.

This means that as the CEO is accountable to the Trust Board for the performance of the Trust as a whole, the CEO will report to the board on the performance of the trust including on the performance of the Trust's schools, although this may be supplemented by monitoring reports from the LACs and communication of the minutes of the LAC meetings where more detail is scrutinised.

The CEO is performance managed by the Trust Board. The CEO performance manages the Head Teachers but will seek input from the LAC chair and commission an external School Improvement Partner to participate in the process.

Roles and responsibilities

The role of the members

The Members of the Trust are guardians of the governance of the Trust and as such have a different status to Trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Articles of Association also describe how Members are recruited and replaced, and how many Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

There must be at least three Members, although the Department for Education (DfE) prefer at least five. The DfE introduced through the new model Articles of Association in 2021 with a new requirement that the majority of Members must not serve as Trustees. This is to ensure that Members provide independent challenge and that Members exercise their powers objectively and in accountable and transparent ways. Overlap in roles between Members, Trustees and LAC Governors is not seen as good practice as it blurs both the lines of accountability and reduces the tiers of governance challenge and assurance processes. It also reduces the risk of unchecked "group think" of the Board. Members are not permitted to be employees of the Trust.

Members

- Are signatories to the Articles of Association (when they are founding members).
- Can pass a special resolution to amend the Articles of Association.
- Can appoint Trustees, according to the Trust's Articles of Association, and can also remove serving Trustees.
- Can pass a special resolution to direct the Trustees to take a specific action.
- Can change the name of the Trust, and ultimately wind up the Trust.

They should:

- Stay informed about how the Board is performing.
- Have an awareness of when they may need to exercise their powers to ensure effective governance.

What they do not do

- Attend or have voting rights at Trust Board meetings.
- Sit on Trust Leader(s) performance review panels.
- Contribute to specific decisions in relation to the Trust's business.
- Have legal responsibility for conducting the business of the MAT - this sits with the Board of Trustees.

In practice, the Members' role is limited to their meetings.

The role of the trustees

The MAT is a charitable company and so Trustees are both Charity Trustees [within the terms of section 177(1) of the Charities Act 2011] and Company Directors. As Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. Our Trust uses the term "Trustee" as it avoids the possible confusion caused if Trust Leaders are called Directors but are neither Company Directors nor Trustees e.g. Finance Director or Director of Education. The Trustees are responsible

for the general control and management of the administration of the Trust. In accordance with the provisions set out in the Articles of Association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all academies within the Trust, and must approve a written Scheme of Delegation of financial powers that maintains robust internal control arrangements. These delegations are stated in the Trust's Finance Policy. The financial responsibilities are delegated to the Chief Operating Officer (COO), who is also the Chief Financial Officer (CFO) of the Trust. In addition, the Board must carry out the three core governance functions

1. Ensuring clarity of vision, ethos and strategic direction.
2. Holding Executive Leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff.
3. Overseeing the financial performance of the organisation and making sure its money is well spent.

The Board of Trustees has the right to review and adapt the Trust's governance structure at any time which includes removing delegations and appointing/removing Committees. The Board of Trustees appoints the Chief Executive Officer (CEO), to whom it delegates responsibility for delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the Trust, including the performance of the academies within the Trust, and for its overall financial management.

The role of committees

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. However these committees are not legally responsible or accountable for statutory functions – the trust board retains overall accountability and responsibility. The responsibilities of board committees are set out in their terms of reference; the responsibilities for cluster or school governing committees are set out in the scheme of delegation. The trust board may appoint committee members and committee chairs.

Our Board of Trustees has established the following Committees:

1. Local Advisory Committee for each academy.
2. Finance, Audit and Risk Committee.
3. Pay, Staffing and Staff Wellbeing Committee.
4. Curriculum and Standards Committee

The role of the Local Advisory Committees

The Board of Trustees has established a Local Advisory Committee (LAC) for each of its academies to carry out some of its academy level governance functions. The constitution, membership and proceedings of the LACs, as with all of their Committees, are determined by the Trustees, in accordance with the Trust's Articles of Association. LACs function as academy-specific Committees and will include Governors who represent the community, including parents and staff. As Trustees do not sit on LACs, decision making is limited. Individuals who sit on the LACs are known as Local Governors and they are not Trustees, although the Chair may attend by invitation part of the Trust Board meetings pertaining to discussion around their school in order to provide the Trustees with assurances and more granular detail. The MAT retains all its governance functions centrally and has decided to set up an advisory body at the academy level which has no governance function. Even where functions have been delegated to Local Governors, the Trustees remain accountable and responsible for those functions. Therefore, they must be satisfied and confident that the LAC has the

skills and experience to be able to perform the tasks delegated to it. Details of what has been delegated to Local Governors is set out in the Scheme of Delegation and if there is any uncertainty over the constitution or responsibilities of an LAC, the Governors should raise this with the Governance Professional and/or the Chair of the Board of Trustees.

The main purpose of the LAC is to hold the Headteacher/Head of School to account for the educational standards and performance of the academy and support the academy in relation to pupil discipline, complaints and other responsibilities that may be delegated to them. The LAC considers and approves the academy's strategic documents (SEF and SIP) which set the aims and objectives for the academy along with the policies and targets for achieving those aims and objectives. They monitor the progress the academy is making and act as a source of challenge and support to the leadership. In practice, this means:

- Participating in the process of appointing the Headteacher/Head of School and senior leaders (excluding making decisions about pay).
- Participating in the process of the performance management of the Headteacher/Head of School.
- Engaging with pupils, staff, parents and the community.
- Sitting on panels and making decisions on pupil and staff discipline and complaints.
- Addressing a range of education issues within the academy including disadvantaged pupils, pupils with special needs, staff workload and teacher recruitment.
- Looking at data and evidence to ask questions and have challenging conversations about the academy's educational performance.

The trust board will establish LAC's, appoint the chair, ensure two parents are elected and will determine what will be delegated within the SoD. Therefore, the key responsibilities of the LACs include:

- Building an understanding of how the school is led and managed
- Monitoring whether the school is:
 - Working within agreed policies
 - Is meeting the agreed targets
 - Reduces gaps in attainment and progress between different groups of pupils.
 - Is compliant with government legislation in relation to pupil roll, exits and admissions.
- Engaging with stakeholders
- Reporting to the board

As a committee of the board, delegation can be removed at any time.

The role of the chief executive officer (CEO)

The CEO has the delegated responsibility for the day-to-day operational management of the Trust including the performance of the Trust's academies and performance manages the Headteachers/Heads of School with the support of the respective Chair of the LAC. The CEO is the Accounting Officer (AO) of the Trust and therefore has overall responsibility for the operation of the MATs financial responsibilities. It includes a personal responsibility to Parliament, and to Education Skills and Funding Agency AO, for the Trust's financial resources. AO's must be able to assure Parliament, and the public, of high standards of probity in

the management of public funds, particularly regularity, propriety and value for money. The appointment of the CEO as the AO does not remove the Board of Trustees' responsibility for the proper conduct and financial operation of the Trust.

The CEO is supported by the Chief Operating Officer (COO) of the Trust who is also the Chief Finance Officer (CFO). The CEO leads the Trust's centrally employed staff of the MAT and delegates executive management functions to this team and is also accountable to the Trust Board for their performance.

The LAC supports the CEO in the performance management of Trust and School Leaders as follows:

STAFF MEMBER	PERFORMANCE MANAGEMENT REVIEWERS
CEO	A panel of Trustees
COO	CEO + Chair of the Finance, Audit and Risk Committee
Headteachers / Heads of School	CEO + Chair of LAC + School Improvement Partner (external SIP)

The role of the Head Teacher

The Headteachers/Heads of School are responsible for the day-to-day operational management of the individual academy and are managed by the CEO. The Headteachers/Heads of School report to the LGB on matters which have been delegated to it in relation to pupil performance and any other statutory reporting e.g. pupil exclusions. The School Finance Managers are directly line managed by the COO and their responsibilities are detailed within the Scheme of Delegation.

1. STRATEGY

	Members	Trust Board	Finance, Audit and Risk Committee	Pay, Staffing and Staff Wellbeing Committee	Curriculum and Standards Committee	CEO / COO	HT / HoS	LAC
Setting the overall vision and mission of the MAT and agreeing KPIs against which delivery against the vision can be measured.		Sets and ensures the clarity of vision and strategic direction of the Trust.						
Budget plan to support the delivery of the Trust's key priorities.		Approves the 3 year forecast Trust Budget Plan.	Scrutinises the Budget Plan and submits a recommendation for approval by the Trust Board.			Prepares the 3 year forecast draft Trust budget plan for submission to the Board of Trustees for approval (COO).		
Budget planning to support the delivery of school key priorities within the framework and Trust Budget Plan approved by the board.		Approves the 3 year forecast Budget Plans for each school.	Scrutinises the school Budget Plans and submits a recommendation for approval by the Trust Board.			Prepares the 3 year forecast draft school budget plans for submission to the Board of Trustees for approval (COO).		
Monitoring the KPIs agreed by the Trust Board for the schools and measuring progress towards achieving the vision through these.								Monitors the KPIs set by the board and provides assurances to the Trust Board on progress.
Partnering arrangements.		Approves, amends or terminates partnership arrangements.				Recommends to the Board of Trustees the approval, amendment, or termination of formal partnership arrangements (CEO).		
Other major strategic decisions to include the adoption of new schools into the Trust.		Approves any major strategic proposals.				Reviews strategic proposals, carrying out full due diligence, where appropriate and submits a recommendation to the Trust Board (CEO)		
Approving Trust policies and ensuring compliance with the Academies Handbook.		Approves Trust policies.				Reviews and presents Trust policies to the Trust Board for approval (CEO) / ensures the websites are compliant with the		

2. EDUCATION

	Members	Trust Board	Finance, Audit and Risk Committee	Pay, Staffing and Staff Wellbeing Committee	Curriculum and Standards Committee (C&S)	CEO / COO	HT / HoS	LAC
Holding Executive and School Leaders to account for the performance of the Trust and its schools.		Holds CEO to account for the educational and overall performance of the Trust.			Evaluates the overall standards and achievement of pupils and the impact of the quality of education as well as the equality of provision for all schools in the Trust.	Submits key Trust performance outcomes and pupil achievement data to the Board of Trustees at agreed times throughout the year (CEO).	Submits school performance and pupil achievement data to the LAC and C&S at agreed times throughout the year.	Monitors school performance data and holds school leaders to account for the outcomes and performance of their respective schools.
Trust Strategic Plan.		Approves the Trust Strategic Plan followed by regular monitoring and review.				Submits the Trust Strategic Plan to the Trust Board and provides regular updates (CEO).		
Key Performance Indicators.		Approves the KPIs for the Trust schools.	Evaluates the value for money aspects of the KPIs across the Trust schools and through benchmarking data.					Monitors school performance against KPIs and reports on these to the Trust Board.
School Self Evaluation Form (SEF) and School Improvement Plan (SIP).						Provides advice, support and challenge to ensure that the SEF / SIP is fit for purpose (CEO).	Drafts the SEF / SIP	Approves the draft SEF / SIP and monitors for impact. Generates progress reports to the Trust Board.
Admissions		Determines the annual admission arrangements				Annually reviews and submits the draft Trust	Ensures the Admissions Policy is published on the	Ensures the appointment of a

		which are required to comply with the School Admission Code and includes the published admission number for each school and oversubscription criteria.				Admissions Policy to the Board of Trustees for approval (CEO). Ensures that the policy reflects the different types of schools within the Trust.	school website and provided to the LAC by the statutory deadline.	Governor to focus on Admissions, Exits and Exclusions.
Pupil Discipline		Approves the Trust Behaviour Policy Statement annually.				Submits the Trust Behaviour Policy Statement to Trustees for approval annually and ensures that the school policies reflect the ethos and culture promoted by the Trust (CEO).	Ensures the school's Behaviour Policy is in line with the approved Trust Statement and reflects the vision and culture of the Trust. Ensures the policy has clear expectations, recognises positive behaviours and reflects a restorative approach and is consistently and fairly applied in the school.	Monitors the number of exclusions on a termly basis and is required to convene a panel of Governors to review any PEX as directed by DfE guidance. Monitors all positive handling incidents and reports on these and exclusion data to the Trust Board termly. Ensures the appointment of a Governor to focus on Admissions, Exits and Exclusions.
Complaints		Chair of the Trust Board manages any complaints in line with the Complaints Policy. Convenes a Panel of Trustees as required in line with the above policy.				Manages any complaints as per the Complaints policy (CEO).	Carries out investigations pursuant to the Complaints Policy.	Chair of the LAC Board manages complaints as per Complaints Policy.
Term Dates and School Hours		Approves any proposed changes and initiates consultation where necessary.				Recommends to the Trust Board any proposed changes to school hours and / or term dates taking into account the view of Headteachers/ Heads of School and statutory requirements.		
Significant changes to branding and Trust / school logos.		Approves any proposed changes and will consider				Recommends to the Trust Board any proposed significant changes following		

		all recommendations in decision-making.				consultation with the Executive Leadership Group and taking into account any statutory requirements.		
Parental engagement		Receives reports on parental engagement activities in each school.				Submits report to the Trust Board on the parental engagement activities in each school.	Engages with parents to gain a wide range of views. Ensures completion of termly evaluations by parents.	Reviews analysis of parental views through the Headteacher / Head of School reports and questionnaires.
Information on the Trust and academy websites.		Receives the annual audit of the Trust website to ensure statutory compliance.				Ensures the Trust website publishes all required statutory information through termly checks (CEO / COO).	Ensures the school website publishes all required statutory information.	Reviews the annual audit of their respective school website to ensure statutory compliance.

3. SAFEGUARDING

	Members	Trust Board	Finance, Audit and Risk Committee	Pay, Staffing and Staff Wellbeing Committee	Curriculum and Standards Committee	CEO / COO	HT / HoS	LAC
Safeguarding		<p>Ensures all school safeguarding policies are fit for purpose and in line with the Trust Safeguarding Policy Statement which is approved annually by Trustees.</p> <p>Ensures that practices in the schools reflect the practices and expectations of the Trust Policy Statement.</p> <p>Appoints the named Safeguarding Trustee.</p> <p>Ensures all Trustees attend safeguarding training annually and reads Keeping Children Safe in Education (KCSIE) Part 1 and are aware of any updates.</p> <p>Ensures the Chair, Vice Chair and Safeguarding Trustee attend Safer Recruitment Training.</p>				<p>Holds responsibility for Safeguarding across the Trust (CEO).</p> <p>Holds Safeguarding responsibility for the Trust Executive Team and all centrally appointed Staff (CEO).</p> <p>Ensures the appointment of an Executive Director for Safeguarding across the Trust (CEO).</p> <p>Ensures all staff have access to, and have received, Safeguarding training, read the Trust Safeguarding Policy Statement and KCSIE (COO).</p>	<p>Carries overall safeguarding responsibility for all pupils and adults in their school.</p> <p>Ensures a Designated Safeguarding Lead is appointed (remains the named professional).</p> <p>Ensures the DSL has sufficient resources and has received appropriate training to undertake their role.</p> <p>Ensures all staff have access to, and have received, Safeguarding training, read the Trust Safeguarding Policy Statement, the school Safeguarding Policy and KCSIE.</p> <p>Ensures the Trust Safeguarding Lead and CEO are notified immediately of any allegation made against member of staff.</p>	<p>Reviews safeguarding arrangements in the school are adhering to policy, receives termly reports on safeguarding and ensures compliance.</p> <p>Appoints one of the LAC to be the named Governor for Attendance and Behaviour.</p> <p>Ensures all Governors attend Safeguarding training, read the Trust Safeguarding Policy Statement, the school Safeguarding Policy and KCSIE.</p> <p>Ensure the Chair and Vice Chair attend Safer</p>

								Recruitment Training.
Allegations against staff		Manages and investigates any allegation against the CEO.				Manages and investigates any allegation against the Headteachers / Heads of School / members of the Executive Central Team.	Manages and investigates any allegation against any member of school staff.	
Health and Safety		Carries overall responsibility and accountability for approving and ensuring that H&S policies are in place and fully implemented.	Investigates all concerns raised in relation to Health and Safety.			Provides model H&S procedures to assist the Headteachers/ HoS/ Premises Staff with their practices (COO). Supports the Headteachers and Premises Staff to draw up rpbust H&S procedures (COO). Updates documentation and facilitates regular H&S reports to the Finance, Risk and Audit Committee and to the Trust Board (COO).	Develops a H&S culture in the schools and ensures that staff are fully aware of their responsibilities in relation to H&S. Ensures all staff complete H&S training as part of their induction and organises regular updates and reviews.	
Educational Visits							Approves all school visits. Adheres to the Trust Educational Visits policy and DfE guidance. Approves all risk assessments following Trust policy. Ensures best value to parents and the school and seeks to ensure costs and funding support full inclusion of pupils. Identifies any cases of hardship or disability and uses PP funding and SEND funding to prevent any pupil being disadvantaged/ unable to access. Reports to the LAC the success, impact and inclusion strategies related to all visits.	Monitors the impact of all school visits through the HT reports. Monitors the inclusion of vulnerable groups.

4. GOVERNANCE

	Members	Trust Board	Finance, Audit and Risk Committee	Pay, Staffing and Staff Wellbeing Committee	Curriculum and Standards Committee	CEO / COO	HT / HoS	LAC
Articles of Association	Approves and adopts the Articles subject to ESFA ratification.	Submits recommendations to Members to amend, approve and adopt the Articles of Association.						
Scheme of Delegation and Model of Trust Governance		Annually reviews the Scheme of Delegation or immediately when there has been a change in Trust Management or organisational structure. Reviews the overall governance structure of the Trust annually and makes appropriate changes as and when necessary.						
Evaluation of Governor and Trustees attendance and contribution		Carries out an annual self evaluation of its performance and monitors the performance of all tiers of governance across the Trust.						Carries out an annual self-evaluation of the LAC's performance and communicates this to the board at the end of each year.

Emergency decisions undertaken by the Chair of the Trust Board.		Chair's action can take place where the Chair of the Board of Trustees is clear that a matter of urgency exists, an emergency meeting of the Board is not possible and any delay would be seriously detrimental to the interests of the Trust, its staff, parents/carers and pupils. The Board of Trustees is required to ratify such a decision as soon as is practicable						
Appointments to the Board of Trustees.	Appoints and can remove Trustees pursuant to the Articles of Association.	Appoints and can remove Trustees pursuant to the Articles of Association Appoints and can remove Trustees pursuant to the Articles of Association						
Appointment of a Governance Professional.		Appoints a Governance Professional in consultation with the CEO. Carries out the annual performance management of the Governance Professional.				Supports the Board of Trustees in the recruitment, appointment and performance management of the Governance Professional (CEO).		
Appointment of Chairs, Vice Chairs and School Governors.		Annually appoints the Chair and Vice Chair of the Trust Board. Has the power to remove Governors from the LACs if necessary.						Annually appoints the Chair of the LAC. Appoints Community Governors. Ensures that elections take place for Parent and Staff Governors and conform to the Trust Board processes.
Trust Governance Handbook		Approves and annually reviews the Trust Governance Handbook.						
GDPR		Carries ultimate responsibility and accountability for data protection and is legally responsible for the processing of personal data and lawful data protection compliance.	Ensures that the schools conform to statutory and Trust policy and guidance by receiving annual reports from the COO.			Ensures the Headteachers are fully aware of their responsibilities in relation to GDPR (CEO).	Oversees day to day data protection issues in the schools and reports breaches adhering to procedures as	

						Provides an annual report to the Trust Board on compliance with GDPR (COO).	well as weekly to the Executive Team (SLT meetings).	
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5. FINANCE AND AUDIT

	Members	Trust Board	Finance, Audit and Risk Committee	Pay, Staffing and Staff Wellbeing Committee	Curriculum and Standards Committee	CEO / COO	HT / HoS	LAC
Appointment of the Accounting Officer (AO)		Appoints the CEO as Accounting Officer of the Trust.						
Appointment of the Chief Operational Officer / Chief Finance Officer (CFO)		Appoints a CFO / COO who must be appropriately qualified and experienced.						
Financial controls ensuring regularity, probity and value for money in relation to public funds.		Ensures the Trust is financially viable, that public money is used appropriately through robust monitoring, agreed financial delegation, clear processes and systems to ensure financial probity.				CEO as AO and COO as CFO: Conforms to all requirements of the Academy Trust Handbook and other DfE / ESFA requirements.		

						<p>Works within the parameters of the Finance Policy as approved by the Trust Board.</p> <p>Provides the Trust Board with regular financial reports either directly or through the commissioning of agreed external bursarial support.</p>		
Day to day financial management and accounting and management of the Trust's financial position.		Chair of the Trust Board receives the management accounts on a monthly basis which are also made accessible to all Trustees.	<p>Chair of the Committee receives the management accounts on a monthly basis.</p> <p>Monitors the Trust's financial budget and spend.</p>			<p>COO (as CFO) manages the Trust's financial position and reports to the CEO (as the AO) and the Trust Board.</p> <p>Adheres to the delegation of the Trust's financial procedures as per the Finance Policy and any associated policies (COO).</p> <p>Prepares and reports monthly management accounts to the CEO (AO), Chair of the Trust Board and Chair of the Finance, Audit and Risk Cttee and reports to the Trust Board in accordance with the Academies Handbook (COO or agreed commissioned bursarial support services).</p> <p>Oversees the school budgets and monitors these through the Finance Managers in each school (COO).</p>	Manages the delegated school budgets for areas under their direct control.	

Financial reserves.		Approves the increase, decrease and allocation of the financial reserves.	Monitors the level of the reserves.			Submits financial reserves information to the FAR Cttee and the Trust Board (COO).		
Statutory reporting of annual financial accounts.	Receives the audited and approved accounts at the Annual Members Meeting.	Approves the consolidated financial accounts and the governance statement ensuring all submissions to the ESFA are sent within statutory timescales.	Scrutinises the draft financial accounts prior to their submission to the Trust Board.			Submits the consolidated accounts to the Trust Board for approval and adheres to ESFA statutory timeframes (COO).		
Maintenance of effective systems of internal financial control		Receives reports from the FAR Cttee to confirm statutory requirements.	Reviews the financial systems to ensure statutory compliance and financial probity.			Carries oversight of all systems of internal financial control (COO).		
Submission of all finance related returns to ESFA and HMRC within statutory timescales		Ensures all submissions to the ESFA are sent within statutory timescales.				Submits the returns as per the timescales (COO).		
Authorising the external payroll provider						Ensures adherence to the process laid down in detailed financial procedures and the Finance Policy (COO).		
Central spend / Top Slice		Agrees the annual top slice to be applied to all schools in the Trust and arrangements for any new schools joining the Trust.	Monitors the central spend budget throughout the year.			Annually recommends to the Board of Trustees an appropriate level of top slice for each school and reports the budget spend to the FAR Cttee throughout the year (COO).		
Preparation and submission of individual school and Trust budgets.		Approves the budgets for individual schools for submission to the ESFA.	Scrutinises the budgets and submits a recommendation for approval to the Trust Board.			Produces the draft budget in consultation with the CEO and Headteachers for the schools and the Trust submission to the Trust Board (COO).		

High Needs / Special Educational Needs and Disability Funding		Considers whether further strategic action and / or resource is required to close the gap in performance between disadvantaged and other pupils.	Considers whether further resources are required to close the gap in performance between disadvantaged and other pupils based on LAC monitoring and SEND Trustee / Equality, Diversity and Inclusion Trustee recommendations.		Evaluates the impact of SEND funding across all of the schools in the Trust to ensure pupils' additional needs are met and reports any concerns to the FAR Cttee and/ or the Trust Board.	Monitors the expenditure and impact of the funding in meeting the needs of SEND pupils (COO).	Allocates High Needs and other SEND funding to ensure pupils' needs are met. Submits termly reports on the impact of the funding as part of their HT reports to the LAC.	Monitors the impact of SEND funding in their respective school to ensure pupils' needs are being met and progress matches targets, reporting any concerns to the appropriate committees.
Pupil Premium Funding		Considers whether further strategic action and / or resource is required to close the gap in performance between disadvantaged and other pupils.	Considers whether further resources are required to close the gap in performance between disadvantaged and other pupils based on LAC monitoring and Equality, Diversity and Inclusion Trustee recommendations.		Evaluates the impact of PP funding across all of the schools in the Trust to monitor the impact of this funding on closing the gap for disadvantaged pupils and reports any concerns to the FAR Cttee and/ or the Trust Board.	Monitors the impact of that expenditure for its intended purpose and approves the PPG Annual Report for the website (CEO). Monitors PP expenditure (COO).	Allocates funds to support targeted actions that will impact on raised standards for disadvantages pupils. Submits termly reports on the impact of PPG to the CEO and LAC.	Monitors the impact of PPG funding on closing the gap for disadvantaged pupils in their school and report any concerns to the appropriate Cttee.
Sports Grant Funding			Evaluates the allocation of the funding based on LAC monitoring.			Monitors the impact of that expenditure for its intended purpose (CEO). Monitors Sports Funding expenditure (COO).	Allocates funds and submits termly reports on the impact of the funding to the LAC.	Monitors the impact of Sports Grant funding and reports any concerns to the appropriate Cttee.
Other grant funding (including Catch Up)			Monitors the allocation of funding as part of their regular financial monitoring.		Evaluates the impact on pupil progress in relation to the use of the catch-up premium for SEND, PPG and vulnerable pupils for all of the schools in the Trust.	Monitors the impact of that expenditure for its intended purpose (CEO). Monitors other grant funding expenditure (COO).	Allocates funds and submits termly reports on the impact of the funding to the LAC.	Monitors the impact of all grant funding and reports any concerns to the appropriate Cttee.
Purchases, orders and contracts		Awards contracts/ purchases pursuant to the Finance Policy.	Awards contracts/ purchases pursuant to the Finance Policy.			Approves spend within the parameters laid out within delegated limits under the Finance Policy (CEO / COO).	Approves spend within the parameters laid out within delegated limits under the Finance Policy.	

Authority to write off bad debts.		Writes off debts to the DfE/ ESFA limit (in accordance with the Academy Trust Financial Handbook).	Notifies the Trust Board of any recommendation to the Board to write off debts.			Ensures appropriate actions have been taken to collect debts and makes appropriate recommendations to the Trust Board to write off debts to the DfE / ESFA limit as per the Academy Trust Financial Handbook (CEO as AO).		
Internal and external audit requirements.	<p>Appoints the internal and external auditors.</p> <p>Can remove the internal and external auditors.</p> <p>Adheres to the Academy Trust Financial Handbook in terms of re-tendering for both internal and audit services every 5 years.</p>	<p>Reviews internal and external audit reports.</p> <p>Approves recommended management responses or other actions as appropriate.</p>	<p>Reviews the quality of all internal and external audit reports and makes recommendations for management responses or other actions to the Board of Trustees.</p> <p>Sets the annual programme of works, ensuring the scope covers both financial and nonfinancial controls.</p> <p>Receives reports from those undertaking the work and address any recommendations.</p> <p>Ensures the internal audit reports are submitted to the ESFA.</p>			<p>Provides access to all information to support the internal audit process Provides the Board of Trustees with the annual probity, regularity and value for money statement (signed off by the Accounting Officer)</p> <p>Submits the internal audit reports to the ESFA (COO).</p>	Provides such information and assistance in relation to reporting and internal or external auditing to the COO.	
Risk registers and mitigation.		Approves the Trust Risk Register on an annual basis.	Reviews the ratings and responses to the Risk Register to inform the programme of work at every meeting including financial and non-financial controls and risk management arrangements.			<p>Establishes the Trust Risk Register and submits it to every meeting of the FAR Cttee and annually to the Trust Board.</p> <p>Ensures the risks are mitigated and reports recommendations and actions to the Trust</p>		

			Reviews and approves the Trust Risk Management Policy alongside the strategy, process and procedures for the identification, assessment, evaluation, management and reporting of risks.			Board an appropriate (COO).		
Asset Register						Establishes and maintains a fixed asset register (COO).		
Legal claims (Trust and Schools)		Instructs the CEO to take such action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings.				(CEO) Seeks appropriate legal advice. Directs the HT / HoS in line with the guidance received. Keeps the Trust Board informed and acts on any instructions received from the Trust Board. Settles all legal claims on behalf of the Trust.	Notifies the CEO of any potential or actual claims or proceedings affecting the school as soon as becoming aware of them. Acts on any instructions received from the CEO.	
Value for money		Considers all reports that include benchmarking, consider any recommendations presented and ensure that any variance in expenditure is not substantially out of line with national levels of expectation.	Scrutinises the benchmarking reports and submits any recommendations to the Trust Board.			(COO as CFO) Carries out benchmarking and reports to the FAR Cttee and Trust Board to ensure value for money is attained.		

6. LAND AND ASSET MANAGEMENT

	Members	Trust Board	Finance, Audit and Risk Committee	Pay, Staffing and Staff Wellbeing Committee	Curriculum and Standards Committee	CEO / COO	HT / HoS	LAC
Acquisition and disposal of land.		Approves the acquisition and disposal of land and must be agreed in advance with the Secretary of State.	Considers the business case submitted by the CEO and makes recommendations to the Trust Board.			(CEO) submits any recommendations concerning land acquisition or disposal to the FAR Cttee.		

Expansion of existing facilities / taking on new capital assets.		Approves business cases concerning the expansion or development of facilities at any Trust school and carries consultations where necessary.	Considers the business case submitted by the CEO and makes recommendations to the Trust Board.			(CEO) assesses the viability of any proposal to expand existing facilities at any Trust school prior to the development and submitting a business case to the FAR Cttee.		
Disposal of assets.		Obtains approval from the DfE/ ESFA when any asset to be disposed of exceeds the amount specified in the Academy Trust Financial Handbook.	Approves the disposal of assets pursuant to the Finance Policy.			(CEO) approves disposal of assets pursuant to the Finance Policy.		
Premises management.		<p>Holds overall accountability for the health and safety in all of the schools and receives termly updates regarding the quality and level of compliance of the Trust estates management controls and processes with monitoring through the Trustee responsible for Health and Safety / Premises.</p> <p>Approves any CIF bid applications and approves any additional capital funds required to support the bid.</p>	Considers the annual CIF bids submitted by the COO and makes recommendations to the Trust Board.			<p>(COO) oversees the effectiveness of the estates management function of the Trust and provides termly updates to the Trust Board on the quality and level of compliance of the Trust estate management controls and processes.</p> <p>(COO) oversees the annual CIF bid process, identifies potential CIF bids and reports to the CEO and submits recommendations to the FAR Cttee.</p> <p>(COO) develops a premises maintenance programme with the HTs and Premises Staff taking account of all condition surveys.</p>	<p>Ensures that all work undertaken is carried out safely and in line with the Health and Safety Policy and all associated procedures.</p> <p>Identifies potential major projects and CIF bids to the COO.</p> <p>Reviews the H&S management and premises maintenance programme.</p>	Report any concerns to the HT in the first instance and, if continuing, to the COO.

7. HUMAN RESOURCES

	Members	Trust Board	Finance, Audit and Risk Committee	Pay, Staffing and Staff Wellbeing Committee	Curriculum and Standards Committee	CEO / COO	HT / HoS	LAC
Recruitment (Advertising and Shortlisting)		Oversees the process for the recruitment of the CEO.				(CEO) adheres to all statutory requirements for the internal and external advertising of roles across the Trust (apart from the role of CEO.	Shortlist candidates for all roles within their school.	Involved in shortlisting for HT / HoS roles.

						Shortlists all candidates for senior leadership roles within Trust schools and the Central Executive Team.		
Recruitment and Appointments		<p>Provides Trustees to sit on the appointment panel for the CEO and makes recommendations to the Trust Board for the CEO's appointment.</p> <p>Appoints the CEO.</p> <p>Provides Trustees to sit on the appointment panel for HTs/ HoS.</p> <p>Ratifies the appointment of HTs/ HoSs.</p>				<p>(CEO) manages all processes concerned with the recruitment to the Trust's Executive Team, HTs / HoSs, school SLT and centrally appointed employees.</p> <p>Joins all appointment panels for the Trust's Executive, HTs, HoS, and senior leaders as well as centrally employed staff as required (COO may deputise for the latter).</p>	Appoints teaching and non-teaching staff in consultation with, and approval by, the CEO.	Provides a Governor to sit on interview panels for any HT or HoS positions and may, on occasion, provide for SLT posts within their school.
Permanent revision to overall staffing structures (whole schools or Trust)		Approves any changes to agreed staffing structures and all decisions concerning redundancy.				<p>(CEO) notifies the Trust Board as soon as possible when reductions in staffing may be necessary.</p> <p>(CEO) submits revised staffing structures in consultation with the COO to the Trust Board.</p> <p>(CEO) leads and manages any redundancy processes if required.</p> <p>(CEO) supports any necessary restructuring process in a Trust school including attendance at consultation meetings as appropriate.</p>		
Performance management and salary reviews.		Convenes a panel of Trustees to undertake the performance management of the CEO and submits a recommendation to the Trust Board.	Chair joins the performance management review panel for the COO.	Scrutinises anonymised pay recommendations on an annual basis and submits recommendations to the Trust Board.	Chair joins the performance management review panel for HTs / HoS.	<p>(CEO) quality assures all pay review recommendations for all Trust employees and convenes meetings with HTs / HoS.</p> <p>(COO) submits recommendations to the Pay Cttee and the Trust Board.</p>	Leads the performance management and the annual review process for all staff within the school.	Chair joins the performance management review panel for the HT/ HoS.

		<p>Approves the recommendations for the annual pay review for all in the Trust.</p> <p>Hears any appeals in relation to the annual pay review decisions.</p>				(CEO and COO) carry out performance management reviews following the tiered process of reviewers / reviewees.		
Terms of employment (individual requests regarding individual members of staff)		Hears any appeals pursuant to policies and procedures.				(CEO) approves changes to terms and conditions of employment and reports to the Trust Board.	Makes recommendations regarding any change in the terms of employment for any member of staff to the CEO.	
Governance and Disciplinary Procedures (including gross misconduct)		<p>Dismisses the CEO.</p> <p>Provides Trustees to sit on disciplinary or grievance panels that involve allegations of gross misconduct for all staff.</p> <p>Hears appeals from Trust centrally employed staff pursuant to policies and procedures.</p>		Hears any appeals pursuant to policies and procedures.		<p>(CEO) dismisses any Trust employee.</p> <p>Organises investigations when circumstances arise under the disciplinary or grievance policy.</p> <p>Informs the Trust Board when there is a potential dismissal through one of the two policies being invoked.</p>	<p>Notifies the CEO when any circumstances arise which may result in disciplinary or grievance processes, with immediate response for any potential case of gross misconduct.</p> <p>Keeps the CEO informed at all stages of the procedure.</p> <p>Organises investigations when circumstances arise under the grievance or disciplinary policy.</p>	<p>Provides Governors to sit on any lower level disciplinary or grievance panel.</p> <p>Hears appeals from school staff pursuant to policies and procedures.</p>
Probation		Terminates the employment of the CEO who has failed to satisfactorily complete the probation period.		Hears any appeals pursuant to policies and procedures.		(CEO) terminates the employment of a member of staff who has failed to satisfactorily complete their probation period.		

						Informs the Trust Board when a probation process is invoked.		
Capability		Terminates the employment of the CEO who has failed to satisfactorily complete the capability process.		Hears any appeals pursuant to policies and procedures.		(CEO) terminates the employment of a member of staff who has failed to satisfactorily complete the capability process. Informs the Trust Board when a probation process is invoked.		
Staff Wellbeing		Holds overall responsibility for the wellbeing of all staff in the Trust.		Reviews and monitors the impact of the range of strategies/ initiatives in place to support staff wellbeing and workload across all schools in the Trust.		(CEO) establishes a range of strategies / initiatives in place to support staff wellbeing and workload in consultation with the HT/HoS. Monitors the strategies in school and communicates to staff the scope of wellbeing. Verbally reports termly to the LAC the impact of wellbeing strategies.		Reviews and monitors the impact of the range of strategies / initiatives to support staff wellbeing.