

Scheme of Delegation

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1. The Scheme

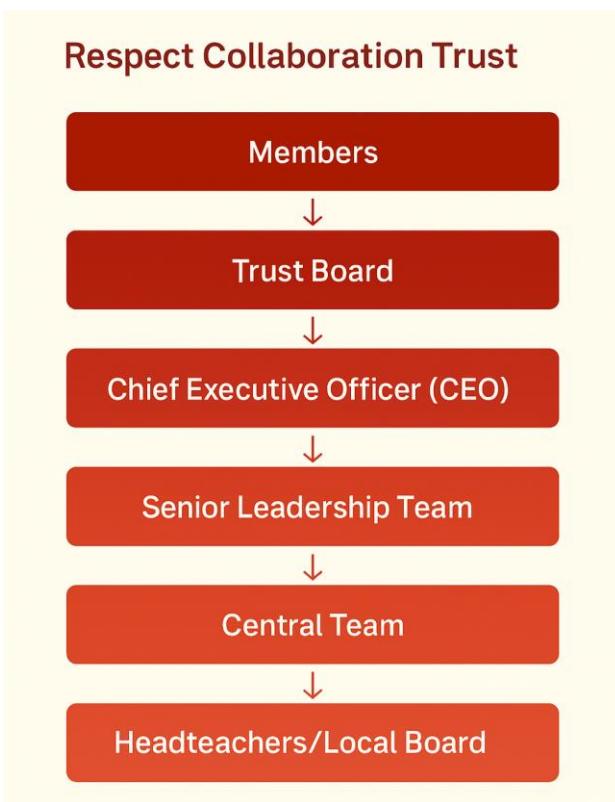
This document sets out the Scheme of Delegation for the Trust.

This Scheme shall be reviewed annually by the Board and published on the Trust's website. Material amendments to the Scheme agreed by the Board during the year shall be annotated and incorporated into the Scheme by the Governance Professional.

The Governance Professional is authorised to make non-material and/or minor amendments to the Scheme consequent on material amendments agreed by the Board and / or minor amendments agreed by Committees and any change to job titles or job roles as approved by the Executive Director/Trust Board.

2. Company and Governance Structure

All academies within the Trust are governed by the Trust Board.



Our structure is designed to support school making decisions as quickly as possible but with the appropriate safeguards to support all stakeholders in the trust, most importantly the children that are educated in it.

Our collaborative approach ensures tiers of scrutiny and quality assurance underpin all decision making. This is fundamental to our ethos and essential in our efforts to change lives.

3. The Trust

The Trust has entered into a Funding Agreement with the Department for Education (DfE).

The Trust is responsible for ensuring that the company fulfils its statutory objectives, general functions and duties and appropriately exercises the legal powers vested in it, under the Charities Act 2011 and other legislation. The Trust is ultimately responsible to:

- the Members of the Trust – for overall performance, conduct and effective governance. Members of the Trust may at any time, through their Member Board, review and/or make amendments to the Governance Structure of the Trust.
- the DfE in relation to compliance with the Funding Agreements and the requirements of the Academy Trust Handbook.

4. The Scheme of Delegation (“the Scheme”): Context

The Trust Board (“the Board”) is the Governing Body of Respect Collaboration Academy Trust. The Board has full authority and responsibility for:

- setting strategic direction and policy governing all aspects of Trust activity. This includes strategic oversight, vision and planning for the Trust, oversight and determination of the organisational structure and of the performance and standards of each Academy and determination and oversight of the extent of provision of central services for schools; and
- governance and compliance (including the arrangements for self-evaluation of effectiveness), probity and financial management (including investment, audit and identification and management of risk), contractual relationships, management of estates and infrastructure and human resource management (as employer this includes the terms and conditions of service of all staff and related policy and procedures).

In accordance with Clause 105 of the Articles of Association of the Trust, the Board has delegated the power to carry out many of these responsibilities to Committees or, through the Chief Executive, to the Executive Team, other Senior Staff and Headteachers. This document sets out the Scheme of Delegation approved by the Board (“the Scheme”).

4.1 General Principles of the Scheme

1. All references in this Scheme to “the Board” mean the Trust Board.
2. The Trust Board has overall responsibility and ultimate decision-making authority for all the operations of the Trust, including establishment, performance and maintenance of academies. The Board retains ultimate responsibility for all the powers and responsibilities that it has delegated and receives reports on actions and key powers exercised on its behalf. The Board may at any time withdraw or

vary any delegation and request additional reports/explanation on the exercise of delegated actions and powers.

3. Subject to the direction of the Board, there shall be two tiers of Governance (i.e. the Board and its Committees (including Local Governing Committees) and the Executive Leadership Team (ELT)). There shall be no duplication of governance between the two tiers. Governance shall be as close as possible to the point of impact of decision-making. The relationship between the Board, Board Committees (including Local Boards) and EMT is characterised as a partnership to realise a common vision and common purpose.

4.2 Board Chair and Chairs of Committees and Local Governing Committees

1. The Board appoints a Chair and Vice-Chair at the first meeting in each academic year. Similarly, each Committee elects a Chair and Vice Chair at the first meeting of each academic year. All Chairs (including the Chair of the Board) shall have the power, following consultation with the Chief Executive or his/her nominee, to act on any urgent matter within the remit of their Committee that may arise between scheduled meetings and where, in the view of the Chief Executive (or his/her nominee) delay in making that decision would seriously impede the business of the Trust.
2. The power of a Chair to act may include taking an action, consulting with members of the Board/Committee by correspondence or calling a special meeting. All such decisions shall be reported to the next meeting of the Board or the Committee as appropriate.
3. Local Governing Committees are appointed by the Board. Whilst Local Boards elect their Chair and Vice-Chair, the confirmation of the Trust Board to the initial appointment of those elected is required.

4.3 Principles of Delegation

1. Those to whom delegations have been granted (including Committees) are ultimately accountable to the Board.
2. Delegation of power(s) to any individual does not obviate the need for consultation with colleagues as appropriate.
3. All delegated functions must be exercised in accordance within the established policies and procedures, budgetary and financial and legal constraints of the Trust.
4. Those to whom delegations have been granted (including Committees) may elect not to exercise their delegation but to refer any matter to the Board (or in the case of the Executive and other members of staff, to the Chief Executive) if in their judgement, the complexity or risk associated with any matter merits this.
5. Issues regarded as novelty or potentially precedent setting shall be referred to the Board for consideration and decision. (For example, where an issue may become a 'test case' or, in the view of the Chief Executive, is likely to be controversial or

contentious. This includes issues that may risk potential damage to reputation/public trust and confidence, key relationships and /or that may have a personal impact on Board Members and/or on senior members of staff).

6. The Scheme is not intended as an exhaustive list of all aspects of Trust activity but aims to set out the salient powers.

4.4 Establishment of and procedures relating to Committees

1. The Constitution, Membership, terms of reference and delegations to all Board Committees shall be determined and reviewed annually (or such other frequency as may be agreed) by the Board.
2. Any member of the Board who is not a member of a Committee shall have the right to attend any meeting of any Committee, and at the discretion of the Chair, to speak on any matter included on the agenda.
3. The Chair of the Board or of a Committee may, through the Governance Professional or Committee, call a special meeting of the Board/Committee at any time, provided the purpose of the meeting is specified in the agenda for the meeting.
4. The Governance Professional to Board Committees (including LGC's) shall:
 - Consult with the Chair of the Board/Committee on the content of the agenda for meetings.
 - Ensure that the agenda and papers for meetings are sent to members of the Board/Committee a minimum of seven days before the day of the meeting.
 - Ensure that minutes of all meetings are prepared in a timely manner and approved by the Chair prior to circulation to Board/Committee members. (Following approval by the Chair, minutes shall be posted on TTG so as to be available to all Board/Committee members and shall also be submitted to the next available meeting of the Board/Committee for noting/approval and signature by the Chair. The Minutes of all Committees (other than LGC's) shall be submitted in full to the Board.
 - Agree, in consultation with EMT and Chairs, an annual programme of meetings for the Board and its Committees, together with supporting annual business plans.

5. Terms of Reference for Members

Members hold the Trust board to account for effective governance of the trust and are responsible for ensuring the Trust's charitable objectives are being met (i.e. advancing education) and for assessing if the board of trustees is performing well.

Membership

Members shall be appointed by Members. There must be no less than 3 and should be a minimum of 5 or more. The DfE recommended number of members is 5. Trustees should not be a Member and must not be staff employed by the trust. In the

interests of maintaining accountability and effectively holding the Trust board to account, members should not also be trustees.

Each member has an equal stake, no one member can determine any amendments.

Attendance at meetings

All members must attend. Member meetings are quorate if three Members are present.

Frequency of meetings

Member meetings are held twice a year.

In accordance with the Articles one of the meetings constitutes the formal Annual General Meeting (AGM) of the Trust to receive the Annual Audited Accounts, Annual Report and appointment of auditors.

Role of Members

Members are the 'guardians' of the Trust and, in some ways, can also be viewed as the 'owners' of the Trust, although, unlike the owners of commercial companies, they do not, of course, take dividends from the Trust.

The role of Members is set out in the Trust's *Articles*. Their obligations are described in the DfE's *Academy Trust Handbook*.

They:

- Are the subscribers to the Trust's memorandum of association (where they are founding members).
- May adopt and amend the *Articles* subject to any restrictions in the *Articles*, the funding agreement or charity law.
- May, in certain circumstances, appoint new Members or remove existing Members.
- Have powers to appoint and remove Trustees in certain circumstances.
- Must ensure the objects of the Trust are being met.
- Appoint the Trust's external auditors.
- Receive the Trust's audited annual accounts (subject to the Companies Act) and annual report at an Annual General Meeting of the Trust.
- May, by special resolution, issue direction to the Trustees to take a specific action.
- Have power to change the name of the company and, ultimately, wind up the Trust.

Remit of Members

Accordingly, the powers specifically **reserved** by Members within Respect (and,

therefore, not delegated at all) are:

- To change the name of the Academy Trust.
- To change the objects within the *Articles of Association* (which would require Charity Commission and Secretary of State consent).
- To change the structure of the Trust Board.
- To amend the *Articles of Association*.
- To pass a resolution to wind up the Trust.
- To appoint and re-appoint the external auditors (save to the extent that the Trustees may make a casual appointment).

Members must:

- Act together and in person, not delegating responsibility to others.
- Act strictly in accordance with Articles of Association.
- Act only in the Trust's interest without regard to personal interests.
- Manage affairs prudently.
- Take no personal benefit unless expressly authorised.
- Take proper professional advice on matters which they are not themselves competent.

Reporting

All meetings will be minuted.

Minutes and any supplementary notes provided in advance of the meeting (subject to the need to protect matters of individuals' confidentiality) to allow members time to read.

Minutes checked, approved and signed for accuracy.

All documentation related will be stored on TTG

6. Terms of Reference for the Trust Board

Role purpose

Trustees work together to fulfil the purpose of the trust board:

- Strategic leadership – defining the vision, fostering the trust's culture and setting the strategy.
- Accountability and assurance – robust and effective oversight of trust operations and performance.
- Strategic engagement – oversight of relationships with stakeholders, ensuring

decision-making is supported by meaningful engagement.

Trustees are responsible for governing a charitable company and directing how it is managed and run. Trustees must also ensure that the trust complies with all legal and statutory requirements. Trustees should seek the advice of the board's governance professional and other professional advice as appropriate.

The trust board's strategic responsibilities

The trust board works closely with their senior executive leader. Senior executive leaders are responsible for day-to-day operational management of the trust and its schools, whereas the role of the board is strategic. As such, trustees are responsible for:

- Determining the mission, values and long-term ambitious vision for the trust.
- Deciding the principles that guide trust policies and approving key policies.
- Appointing and appraising the senior executive leader and making pay recommendations.
- Working with senior leaders to develop a strategy for achieving the vision.
- Ensuring that stakeholders are involved, consulted and informed as appropriate.
- Ensuring that all schools in the trust deliver a broad and balanced curriculum such that pupils are well prepared for the next stage of their education and adult life.
- Taking ownership of the trust's financial sustainability and ensuring effective resource management across the trust.
- Agreeing the trust's staffing structure and keeping it under review to ensure it supports delivery of the strategy.
- Ensuring robust risk management policy and procedures are in place and that risk control measures are appropriate and effective.

Membership

The committee shall be appointed by Members or co-opted on to the board of trustees by trustees. There is no maximum number of trustees, but it should be no less than 3, the trust board is quorum with minimum of three (3) trustees.

The Board must appoint annually individuals from among their number to act as Chair and Vice Chair. The Chair and Vice Chair provide leadership to the Trust Board, The Chair and Vice-Chair of the Trust Board are important roles for the Trust. The process for the election of these posts, and the Chairs of the committees, is found in the Respect Collaboration Trust Governance Handbook.

The Chair and Vice Chair should have the necessary background and/ or qualifications to undertake the role effectively.

Trustees normally serve up to two (2) terms of office, each of four (4) years. No member of Trust staff is permitted to serve as a Trustee. In exceptional circumstances, such as the ongoing need for specialist expertise or to ensure continuity in a period of substantial change in Trustees, a Trustee might be reappointed for a third term subject to the agreement of a majority of members of the appointing body.

Attendance at meetings

The CEO, of Respect Collaboration Trust shall normally attend meetings, other Executive Leaders and Headteachers may be invited at the request of the Trust Board. The Chair of the Trust and the committee has the right to exclude any executive leaders and any other attendees during any part of boards business.

Frequency of meetings

The Trust Board meets at least three (3) times a year. Trust Board meetings are quorate if three (3) Trustees are present.

Role of the Trust Board

Trustees have ultimate accountability and decision-making authority for the work of the Trust and its academies.

Trustees are accountable to:

- Pupils, parents and communities' they serve.
- People employed by or working in a voluntary capacity as part of the Trust.
- Members of the Trust.
- Secretary of State for Education and related bodies as detailed in Funding Agreement.
- Statutory and regulatory bodies.

Remit of the Trust board is to:

- Establish the vision mission and values of the Trust.
- Ensure Trust business is conducted solely in pursuit of the Trust objects and Articles of Association.
- Safeguard the Trust assets.
- Ensure financial controls and appropriate financial management is in place according to Academy Trust Handbook.
- Set and monitor KPIs for the Trust including outcomes and business operations.
- Establish and monitor Risk registers with details of mitigation plans.

- Ensure the Trust and Executive have capacity and skills to lead, support, manage and challenge.
- Delegate day to day operations of the Trust to the CEO.
- Ensure all legal requirements are met.

Trustees must:

- Act together and in person, not delegating Trust responsibility to others.
- Act strictly in accordance with Articles of Association.
- Act only in the Trust's interest without regard to personal interests
- Manage Trust affairs prudently.
- Take no personal benefit unless expressly authorised.
- Take proper professional advice on matters which they are not themselves competent.

Power and Responsibility of the Trust Board

- Determining any matter for which it has delegated or statutory authority it wishes in full session in accordance with statutory powers, charitable objects and Articles and association.
- Approve the Policy framework, Financial Regulations and suspension of or amendment to them including approval of the schemes of delegation to committees and officers.
- Establish committees with Term of Reference for (Finance, Audit and Risk, Outcomes, People and their Working Environment) and election of membership.
- Establish local governance arrangements and approve Terms of reference and annual review.
- Ratification of urgent decision taken by the Chair of Trustees and or CEO.
- Ratification or otherwise of recommendations by committees that do not have executive powers.
- Appoint, appraise pay review, discipline and dismissal of the CEO.
- Review and acceptance of medium-term financial plans.
- Annual approval of the Trust's business strategy.
- Approve the annual budget and review material changes as proposed by the CFO through the year including future spending priorities.
- Approval of new School projects and associated budgets.
- Recommendation to members the appointment and re appointment of the Trust's external auditors.
- Approval of the Trust annual report and statutory accounts.
- Receive the annual management letter(s) and governance reports of the external auditors and agreement t of proposed actions.
- Approval of the internal audit arrangements for the trust.
- Approve the Trust Risk management policy, strategy, annual risk management plans, processes and procedures including risk appetite and tolerance.

- Continuous appraisal of affairs of the Trust, its Schools by means of the provision of reports to the Trust Board as may be required from Executive directors, committeees, Trust officers' and external parties.
- Requiring and receiving the declaration of Trust Board members' interest that may conflict with those of the Trust and determining the extent to which that member may remain involved with the matter under consideration.
- Ensuring funds from sponsors are received in accordance with any associated Trust deeds and are used for intended purposes.
- Ratification of proposals for the acquisition disposal or otherwise legal changes of use of land or building.

Delegation

Trustees delegate responsibility in several ways

- To Trust Board Committees with delegated responsibilities for aspects of decision making, monitoring and scrutiny.
- To the Chief Executive Officer CEO, appointed by the board and who has delegated responsibility for the day to day strategic and operational leadership and management of all aspects of the Trust. The CEO in turn delegates responsibility for specific aspects of the Trust's operation to members of the Executive Leadership Team and Headteachers.

Committees

The Trust Board has established four committees, membership confirmed annually

- Finance
- Audit and Risk
- Outcomes
- People and their Working Environment.

Trustees determine to establish Local Governing Committees (LGCs) to secure stakeholder views and provide feedback on board effectiveness.

Trustees may convene an ad hoc committee to serve a specific purpose at a given time.

Reporting

All meetings will be minuted.

Minutes checked, approved and signed.

All documentation related to Trustee and LGC will be stored on TTG.

Reviewing the work of the board

The Chair of Trustees will carry out an individual meeting with each trustee to review board effectiveness and trustee contribution.

Every two years trustees will complete a questionnaire on the same periodic self-evaluation and where/ when it is felt to be useful an external review of the work of the board.

Periodic 360-degree evolution on the effectiveness of the work of the CEO and Chair of Trustees. (Length of term of office to be considered).

The Trust board will give consideration to an External Review of Governance in line with the recommendations in the Academy Trust Handbook.

Reporting procedures

All meetings will be minuted, these must be checked and signed for accuracy.

Board minutes and any supplementary notes from the chair are provided to the Trust Board in advance of the meeting (subject to the need to protect matters of individuals' confidentiality) to allow trustees time to read and formulate questions of the Chair at the Trust Board meeting.

All documentation related to Trust Board will be saved in TTG.

These Terms of Reference approved by the Board of Trustees on XXXXXXXXXXXX

7. Terms of Reference for the Finance Committee

Constitution

The Trust Board hereby resolves to establish a committee of the Trust Board to be known as the Finance Committee.

Membership

The committee shall be appointed by the Trust Board.

All members of the committee shall be independent non-executive Trustees and shall consist of not less than three (3). The committee is quorum with minimum of three (3) trustees.

The Chair of the committee shall be appointed by the Trust Board from amongst the independent non-executive directors. The Vice Chair of the committee shall be appointed by the Trust Board from amongst the independent non-executive directors.

The Chair should have the necessary background and/ or qualifications to undertake

the role effectively.

Attendance at meetings

The CEO, Chief Financial Officer and Operations Director shall normally attend meetings, or parts thereof, at the invitation of the committee. A representative of the External Auditor may also attend if invited by the committee.

The Chair of the Trust, other Board members and senior officers may also attend if invited by the committee. The committee has the right to exclude any Executive Director and any other attendees during any part of committee business.

There shall be at least one opportunity each year, if required, for the committee Chair to meet privately with the committee and similarly with the External Auditor.

Frequency of Meetings

Meetings shall be held not less than three (3) times a year.

Purpose

The committee is authorised by the Trust Board to:

- Investigate any activity within its terms of reference.
- Seek any appropriate information that it requires from any officer within the Trust and all officers are directed to co-operate with any request made.
- Obtain outside legal or independent professional advice up to a limit of £2,000 in any one year, without reference to the Trust Board and such advisers may attend meetings as necessary.

Responsibilities

The responsibilities of the committee shall be:

Finance

- To consider the schools indicative funding, notified annually by the DFE, and to assess the implications for the Trust's Schools, drawing any matters of significance or concern to the attention of the Trust Board.
- To contribute to the formulation of the academies development/ business plans, through the consideration of financial priorities and proposals and to review the level and use of revenue and capital reserves.
- To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plan.
- To review and challenge the proposed annual budgets for schools and the central team, and to recommend their approval to the Trust Board.

- To monitor and review progress against budget throughout the year for each academy and the central team, drawing any matters of concern to the attention of the Trust Board.
- To approve proposed changes during the year to the initial budget, in line with the authority delegated to the committee under the scheme of delegation.
- To monitor and review, on a regular basis, procedures for ensuring the effective implementation and operation of financial procedures, for example the implementation of banking arrangements and, where appropriate, to make recommendations for improvement.
- To approve policies on behalf of the Trust Board, other than those policies reserved for the Trust Board's approval.
- To receive and review reports from the Chief Financial Officer on the waiver of competitive quotations and tenders, ensuring the waivers have been duly authorised and are justified.
- To review the strategic risks, and the adequacy and delivery of any mitigating actions, in relation to the areas delegated to the committee.
- To undertake all other responsibilities delegated to the committee by the Trust Board through the scheme of delegation or specific resolution.

Reporting

All meetings will be minuted.

Minutes checked, approved and signed.

All documentation related to Trustee and LGC will be stored on TTG.

Reporting procedures

- All meeting will be minuted, these must be check and signed for accuracy.
- Board minutes and any supplementary notes from the chair are provided to the Trust Board in advance of the meeting (subject to the need to protect matters of individuals' confidentiality) to allow trustees time to read and formulate questions of the Chair at the Trust Board meeting.
- The Chair of the committee or, as a minimum, another member of the committee, shall attend the Trust Board meeting at which the annual accounts and financial statements are approved and also the Trust's Annual General Meeting.

All documentation related to Trust Board will be saved in TTG.

These Terms of Reference approved by the Board of Trustees, XXXXXXXX. Reviewed by the Finance Committee.

8. Terms of Reference for Local Governance Committees (LGCs)

Constitution

The Trust Board has resolved to establish a committee of the Trust Board to be known as the Local Governance Committee (LGC).

A LGC will serve a cluster of regional schools. In the first instance one cluster will be formed to serve Bridge Street, Castle and Kingsmead Schools.

Membership

The committee shall be appointed by the Trust Board. Members of the committee shall consist of not less than seven (7) members.

Comprising: 2 parents, 5 community (including up to 2 elected staff members from across the cluster). The committee for each cluster should include up to two elected parent representatives. A quorum shall be four (4) members.

The Chair of the committee shall be appointed by the Trust Board. The chair will be elected annually. The Standard term of office shall be three (3) years.

Attendance at meetings

A member of the Executive Leadership Team of the Trust will be represented at meetings.

Respect Trustees are not eligible to be members of LGC, although on occasions Trustees can request to observe meetings or could be invited by the LGC to discuss specific agenda items relating to the Trust. In addition, the Trust Governance Professional may also request to attend any LGC meeting, as part of their responsibilities to ensure effective governance practices are being observed across the Trust.

Frequency of meetings

Meetings shall be held each term.

Purpose

The committee is authorised by the Trust Board to:

- Investigate any activity within its terms of reference.
- Seek any appropriate information that it requires from any officer within the

Trust and all officers are directed to co-operate with any request made.

The LGC will not duplicate the work of Trustees or executive leaders and will not, therefore, have a role in challenging the performance of individual schools. Rather, the LGCs will serve to review the overall impact of Respect Trust, seek stakeholder view to ensure the Respect vision and values are being delivered.

Responsibilities

Each LGC will:

- Represent the stakeholder view.
- Providing support and challenge to the Trust at a local level.
- Support the Trusts ability to fulfil SEND, Safeguarding and LAC responsibilities at academy level.
- Additionally, they will review the impact of the Pupil Premium, and Sports Premium grants, Transition and where appropriate reintegration.
- Actively engage with the trust, raising issues, risks and effectiveness or otherwise of policies and practices.

In addition, they should:

- Review the impact of Respect and the individual cluster schools within the locality by considering the work of our individual schools and the views and experiences of pupils, parents, families, staff and other stakeholder.
- Provide evidenced feedback to the Trust Board so that they can triangulate their view of Respect's performance and determine future strategic priorities.
- Determine ways in which LGC members and others in the locality can better support the work of our schools, including the provision of opportunities to pupils.
- Identify ways of enhancing Respect's impact on the locality.
- Identify ways in which partners might respond to community concerns which present via our schools but cannot be solved by Respect alone.
- Operate as a formal committee of the Trust Board, forming panels as required by statutory guidance to consider matters such as suspensions, exclusions, complaints and admissions appeals.

Reporting procedures

The Chair and Clerk to the LGC shall ensure that committee minutes are submitted to the Trust within one week of a meeting. The Chair of the LGC will attend a meeting with the Chair of Trustees to report on key concerns and successes at LGC tier. The LGC and Clerk will be supported in their work by the Trust Governance Professional and the Chair of Trustees.

Minutes will be presented at the next LGC meeting to be considered and signed off

for accuracy.

Annual Review

Annually the Chair of Trustees and Chair of LGC will review the committee to discuss its organisation, effectiveness and impact.

Effectiveness

Where a LGC is not able to carry out its duty effectively; Trustees will assume responsibility for the LGC.

The LGC will be deemed to be ineffective if:

1. It is unable to recruit a workable committee – does not have the capacity to fulfil its responsibilities.
2. Trustees are in doubt of the LGC capability to discharge its responsibilities.
3. Trustees do not have confidence in the chair.

If Trustees judge this to be the case, then:

The Vice Chair of the LGC may be asked to step up on a temporary or permanent basis.

Or

Trustees will remove the LGC and assume responsibility for governance of the cluster.

A Respect Governing Committee will be put in place until a new LGC can be formed. This Respect Governing Committee will be formed of at least three members which may comprise from the current Trust Board, other Trusts and/or appropriately experienced colleagues either internally to the trust or externally.

Arrangements for Clusters

Working in collaboration, the trust board, the CEO, the Chair of the Local Governing Committee will determine the cluster. This can be determined by a variety of different means including:

- Context
- Geography
- Physical Size of Schools and Clusters
- Numbers of Local Governors

Any amendments to clusters will be approved by the Trust Board only.

9. Terms of Reference for the Audit and Risk

Constitution

The Trust Board hereby resolves to establish a committee of the Trust Board to be known as the Audit and Risk Committee.

Membership

The committee shall be appointed by the Trust Board.

All members of the committee shall be independent non-executive Trustees and shall consist of not less than three (3) members. The committee is quorum with a minimum of three (3) trustees.

The Chair of the committee shall be appointed by the Trust Board from amongst the independent non-executive directors. The Vice Chair of the committee shall be appointed by the Trust Board from amongst the independent non-executive directors.

The Chair should have the necessary background and/ or qualifications to undertake the role effectively.

The Chair of the Trust Board and the Chair of the Finance Committee shall not serve as Chair of this Committee.

Attendance at meetings

The CEO, Chief Financial Officer and Director of Operations shall normally attend meetings, or parts thereof, at the invitation of the committee, The Chair of the Trust, other Board members and senior officers may also attend if invited by the committee. The committee has the right to exclude any Executive Directors and any other attendees during any part of committee business.

There shall be at least one opportunity each year, if required, for the committee Chair to meet privately with the committee and similarly with the Head of Internal Scrutiny and Risk Management (Director of Operations).

Frequency of meetings

Meetings shall be held not less than three (3) times a year.

Purpose

The committee is authorised by the Trust Board to:

- Investigate any activity within its terms of reference.
- Seek any appropriate information that it requires from any officer of the Trust

and all officers are directed to co-operate with any request made.

Responsibilities

The responsibilities of the committee shall be:

- To maintain an oversight of the academy Trust's financial, governance, risk management and internal control systems.
- To report findings termly and annually to the Trust Board and the accounting officer as a critical element of the Trust's annual reporting requirements.

The Audit and Risk Committee will:

- Determine and maintain oversight of, and review the arrangements for, independent checking of financial, governance, risk management and internal control systems and, transactions.
- Review the risks to the internal control framework of the Trust.
- Agree an Annual Internal Scrutiny Plan that shall address these and other risks identified by the Trust Board and/or the Committee from time to time.
- Inform the statement of internal control and, so far as is possible, provide assurance to the external auditor.
- Advise the Board on the effectiveness and resources of the external/ internal auditors or scrutineers to provide a basis for their reappointment, dismissal, retendering, or remuneration. Considerations may include:
 - the auditor's/ scrutineer's sector expertise.
 - their understanding of the Trust and its activities.
 - whether the audit process allows issues to be raised on a timely basis at the appropriate level.
 - the quality of auditor/ scrutineer comments and recommendations in relation to key areas.
 - where relevant, the personal authority, knowledge and integrity of audit partners and their staff to interact effectively with, and robustly challenge, the Trust's managers'.
 - the auditor's/ scrutineer's use of technology.
 - ensuring there is co-ordination between internal audit/ scrutiny and external audit and any other review bodies that are relevant.
 - consideration of the reports of the auditors/ scrutineers and, when appropriate, advise the Trust Board of material control issues.
- Encourage a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Board of Trustees.

External Audit

The Audit and Risk Committee will:

- Review the external auditor's plan each year.
- Review the annual report and accounts.
- Review the auditor's findings and actions taken by the Trust's Executive Leadership Team in response to those findings.
- Produce an annual report of the committee's conclusions to advise the Board of Trustees and Members.

Internal scrutiny and risk management

The Audit and Risk Committee will:

- Take delegated responsibility on behalf of the Board of Trustees for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the *Academy Trust Handbook*.
- Conduct a regular review of the risk register.
- Consider the emerging and current risks associated with school risk registers and the internal risk assurance process.
- Review the internal scrutiny processes that senior executive leaders are using.
- Agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions, and risks.
- Advise the Trustees on the adequacy and effectiveness of the Trust's systems of internal control, governance, and risk management processes.
- Consider the appropriateness of executive action following internal audit/ internal scrutiny reviews and to advise the Board on any additional or alternative steps to be taken.
- Receive updates on issues relating to data protection, freedom of information, complaints, whistleblowing and other compliance-related issues and oversee the Trust's response to these.

Reporting

All meetings will be minuted.

Minutes checked, approved and signed.

All documentation related to Trustee and LGC will be stored on TTG.

Reporting procedures

All meeting will be minuted, these must be check and signed for accuracy.

Board minutes and any supplementary notes from the chair are provided to the Trust Board in advance of the meeting (subject to the need to protect matters of individuals'

confidentiality) to allow trustees time to read and formulate questions of the Chair at the Trust Board meeting.

Audit and Risk will be responsible for agreeing and overseeing the annual programme of internal scrutiny and for ensuring that an annual summary report is submitted to the DfE with their financial statements annually in accordance with the requirements of the Academies Trust Handbook..

All documentation related to Trust Board will be saved in TTG.

These Terms of Reference approved by the Board of Trustees, xxxxxxx. Reviewed by the Audit & Risk Committee XXXXXXX

10. Terms of Reference for the People and Their Working Environment Committee

Constitution

The Trust Board hereby resolves to establish a committee of the Trust Board to be known as the People and Their Working Environment (referred to as People's Committee) Committee.

Membership

The committee shall be appointed by the Trust Board.

All members of the committee shall be independent non-executive Trustees and shall consist of not less than three (3) members. The committee is quorum with minimum of three (3) trustees.

The Chair of the committee shall be appointed by the Trust Board from amongst the independent non-executive directors. The Vice Chair of the committee shall be appointed by the Trust Board from amongst the independent non-executive directors.

The Chair should have the necessary background and/ or qualifications to undertake the role effectively.

Attendance at meetings

The CEO, DCEO, Director of Operations shall normally attend meetings or part of meetings at the invitation of the Committee. The Chair of the Trust, other Board members and senior officers may also attend if invited by the committee. The committee has the right to exclude any Executive Director and any other attendees during any part of committee business.

Frequency of meetings

Meetings shall be held not less than three (3) times a year.

Purpose

The committee is authorised by the Trust Board to

- Investigate any activity within its terms of reference.
- Seek any appropriate information that it requires from any officer of the Trust and all officers are directed to co-operate with any request made.

Responsibilities

The committee is responsible for recommendations to the Trust Board on policy, based on the proposals received from the Executive. The committee will challenge the Executive to ensure proposed changes make sense for the Trust as a whole.

The main responsibilities of the committee shall be:

Employee Pay and Performance Development

- To receive proposals from the Executive with regard to policies for performance development and pay for the schools and the central team, and where required to recommend such policies to the Trust Board for approval.
- To maintain oversight of performance development and pay awards across the Trust.
- To monitor and evaluate the performance of the CEO and to recommend to the Trust Board the remuneration and other employee benefits for the CEO.
- To review and approve pay and remunerations decisions affecting individuals paid in excess of £100,000 per annum across the Trust.
- To approve inflationary pay award decisions for implementation across the Trust in line with national recommendations.

Staff Grievance, Discipline, Dismissals and Appeals

- To receive proposals from the Executive with regard to policies for staff discipline and grievances (including complaints) for the schools and the central team, and where required to recommend such policies to the Trust Board for approval.
- To consider individual cases that may be delegated to the committee by the Trust Board or that may be required as part of the escalation processes under these policies.
- To manage such processes on behalf of the Trust Board in relation to the CEO, where such delegation has been made by the Trust Board.

Workforce Strategy

- To advise on the strategic planning of the Trust's human asset.
- To receive reports from the Executive and make recommendations to the Trust

Board on workforce planning and school staffing structures.

- To receive, and comment on, regular reports from the Executive relating to all aspects of the workforce, which may for example include:
 - staff absence rates
 - staff turnover rates
 - ratios of staff type, by school
 - ratio of staff to pupil by school
 - Recruitment and retention data
 - pay analysis, such as average salaries and level of TLRs
- To review, at least on an annual basis, the staffing establishment for each school and the central team, ideally in advance of the approval of the annual budget for the following academic year.

Estates

- To advise on the strategic planning of the Estates Management and Development.
- To receive reports from the Executive and make recommendations to the Trust Board on Capital Planning and Sufficiency.
- To receive, and comment on, regular reports from the Executive relating to all aspects of Estate, which may for example include:
 - Repairs
 - Condition Surveys
 - Asbestos reporting
- To review, at least on an annual basis, the Estate for each school and the central team, ideally in advance of the approval of the annual budget for the following academic year.

Other

- To review and approve policies that are brought before the committee in relation to the workforce, including but not limited to, remuneration and benefits, recruitment, performance development, capability, discipline, grievance and Trade Unions.
- To support the Executive in relation to interactions with Trade Unions.
- To comment on, and input to, the Trust approach with regard to staff training and continuous professional development.
- To work with the Executive on matters of employment law in order to advise the Trust Board.
- To review the Trust Health and Safety policy, processes and procedures, and to receive reports on health and safety issues and incidents on behalf of the Trust Board.
- To review the strategic risks, and the adequacy and delivery of any mitigating actions, in relation to the areas delegated to the committee.

Reporting

All meetings will be minuted.

Minutes checked, approved and signed.

All documentation related to Trustee and LGC will be stored on TTG.

Reporting procedures

All meeting will be minuted, these must be check and signed for accuracy.

Board minutes and any supplementary notes from the chair are provided to the Trust Board in advance of the meeting (subject to the need to protect matters of individuals' confidentiality) to allow trustees time to read and formulate questions of the Chair at the Trust Board meeting.

All documentation related to Trust Board will be saved in TTG

These Terms of Reference approved by the Board of Trustees, xxxxxxx. Reviewed by the People and their working environment Committee XXXXXXX

11. Terms of Reference for the Outcomes Committee

Constitution

The Trust Board hereby resolves to establish a committee of the Trust Board to be known as the Outcomes Committee.

Membership

The committee shall be appointed by the Trust Board.

All members of the committee shall be independent non-executive Trustees and shall consist of not less than three (3) members. A quorum shall be two (2) trustees.

The Chair of the committee shall be appointed by the Trust Board from amongst the independent non-executive directors. The Vice Chair of the committee shall be appointed by the Trust Board from amongst the independent non-executive directors.

The Chair should have the necessary background and/ or qualifications to undertake the role effectively.

Attendance at meetings

The CEO, Executive Headteacher, Directors of RCT shall normally attend meetings or part of meetings at the invitation of the Committee. The Chair of the Trust, other Board members and senior officers may also attend if invited by the committee. The committee has the right to exclude any Executive Director and any other attendees during any part of committee business.

Frequency of meetings

Meetings shall be held three (3) times a year.

Purpose

The committee is authorised by the Trust Board to

- Investigate any activity within its terms of reference.
- Seek any appropriate information that it requires from any officer within the Trust and all officers shall be directed to co-operate with any request made.

Responsibilities

The responsibilities of the committee shall be as described below.

Reviewing and evaluating performance via Executive reports

- The performance of individual schools and the Trust as a whole, against agreed Key Performance Indicators (KPIs).
- Pupil attendance data for individual schools and the Trust.
- Pupil behaviour, suspension and exclusion data for individual schools and the Trust.
- Personal development measures for individual schools and the Trust.
- Curriculum offer/ Quality of Education for individual schools and the Trust.
- The quality of leadership in each individual school to account for academic performance, quality of SEND provision, Equalities provision.
- Development plans and progress made against targets of any school within the Trust that receives an Ofsted judgement that is less than 'good' or is considered a risk.
- Any Ofsted or DfE Inspection reports.
- The effective use of pupil and sport premium funding by the Trust as a whole.
- How any changes to national legislation with regards to curriculum, examinations, SEND and reporting to parents may affect individual

- schools and the Trust as a whole.
- Safeguarding arrangements of individual schools and the Trust as a whole.

Policies

- Receiving and considering revisions to policies which relate directly to the work of this committee.

Other

- Reviewing or investigating any matters referred to the committee by the Trust Board.
- Bringing any significant recommendations and matters of concern to the attention of the Trust Board.
- Reviewing the strategic risks, and the adequacy and delivery of any mitigating actions, in relation to the areas delegated to the committee.

Reporting procedures

All meeting will be minuted, these must be check and signed for accuracy.

Committee minutes and any supplementary notes from the chair are provided to the Trust Board in advance of the meeting (subject to the need to protect matters of individuals' confidentiality) to allow trustees time to read and formulate questions of the Chair at the Trust Board meeting.

All documentation related to the Outcomes Committee will be saved in TTG.

12. Terms of Reference for Communications and Oversight

Membership

The committee shall be informal in its make up and there is no quorum standard. It is designed for all chairs of Local Governing Committees, the Chair of Trustees and CEO to meet. It serves to complement our structure, secure good communication and a useful line of sight for all parties.

The Chair of the group is the Chair of Trustees (Chair of Trustees).

LGC Chairs will submit agenda items to the Chair of Trustees who will facilitate a discussion around these concerns as well as progress to fulfilling school and trust KPIs.

Attendance at meetings

Local Governing Committees, the Chair of Trustees and CEO. Other colleagues may be invited to attend on the request of members of the group. This meeting will be held on teams but provide a function for face to face.

Frequency of meetings

Meetings shall be held not less than three (3) times a year. Extra meetings may be called if required.

Purpose

The committee is authorised by the Trust Board to

- Review the success of the trust in its aims, vision and values.
- Review the success of the trust in maintaining its offer to schools.
- Review how the trust could further improve its work to support schools.
- Discuss potential growth opportunities and where individual schools and clusters can support that growth.

Responsibilities

- To represent their Local Governing Committee at this forum.
- To note in Local Governing Committee meetings such items which are felt by Local Governing Committee need to be brought to this forum.
- To pass agenda items to the Chair of Trustees at least two weeks in advance of a meeting.
- To feed back to the Local Governing Committee relevant information to support their work.

Reporting procedures

From Local Governing Chairs requests, the Chair of Trustees will formulate an agenda which the clerk will put out to the CEO and Chairs of Local Governing Committees a week in advance of the meeting. This will be via The Trust Governor (TTG).

At the same time any relevant documents will be made available on TTG.

The Clerk will take minutes of the meeting which will be signed by the Chair of Trustee.

The content of these meetings and the emerging documentation will be treated with the same respect for confidentiality as all other Governor / Trustee meetings.

13. Trustee Panels

The Board has agreed that, subject to prior training, Governance Panels be established as follows:

13.1 Pay Appeals Panel

Purpose	The purpose of the Panel is to consider and determine any appeal arising from decisions of the Executive in relation to the annual Pay Award
Constitution and Membership	<p>The Panel shall comprise a minimum of three Trust Board members selected at random (subject to availability) by the Chair of Trustees and Governance Professional to the Board.</p> <p>*eligibility subject to current membership of a Trust Board and prior training in the appeals and Performance Related Pay process.</p>
Quorum	A minimum of three Trustees shall constitute a quorum.
Frequency of Meetings	The Panel shall meet as and when required.
Attendance	<p>Any member of the Executive Leadership Team appropriate to the nature of the business to be transacted.</p> <p>A Human Resources adviser.</p> <p>The appellant and a named representative or supporter subject to a minimum seven days' notice of the name and position of that person (including their relationship to the appellant) being provided to the Governance Professional</p>
Authority and Delegated Function	<p>The Panel is authorised to consider and determine all appeals arising from decisions of the Executive in relation to the annual Performance Related Pay awards of Headteachers.</p> <p>The decision of the Panel shall be final.</p>

13.2 Staff Disciplinary

To consider and determine all staff disciplinary matters – detailed terms of reference to be agreed.

13.3 Staff Disciplinary Appeals

To consider and determine all appeals arising from staff disciplinary matters – detailed terms of reference to be agreed.

13.4 Exclusions

To consider and determine all appeals arising from pupil exclusions.

13.5 Admissions

To consider and determine all appeals arising from refusal by schools of pupil admissions.

13.6 Complaints

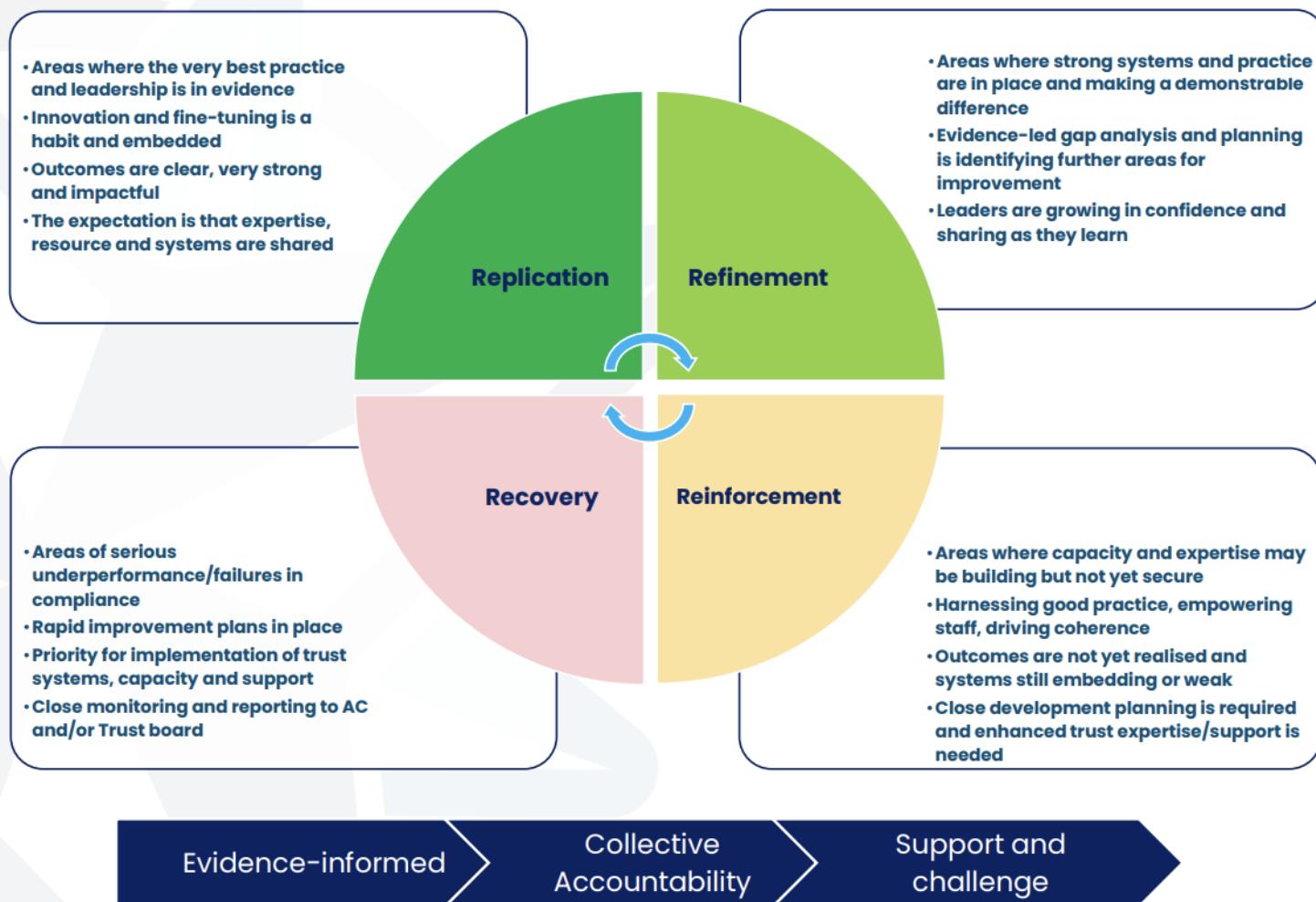
To consider and determine all Stage 4 Complaints (under the agreed Complaints Procedure).

14. Risk Assurance

In our trust we use a four-tiered model to our risk management and assurance as examined in the diagram below. Those schools that have been determined to be in the Reinforcement or Recovery categories will have an amended scheme of delegation to support both decisions making and school improvement. The scheme of delegation matrix below identifies those changes.

This aligns with our Terms of Reference for Audit and Risk, Terms of reference Finance, and also policies for Risk Management and Risk Assurance.

Evaluative domains for identifying capacity, excellence and need...



15. Roles and Responsibilities of Committees and the delegated authority

Through the set out terms of reference set for the trust board, each of its committee and the local governing committee it clearly articulates its delegated authorities, where these are not clear or there is ambiguity, this should always be referred to the Chair of Trustees and CEO.

16. Defined areas of responsibility

Through our Scheme of Delegation we have define our key areas of focus

1. People
2. Systems and Structures
3. Reporting
4. Being Strategic
5. Holding to Account
6. Ensuring Financial Probity
7. Human Resources

Our responsibilities structure is purposely concise to ensure clear lines of decision making, however our Central Executive Team is a variety of people; CFO (Director of operations), Director of Finance, Director of SEND, Director of Safeguarding and Attendance and Director of AP and Commissioning.

17. Who can make decisions?

Within our scheme of delegation actions can only be taken under role that is defined, therefore in the absence of a headteacher and a decision is required this would go to the headteachers line manager, ordinarily Director of Education (DOE). Decision makers should follow the Trust organisation structure chart or the governance structure in section 3.

The Trust Board retains ultimate decision-making responsibility however decision making can be delegated.

18. Approach to Refinement or Recovery

In our decision-making matrix defines schools as in Refinement or Recovery. These schools will have an amended SoD to better support their development. The trust board have the right to amend these delegations in circumstances where they feel it appropriate; for example, a school joining the trust where significant changes have already been made, creating a rapidly improving picture. Schools who through the risk assurance process are defined as Replication or Refinement will operate under the standard SoD.

we have referred to schools who have been defined in Refinement or Recovery and they have changes to their delegations based on the assurance of the school. The trust board have the right to amend these delegations in circumstances where they feel it appropriate; for example, a school joining the trust and significant changes have already been made creating an rapidly improving picture. Schools who through the risk assurance process are defined as Replication or Refinement will operate under the standard scheme of delegation.

19. Decision Making Matrix

✓: Action to be undertaken at this level

A: Provide advice and support to those accountable for decision making

U: Updated

<>: Direction of advice and support

20. Scheme of Delegation

People

	Members	Trust Board	CEO	DOE	Central Executive Team	Local Governing Body	Headteachers
Members: Appointment/Removal	✓						
Trustees: Appointment/Removal	✓	✓					
Role Descriptions for Members	✓		<A				
Role descriptions for trustees/chair/ specific roles/committee/council members: agree		✓	<A				
Board committee chairs: Appointment/Removal		✓	<A				
School committee/council chairs: Appointment/Removal		✓	<A				
Clerk to board: Appointment/Removal		✓					
Clerk to local governing board		✓	<A>	<A		<A✓	

Systems and Structure

	Members	Trust Board	CEO	DOE	Central Executive Team	Local Governing Body	Headteachers
Articles of Association: Review and Agree	✓	<A	<A				
Governance structure (committees) for the trust; Establish and Review		✓	<A				
Terms of reference for board committees and scheme of delegation for committees: Annual Agreement		✓	<A				
Skills Audit: completion and recruitment to gaps		✓	<A>			✓	A
Annual self review of trust board and committees: complete annually		✓	<A>				
Annual self-review of local governing body: complete annually		✓	<A>			✓	
Chair's performance: carry out 360 review periodically		✓				✓	
Trustee / local governor contribution: review annually		✓				✓	
Succession: planning		✓	<A>			✓	A
Annual schedule of business for trust board: agree		✓	<A				
Annual schedule of business for local governing body: agree			A>			✓	A

Reporting

	Members	Trust Board	CEO	DOE	Central Executive Team	Local Governing Body	Headteachers
Publication on trust and schools' websites of all required details on governance arrangements: ensure		✓	<A	<A>	<A>	✓	<A
Annual report on performance of the trust: submit to members and publish		✓	<A				
Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A	<A	<A		
Annual report work of local governing body: submit to trust and publish				A>	A>	✓	<A

Being Strategic

	Members	Trust Board	CEO	DOE	Central Executive Team	Local Governing Body	Headteachers
Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	<A	<A	<A	<A	<A
Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve		✓	<A>	<A>	<A>	<A	<A
Management of risk: establish register, review and monitor		✓	<A>	<A>	<A>	A	<A
Engagement with stakeholders	✓	✓	✓	✓	✓	✓	✓
Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	<A	<A	<A		
Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which		✓	✓	✓	✓	<A	✓

progress towards achieving the vision can be measured: determine							
Chief executive officer: appoint and dismiss		✓				<A	
Headteacher: appoint and dismiss		A>	✓	<A	<A	<A	
Budget plan to support delivery of trust key priorities: agree		✓	<A		<A		
Trust's staffing structure: agree		A>	✓	<A	<A		
School staffing structure: agree			✓	<A	<A	<A	<A
School hours and term times: Change		✓	<A	<A			A
Partnering Arrangements		✓	✓	<A	<A	<A	<A
Expansion of existing facilities/taking on new premises		A>	✓	<A	<A	<A	<A
Other major strategic decisions: e.g. curriculum design and/or content, recruitment		A>	✓	✓	✓		✓
MAT wide developments		✓	✓	<A	<A	<A	<A

Holding to Account

	Members	Trust Board	CEO	DOE	Central Executive Team	Local Governing Body	Headteachers
Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	<A>	<A>	<A>	✓	<A
Reporting arrangements for progress on key school improvement priorities: agree			✓	<A	<A		<A
Performance management of the Chief Executive Officer: undertake		✓					
Performance management of Headteacher: undertake			A>	✓		<A	
Performance management of central executive team: undertake			✓	✓			
Performance management of SLT: undertake			A>	A>			✓
Performance management of teachers and support staff: undertake (Delegated)			A>	A>			✓
Performance management of central trust staff: undertake			A>	A>	✓		
Performance management of senior trust leads: undertake			✓	✓			
Trustee monitoring: agree arrangements		✓	<A				

Local Governing Body monitoring: agree arrangements		✓	✓	✓		<A	<A
Approval and signature of all settlements		✓	✓	<A			
Approval of suspension of all staff*		✓	✓	<A	<A		<A
Approval of suspension of CEO		✓					
Data Protection		✓	<A	<A	<A	<A	<A

*subject to the ATH Limits

Ensuring Financial Prouity

	Members	Trust Board	CEO	DOE	Central Executive Team	Local Governing Body	Headteachers
Appoint Chief financial officer for delivery of trusts detailed accounting processes		✓	<A	<A	<A		
Trust's scheme of financial delegation: establish and review		✓	<A	<A	<A		
External/internal auditors' report: receive and respond		✓	<A	<A	<A		<A
Budget Forecast: Submission of consolidated Budget Forecast by 31 July for the following financial year including capital projects		✓	<A	<A	<A		<A
Disposal of assets (subject to ESFA Limits)				A>	✓		<A
Authority to write off bad debts (subject to ESFA Limits)			✓	<A	<A		<A
Related Party Transactions		✓	<A	<A	<A		<A
Pupil Provision			A>	✓	✓	<A>	✓
CEO pay award: agree		✓					
Headteacher, SLT and Central Executive Team pay award: agree			✓	<A	<A	<A	
Teacher pay award: agree		✓	A>	✓	✓		✓
Support staff pay progression award: agree			A>	A>	A>		✓
Staff appraisal procedure and pay progression: review and agree			A>	✓	<A		<A
Benchmarking and trust wide value for money: ensure robustness		✓	<A	<A	<A	✓	
Benchmarking and school value for money: ensure robustness		✓	<A	<A	<A	✓	A
Develop trust wide procurement strategies and efficiency savings programme			✓	✓	✓		

Review and approve trust wide procurement strategies and efficiency savings programme		✓	<A	<A	<A		
Premises Maintenance Programme			A>	A>	✓		<A
School Health and Safety			A>	A>	✓	<A>	✓
Legal Claims		A>	✓	<A	<A		<A

Human Resources

	Members	Trust Board	CEO	DOE	Central Executive Team	Local Governing Body	Headteachers
Recruitment of CEO		✓		<A	<A		<A
Recruitment of Headteacher and Central Executive Team			✓	<A	<A	<A	
Recruitment of SLT			A>	✓	✓		✓
Recruitment of Teachers					A>		✓
Recruitment of Support Staff					A>		✓
Recruitment of Senior Trust Staff		A>	✓	<A	<A		<A
Recruitment of Central Support Staff			A>	A>	✓		<A
Staff Pay award appeals		✓	<A				
Disciplinary Hearing: CEO		✓					
Disciplinary Hearing: Headteacher		✓	✓	✓		✓	
Disciplinary Hearing: SLT			A>	A>	✓		✓
Disciplinary Hearing: teacher and support staff				✓	<A>		✓
Disciplinary Hearing: Central Executive Team		✓	✓	✓			
Disciplinary Hearing: Central Trust Staff			A>	✓	✓		<A
Formal hearings for grievances: CEO		✓					
Formal hearings for grievances: Headteacher				✓	✓	✓	
Formal hearings for grievances: SLT				✓	✓		✓
Formal hearings for grievances: Teacher and support staff			A>	A>	✓		✓
Formal hearings for grievances: Central Executive Team				✓	✓		
Formal hearings for grievance: Central trust staff				✓	✓		
Staff Appeals: CEO		✓					
Staff Appeals: Headteacher		✓	✓				
Staff Appeals: SLT			✓	✓			✓

Staff Appeals: Teacher and support staff			✓	✓	✓		✓
Staff Appeals: Central Executive Team		✓	✓				
Staff Appeals: Central Trust Staff			✓	✓			
Formal Absence and Capability: final stage <i>N.B. Stage 1 & 2 Meetings: Undertaken by the appropriate Line Manager/SLT member</i>				✓	✓		✓