



The STAR Multi-Academy Trust (“the Trust”)

Scheme of Delegation

For

[Appleton Roebuck Primary School, Brayton CE Primary School, Kellington Primary School, Kirk Fenton CE Primary School, Monk Fryston and Saxton Federation of CE Primary Schools, Riverside Primary School, Sherburn High School, Sherburn Hungate Primary School, South Milford Primary School, Tadcaster Grammar School]

Approved by Trustees on: 16th July 2020

Applies from: 1st September 2020

Date of next scheduled review: July 2021

Publication/communication requirements: The Board of Trustees should ensure that a copy is provided to Members, Local Governing Bodies (LGBs), the CEO/COO and Headteachers. The Document should also be published on the Trust and School websites.

INTRODUCTION

1. Purpose of the Scheme of Delegation

- 1.1 The main purpose of this Scheme of Delegation (Scheme) is to inform those involved with the governance of schools about where decision making, advisory and other responsibilities lie within the Trust.
- 1.2 [The Scheme reflects the designation of Church of England Schools, and reflects their former status \(blue font\)](#)
- 1.3 The Scheme does not contain details of every decision/responsibility for every aspect that will be delegated. Its content will be supplemented by the Trust's strategic plans, policies and procedures and any direction given or rules and directions agreed or issued by the Members or the Board of Trustees. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Chair of the Board of Trustees.
- 1.4 Whilst the Scheme is an important document, the way it is operated in practice will be the key to its efficacy. Good communication between the Board and its Committees and relevant members of staff will be essential. It is expected that the Chairs' Forum and the Headteacher's Group will aid communication in this respect and aid with effective governance more generally.
- 1.5 The Scheme should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook (AFH), which is a separate document.

2. Adoption of the Scheme

- 2.1 This Scheme has been approved by the Board of Trustees and shall apply to the School from the date shown on the front cover.

3. How it has been determined

- 3.1 In determining this Scheme, the Trustees have been mindful that:
 - a. The Board of Trustees is ultimately accountable for the way in which the Schools are run and managed and as such must be satisfied that delegation takes place only where appropriate and that it receives necessary reports on matters delegated by it/actions taken in its name to enable appropriate oversight.

- b. There are some areas where it makes sense for matters to be dealt with centrally, rather than by individual Schools. It is hoped that this will reduce the burden on the individual Schools, which already have a heavy workload, and in appropriate cases achieve economies of scale.
- c. The Board cannot take all decisions itself, and in making decisions that the Board reserves for itself, it will often be reliant on information and advice from and be guided (as appropriate) by its Committees, the School LGBs and others operating at School level. The Board considers that there is often a powerful case for local involvement in decision making.
- d. The level of delegation will reflect the circumstances of the School at the time of delegation. Schools which are performing well will in general have a greater level of delegation. Furthermore, particular weaknesses identified during a risk assessment process, e.g. in relation to standards, finances or leadership, may require certain decisions/responsibilities to be temporarily taken back by the Board of Trustees. Once a School is judged to be in a secure position, greater autonomous control will be returned.

4. Termination and amendment

- 4.1 The Scheme will be subject to formal review annually. However, if the Board deems it appropriate, changes will be made in-year.
- 4.2 The Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).
- 4.3 As the Trust develops, so may the governance arrangements and accordingly the delegations that are in place. For example (and without limitation):
 - Changes may need to be made as a result of lessons learned and development of best practice;
 - It is hoped that the strength of Schools which are performing less well will increase over time such that additional responsibilities may be delegated;
 - Where weaknesses develop in a School's leadership and governance, or in particular areas, the Trust may need to intervene and remove delegations.
- 4.4 The Board would welcome comments on the operation of the Scheme where it is felt that revisions should be made. Where practicable, the Board will give the LGB an opportunity to comment before determining the Scheme of Delegation.

5. Delegation Matrix

- 5.1 The delegation matrix that applies in respect of the School is set out below. It is structured in accordance with the following index:

Section	Area covered	Page number
A	Overarching Governance	[5]
A1	Member matters	[5]
A2	Board matters	[6]
A3	LGB and other committee matters	[11]
A4	Heads and Chairs Group	[15]
A5	Miscellaneous	[15]
A6	Website reporting	[15]
B	Strategy and leadership	[16]
B1	Strategic planning and oversight	[16]
B2	School organisation	[18]
B3	Risk management	[19]
C	Staffing	[20]
C1	Staffing structures	[20]
C2	MAT central team employees	[20]
C3	School level employees	[22]
D	Pupil/Student matters	[25]
D1	Safeguarding and Child Protection	[25]
D2	Education provision	[25]
D3	Behaviour, attendance and welfare	[28]
D4	School meals	[29]
D5	Admissions	[29]
E	Accessibility	[30]
F	Finance and procurement	[31]
G	Health and safety, insurance and premises and extended schools	[35]
H	Communications, information and complaints	[37]
H1	External communications	[37]
H2	Complaints	[38]
H3	Information management	[38]

Decision	Members	Board of Trustees	Chief Executive	LGB	HT	Third Party	Advice	Comments
A. Overarching Governance								
A1 Member matters								

1.	Amendment of Articles of Association	Decide	<Recommend	<Advise			See advice/ comments	<ul style="list-style-type: none"> • Governance advisor advice and support with process • Legal advice (as required) 	<ul style="list-style-type: none"> • Consent of York Diocesan Board of Education (YDBE) and Site Trustees require • DfE and/or Charity Commission consent required in certain cases • Must be filed at Companies House along with copy of special resolution and any required forms
2.	Call Members' Meetings	Decide	Decide					<ul style="list-style-type: none"> • Governance advisor advice and support with process 	<ul style="list-style-type: none"> • As a minimum, Members should hold an AGM once a year. • Extraordinary meetings may also be called by Trustees or Members. • Decisions may be made by written resolution between meetings.
3.	Appoint/remove Members	Decide					See advice/ comments	<ul style="list-style-type: none"> • Governance advisor advice and support with process 	<ul style="list-style-type: none"> • See Articles of Association. • YDBE guidance and training should be provided to those undertaking the role of Member and Members will be required to sign an appropriate ethos undertaking. • Governance advisor to liaise with Trust central team to ensure <ul style="list-style-type: none"> - appropriate DBS and related checks made - GIAS notifications are made - Copies of completed ethos undertakings to be provided for YDBE and Foundation Members.
4.	Complete Member register of interests, and keep under regular review	Responsible	Receive	Receive	Receive	Receive	See advice/ comments	<ul style="list-style-type: none"> • Governance advisor advice and support with process 	<ul style="list-style-type: none"> • Governance advisor to liaise with the Trust central team to ensure details are uploaded on the Trust website. • Register of Member Interests should be brought to the attention of decision makers as appropriate (CEO to oversee).

A2 Board matters									
5.	Appoint/remove Trustees	Decide	<Advise				See advice/ comments	<ul style="list-style-type: none"> • Governance advisor advice and support with process • Trustees use skills gaps to inform decision making 	<ul style="list-style-type: none"> • See Articles of Association. • Recommendation/application forms should request information about ability and commitment to preserve and develop CE ethos of CE schools within the Trust as well as other skills. <ul style="list-style-type: none"> • There is no maximum number of Trustees • The Trustees appointed by the Members may co-opt with the consent of YDBE, up to two Trustees for a specified term not exceeding 4 years. • Recommendations/application forms should request information about ability and commitment to preserve and develop the ethos of the schools within the Trust as well as other skills • Trustees to sign undertaking of ethos declaration • YDBE guidance and training should be provided to those undertaking the role and Trustees should be required to sign an appropriate ethos undertaking. • Code of Conduct should be agreed and all Trustees should be required to sign it • Governance advisor to liaise with appropriate Trust personnel to ensure that appropriate DBS and related checks are made <ul style="list-style-type: none"> • GIAS notifications are made • Details of Trustee and their interests are uploaded on Trust website • YDBE is informed of any changes to the Trustees • Copies of completed ethos undertakings to be provided to YDBE and Foundation Members. • Return must be filed at Companies House • Chair of Board, CEO and Governance advisor and others as appropriate to provide induction.
6.	Complete Trustee board skills audit and training plan annually	Receive	Responsible	<Advise				<ul style="list-style-type: none"> • Chair of Board to lead - Governance advisor advice and support with process 	<ul style="list-style-type: none"> • Skills audit should include ability and commitment to preserve and develop CE ethos of CE schools within the Trust. • Chair of Board to follow up with Trustees on training requirements

									<ul style="list-style-type: none"> • Details of skills gaps should be provided to those responsible for appointing Trustees when a vacancy arises
7.	Appoint/Remove Chair of Trustees		Decide					<ul style="list-style-type: none"> • Governance advisor advice and support with process 	<ul style="list-style-type: none"> • Must not be an employee
8.	Appointment Vice Chair of Trustees		Decide					<ul style="list-style-type: none"> • Governance advisor advice and support with process 	<ul style="list-style-type: none"> • Must not be an employee
9.	Determine and allocate specific Trustee roles eg. safeguarding/H&S (as required)		Decide					<ul style="list-style-type: none"> • Chair to advise based on skills audit 	<ul style="list-style-type: none"> • Trustees linked to schools should adhere to agreed protocol • All Trustees continue to have responsibility for <i>all</i> areas, despite any allocation of specific roles
10.	Confirm Accounting Officer (CEO)		Decide					<ul style="list-style-type: none"> • COO to support and notify Secretary of State 	<ul style="list-style-type: none"> • Should be the CEO or equivalent (the role will be heavily supported by the COO) • Has responsibility for regularity, propriety and value for money. Also responsibility for ensuring that proper financial records and accounts are kept.
11.	Appoint/remove Governance advisor (if required)		Decide	<Advise				<ul style="list-style-type: none"> • HR advice obtained as required 	<ul style="list-style-type: none"> • Should have relevant experience in school/company/charity governance. • Reports directly to the Board
12.	Determine Scheme of Delegation	Receive	Decide	<Advise	Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> • Governance advisor and CEO advice and support • LGBs and other Committees to provide advice on amendment based on experience of operation 	<ul style="list-style-type: none"> • The document will be reviewed every year or more frequently where the Trustees deem this to be desirable. • Where practicable, the Board will give the LGB and Committees an opportunity to comment before determining the Scheme of Delegation. • The Scheme will comply with the Memorandum and Articles of Association and other legal requirements, including any matters that are reserved to Members from time to time. • The Board will ensure that the CE foundation and responsibilities to the YDBE and site trustees are properly reflected in any Scheme for the School. The YDBE will be consulted prior to first adoption and

										thereafter in the event that any proposed changes could impact on the CE foundation of the School.
13.	Complete Trustee register of interests and keep under regular review	Receive	Responsible	Receive	Receive	Receive	See advice/ comments	<ul style="list-style-type: none"> • Governance advisor advice and support with process 	<ul style="list-style-type: none"> • Governance advisor to liaise with Trust personnel to ensure details are uploaded on the Trust website. • Register of Trustee Interests should be brought to the attention of decision makers as appropriate (CEO to oversee). 	
14.	Board of Trustees' Annual Schedule of Business		Decide	<Advise	Receive			<ul style="list-style-type: none"> • Chair of Board to lead, with Governance advisor advice and support with process • Appropriate advice and input from CEO & COO 	<ul style="list-style-type: none"> • Should be shared with LGB and other Committees to inform their schedule • Chair of Board and Governance advisor to use to inform agenda setting • Trustees should meet at least every half term 	
15.	Determine policy review process and schedule		Decide	<Advise	Receive			<ul style="list-style-type: none"> • Governance advisor advice and support with process • Appropriate advice and input from CEO (and other key employees) and those responsible for LGB/other Committee policy review 	<ul style="list-style-type: none"> • Needs to dovetail with annual schedule of business (see above). • Should specify what policies there are to be, the lead member of staff responsible for the policy, the approving person/body and when the review will take place. • Review of policies to be conducted in accordance with process and schedule. 	
16.	Annual Review of Governance and Board Effectiveness	Receive	Responsible	<Advise	Advise	<Advise		<ul style="list-style-type: none"> • Chair of Board to lead. • Governance advisor and CEO advice and support with process 	<ul style="list-style-type: none"> • This should dovetail with LGB reviews of their own effectiveness (see below). • The outcome of the review may impact on the level of delegation to LGBs and others under the Scheme of Delegation or otherwise. • Trustees to consider whether an external review of governance should take place. 	
17.	Annual Report and Financial Statements	Receive and scrutinise	Approve	<Advise, Approve			See advice/ comments	<ul style="list-style-type: none"> • COO to coordinate draft, with input from CEO and Governance advisor • Auditors to review 	<ul style="list-style-type: none"> • The Members should receive and scrutinise the accounts at their AGM. • Important role for FAR committee • The document should be filed with Companies House and the DfE and uploaded onto the Trust's website. 	

								and sign off <ul style="list-style-type: none"> Trustees and Accounting Officer must approve relevant sections 	
18.	Other company returns		Approve	<Advise, Approve				<ul style="list-style-type: none"> Trustees to approve as required Trust central team to advise as appropriate e.g. COO, Governance advisor 	<ul style="list-style-type: none"> To include key Companies House filings and DfE returns
19.	CEO reports to Trustees		Receive, Scrutinise	Responsible				<ul style="list-style-type: none"> The CEO will be supported by others as appropriate e.g. Governance advisor, COO, HR Provider, Church School Effectiveness Group 	<ul style="list-style-type: none"> The Trustees should agree with the CEO what reports are required, the required frequency and the content of those reports. The Trustees should receive the reports at a Board meeting to enable appropriate questioning and follow up.
20.	Supplemental Reports to Members	Receive, Scrutinise	Approve	<Advise				<ul style="list-style-type: none"> The CEO should coordinate the reports for input and approval by the Trustees. The CEO and the Trustees will be supported by others as appropriate e.g. Governance advisor, COO, Church school effectiveness Group 	<ul style="list-style-type: none"> The Members should agree with the Trustees what additional reports are required, the required frequency and the content of those reports. The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up The should include the annual Church School Distinctiveness Report as defined by the YDBE
21.	Setting up any subsidiary company or linked charity	Decide	Recommend	Advise				<ul style="list-style-type: none"> Legal and financial advice required 	<ul style="list-style-type: none"> Trustees must keep the need for a subsidiary company under review, based on the Trust's trading and related activities.

A3 LGB and other committee matters									
22.	Determine and keep under review Committee complement		Decide	<Advise	Advise	<Advise		<ul style="list-style-type: none"> CEO and Governance advisor to advise and support Headteacher* and LGB clerk to aid formulation of LGB advice 	<ul style="list-style-type: none"> In accordance with the Articles of Association
23.	Determining LGB composition		Decide	<Advise	<Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> Advice and support with process from the LGB clerk 	<ul style="list-style-type: none"> For church schools the composition of the LGB will be agreed with the YDBE. Any changes to the number or proportion of Foundation Local Governors, or how they will be appointed, will require the consent of the YDBE. The composition will be set out in the LGB's constitution
24.	Appointment/removal of Governors from LGBs		Decide	<advise	Decide <Advise		See advice/ comments	<ul style="list-style-type: none"> LGB clerk to advise and support with process Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises 	<ul style="list-style-type: none"> Trust Board to interview all potential Trust appointed governors following a formal application process The YDBE's Foundation Local Governor appointment processes should be followed when Foundation Local Governors are being appointed Code of Conduct should be agreed and all Local Governors should sign it In Church Schools all Local Governors should attend appropriate CE governance training and complete an appropriately worded ethos undertaking. LGB clerk to liaise with appropriate staff to ensure: <ul style="list-style-type: none"> appropriate DBS and related checks are made GIAS notifications are made Details of Local Governors and their interests are uploaded on School website In Church Schools copies of ethos undertakings are sent to the YDBE and the Trustees. LGB clerk, Headteacher* and Chair of LGB (and others as appropriate) to lead induction.
25.	Hold staff and parent elections for LGB				Responsible	<Advise		<ul style="list-style-type: none"> LGB clerk and Headteacher* advice and support with process 	<ul style="list-style-type: none"> Must be in accordance with any relevant provisions in Articles of Association, Scheme of Delegation and LGB Terms of Reference. LGB Members to flag need for skills and ability to support CE ethos of School as part of process. LGB to appoint in the event no-one puts themselves forward for election (in consultation with Trustees)

26.	Appoint Chair of LGB		Advise>	<Advise>	Decide			<ul style="list-style-type: none"> LGB clerk advice and support with process 	<ul style="list-style-type: none"> Should not be an employee
27.	Appoint vice Chair of LGB				Decide			<ul style="list-style-type: none"> LGB clerk advice and support with process 	<ul style="list-style-type: none"> Should not be an employee
28.	Allocate specific local governor roles				Decide	<Advise		<ul style="list-style-type: none"> Chair of LGB to lead, based on skills Trustees to specify certain required roles to dovetail with own link Trustees (if applicable) 	<ul style="list-style-type: none"> LGB should allocate additional link roles (e.g. Safeguarding/Child Protection, Health and Safety, Special Educational Needs) All LGB members continue to have responsibility for all these areas, despite any allocation of specific roles
29.	Confirm local Accounting Officer (School level)		Decide	<Advise		Responsible		<ul style="list-style-type: none"> Reports to CEO as overall Accounting Officer 	<ul style="list-style-type: none"> Will be the Headteacher* or equivalent (the role will be heavily supported by the School's Finance manager or equivalent) Has responsibility for regularity, propriety and value for money at School level. Also responsibility for ensuring that proper financial records and accounts are kept.
30.	Complete LGB register of interests and keep under regular review		Receive	Receive	Responsible	Receive	See advice/ comments	<ul style="list-style-type: none"> LGB clerk advice and support with process LGB clerk to liaise with appropriate School personnel to ensure uploaded on website 	<ul style="list-style-type: none"> Register of LGB Interests should be brought to the attention of decision makers as appropriate (Headteacher* to oversee).
31.	Determine LGB annual schedule of business		Advise	<Advise>	Responsible	<Advise		<ul style="list-style-type: none"> Chair to lead with LGB clerk advice and support with process Appropriate advice and input from CEO and those responsible for planning other Annual Schedules of Business 	<ul style="list-style-type: none"> This needs to dovetail with the Board of Trustees' Schedule of business To include items as appropriate to reflect that the School is a CE school. Chair and LGB clerk to use to inform agenda setting LGB should meet at least once each half term
32.	School level Reporting to Trustees		Receive, Scrutinise	<Advise	Responsible & Approve				<ul style="list-style-type: none"> LGB minutes will be provided to Trustees as standard. The co-ordinated schedule of business

									<p>should mean that this enables LGB advice to get to the Board in a timely manner to inform their decision making.</p> <ul style="list-style-type: none"> The content and frequency of any additional LGB reports shall be specified by the Trustees. Additional School level reporting should be included in CEO reports as appropriate (see above). The Trustees should receive the minutes and any additional reports at Board Meetings to enable appropriate discussion and scrutiny.
33.	Review of LGB effectiveness		Receive, Scrutinise	<Advise	Responsible	<Advise		<ul style="list-style-type: none"> Chair of LGB to lead, LGB clerk advice and support with process 	<ul style="list-style-type: none"> This should dovetail with the Board's reviews of their own effectiveness on an annual basis (Trustees may set a template). Conclusions should be fed into the Board's review of governance effectiveness and may impact on future levels of delegation pursuant to the Scheme of Delegation. LGB to participate as required in any external review of governance required by the Trustees.
34.	Trust Board Interventions with LGBs		Responsible	<Advise	<Advise			<ul style="list-style-type: none"> Input from Governance advisor 	<p>The Trust Board may rarely need to directly intervene with LGBs e.g. In the event of underperformance or if there are recruitment issues</p> <p>Trust Board Critical action group may need to be convened</p> <p>Emergency appointment/redeployment of governors by the board may be necessary</p>
35.	LGB skills audit		Receive, Scrutinise	<Advise	Responsible	<Advise		<ul style="list-style-type: none"> Clerk advice and support with process 	<ul style="list-style-type: none"> Trustees may set a template. Skills audit should include ability and commitment to preserve and develop CE ethos of the School Trustees to receive details and may impact on areas of delegation Details of skills gaps should be provided to those responsible for appointing local governors when a vacancy arises
36.	Appoint/remove LGB clerk to the LGB (if required)		Decide	<Advise				<ul style="list-style-type: none"> HR advice obtained as required 	<ul style="list-style-type: none"> Should have relevant experience in school governance LGB clerk supplied by Governance support services as agreed in Trust level governance services contract
37.	Determine LGB procedures		Decide		Advise			<ul style="list-style-type: none"> Governance advisor advice and support Clerk to support 	<ul style="list-style-type: none"> These must be in compliance with the Articles of Association and must include details relating to appointment of Chair/Vice Chair, quorum and decision making and other procedures etc

								LGB in formulating advice	
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A4 Heads and Chairs Group										
38.	Manage Heads Group			Responsible		Participate				<ul style="list-style-type: none"> Headteacher's group enables all Headteacher's to feed in their thoughts and advice in relation to pertinent matters for their School and to enable co-ordinated reporting (through the CEO) to the Board.
39.	Manage Chair of Governors' Forum		Responsible Chair		Participate Chair				<ul style="list-style-type: none"> Supported by Governance advisor as required 	<ul style="list-style-type: none"> LGB Chairs' Forum enables all Chairs to feed in their thoughts and advice in relation to pertinent matters for their School and to ensure dovetailing of Trustee and LGB business.
A5 Miscellaneous										
40.	Determine governance policies and procedures for Trustees and Local Governors		Approve						<ul style="list-style-type: none"> Governance advisor to advise and support 	<ul style="list-style-type: none"> E.g. appointment, induction, expenses, interests (conflicts, payments, contacts etc), Code of Conduct Policies must be in accordance with Articles of Association
41.	Obtain Trustee and Officers insurance		Approve						<ul style="list-style-type: none"> COO and Governance advisor to advise and support 	<ul style="list-style-type: none"> Must be in accordance with Articles of Association
A6 Website reporting										
42.	Governance details on Trust website	Receive	Approve	<Advise	<Advise	<Advise			<ul style="list-style-type: none"> Governance advisor & CEO to advise and support, Headteacher* and Clerk to feed in relevant information at School level 	<ul style="list-style-type: none"> Trust to approve framework Governance advisor to liaise with Trust central team to ensure Trust level information up to date LGB clerk responsible for ensuring School level information up to date.

	Decision	Members	Board of Trustees	Chief Executive	LGB	HT	Third Party	Advice	Comments
B Strategy and Leadership									
B1 Strategic planning and oversight									
1.	Set Trust vision and ethos statement		Decide	<Advise				<ul style="list-style-type: none"> CEO leading role in formulating for Trustee scrutiny <ul style="list-style-type: none"> CEO/COO and Heads' Group leading role in formulating for Trustee scrutiny 	<ul style="list-style-type: none"> CEO responsible for implementation Should reflect Community and Church foundation of Schools in Trust
2.	Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process		Decide	<Advise				<ul style="list-style-type: none"> CEO leading role in formulating for Trustee scrutiny <ul style="list-style-type: none"> CEO/COO and Heads' Group have a leading role in formulating for Trustee scrutiny 	<ul style="list-style-type: none"> CEO responsible for ensuring objectives are met and for progress against Development Plan Development Plan must be in line with strategic objectives Should reflect Community and Church foundation of academies in the Trust
3.	Complete Trust Education Risk Register		Scrutinise	Responsible				<ul style="list-style-type: none"> CEO leading role in formulating for Trustee scrutiny 	
4.	Set School vision and ethos statement			Advise>	Responsible	<Advise		<ul style="list-style-type: none"> Headteacher* leading role in formulating for LGB scrutiny 	<ul style="list-style-type: none"> Must fit with Trust vision and ethos (CEO to ensure) Vision and ethos should reflect CE school status. CE Schools have a fixed ethos statement which should only be changed with consent of DBE.¹

¹ The ethos statement is:

"Recognising its historic foundation, the school will preserve and develop its religious character in accordance with the principles of the Church and in partnership with the Church at parish and diocesan level. The school aims to serve its community by providing education of the highest quality within the context of Christian belief and practice. It encourages an understanding of the meaning and significance of faith, and promotes Christian values through the experience it offers all its pupils."

5.	Set School's strategic objectives and KPIs and determine School Development Plan and review process		Approve	Oversee	Responsible	<Advise		<ul style="list-style-type: none"> Headteacher* responsible for implementation Must fit with Trust strategic objectives, KPIs and Plan (CEO to ensure) and reflect Ofsted and SIAMS outcomes Development plan must be in line with strategic objectives Should reflect CE school status Board of Trustees may provide templates
6.	Complete School Self Evaluation Form (or equivalent)			Scrutinise	Responsible	<Advise		<ul style="list-style-type: none"> Headteacher* leading role in formulating for LGB scrutiny SEF to reflect progress against Development Plan Trust board may provide templates CEO to scrutinise and report on outcomes to the Board
7.	Complete and keep under review School SIAMS self-evaluation		Oversee	<Advise	Responsible	<Advise	See advice/ comments	<ul style="list-style-type: none"> YDBE SLA Adviser will support through critical friend visits This should be a working document kept under regular review
8.	Involvement in Ofsted inspections and SIAMS inspections		Attend	Attend	Responsible	Responsible	See advice/ comments	<ul style="list-style-type: none"> Trustees and LGB members will be involved as appropriate in Ofsted and SIAMS inspections. The YDBE shall notify the School when an inspection is due and liaise with the School on the relevant arrangements. The Headteacher* will notify the CEO, Chair of the Board and the Chair of the LGB that an inspection has been notified and what involvement is needed from the Board and the LGB.

B2 School Organisation										
9.	Determine protocol for considering taking on new Schools/free schools (including due diligence arrangements)		Decide	<Advise					<ul style="list-style-type: none"> CEO leading role in formulating for Trustee scrutiny 	<ul style="list-style-type: none"> CEO to manage process in accordance with agreed protocol This should include the need for a conversion plan to deal with pre and post conversion matters, with an overall project manager identified, and the need for appropriate HR, Finance, buildings, legal etc advice
10.	Decide to take on a new School/open a free school		Decide	<Advise			See advice/ comments	<ul style="list-style-type: none"> Trustees to obtain appropriate legal, HR, Finance, buildings etc advice 	<ul style="list-style-type: none"> Trustees must look carefully at all aspects of a potential School prior to recommending an School is taken on/free school established, given the impact that the decision may have on the Schools already in the Trust Include detail of any advice and consent requirements under the Articles e.g. YDBE advice, YDBE and site trustee consents 	
11.	Approve legal documentation associated with School conversions		Approve	<Advise			See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal, HR Finance, buildings etc advice 	<ul style="list-style-type: none"> Trustees must understand the documentary framework and what is being agreed to by entering into it. YDBE will need to approve certain documents for a CE school conversion prior to giving its final consent 	
12.	Structural collaboration and partnership agreements		Decide	<Advise	Recommend (School level)	<Advise (School level)L	See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain CEO advice and appropriate Legal etc advice 	<ul style="list-style-type: none"> Trust level collaboration/partnership agreements to be entered into by Trustees with advice from CEO School level collaboration/partnership agreements to be entered into by Trustees following a recommendation from LGB YDBE should be advised if a collaboration/ partnership agreement is proposed which involves a CE school – depending on the specifics advice may be given/consent may be required 	
13.	School closure or re-brokerage (termination of Funding Agreement)		Decide	<Advise	Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> DfE consent required DfE may enforce closure or re-brokerage in appropriate circumstances. YDBE should be consulted for advice in the event closure or re-brokerage is proposed. YDBE/site trustee consents may be required. 	
14.	School amalgamation/ merger		Decide	<Advise	Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice in the event amalgamation/merger is proposed. YDBE/site trustee consents may be required. DfE consent required 	
15.	Seeking to change Church of England designation of School	Decide	Recommend	<Advise	Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice. YDBE/site trustee consents may be required. DfE consent required 	

16.	Agreeing other significant changes to an School (e.g. potentially contentious proposals, changes to premises, change of age range)		Decide	<Advise	Advise	<Advise	See advice/ comments		<ul style="list-style-type: none"> • YDBE should be consulted as soon as possible for advice. YDBE/site trustee consents may be required. • DfE consent may be required
17.	Determining school session and term dates		Decide	Recommen d	<Advise	<Advise			<ul style="list-style-type: none"> • This allows Trustees to coordinate the schools in the Trust to the extent that this is desirable, whilst reflecting local needs

B3 Risk Management										
18.	Determine overall risk management policy and processes		Decide	<Advise					<ul style="list-style-type: none"> • CEO to lead, advise and coordinate input from COO and other trust level staff 	<ul style="list-style-type: none"> • To include template risk register and frequency of review
19.	Review and complete Trust Business risk register		Responsible	<Advise					<ul style="list-style-type: none"> • CEO to lead. Significant input from COO and trust level staff 	<ul style="list-style-type: none"> • Using agreed risk register template • To reflect major school specific risks as appropriate
20.	Review and complete School level risk register			Oversee	Responsible	<Advise			<ul style="list-style-type: none"> • Headteacher to lead, advise and coordinate input from CEO/COO 	<ul style="list-style-type: none"> • Using agreed risk register template • To inform Trust risk register review

	Decision	Members	Board of Trustees	Chief Executive	LGB	HT	Third Party	Advice	Comments
C Staffing									
C1 Staffing structures									
1.	Determining staffing complement of Trust Central team		Decide	<Advise				<ul style="list-style-type: none"> CEO, and COO to advise 	<ul style="list-style-type: none"> This relates to determining the Trust level staff structure. Please see below in relation to appointment to those positions.
2.	Determining staffing complement at School level (including organisational restructuring)		<Approve> (restructuring)	<Advise>	Decide	<Advise		<ul style="list-style-type: none"> CEO to lead and advise with School level input COO/HR and Finance advice 	<ul style="list-style-type: none"> This relates to determining the School level staff structure. Please see below in relation to appointment to those positions.
3.	Setting terms and conditions of employment, Trust wide HR policies and procedures and staff handbook		Decide	<Advise				<ul style="list-style-type: none"> CEO/COO & HR Provider to lead and advise 	<ul style="list-style-type: none"> Need to ensure local differences and TUPE considerations taken into account Policies to include e.g. recruitment, probation and induction, pay, appraisal, conduct and disciplinary, grievance, capability, absence management, professional development, equality, expenses CEO to report to Trustees on any material concerns about operation of policies and procedures YDBE guidance to be considered in relation to ability to ask for Christian commitment /ability and fitness to preserve and develop the religious character of the School in the appointment of certain members of staff.
4.	Maintain register of staff interests		Receive	Responsible – MAT central team	Receive	Responsible – School staff		<ul style="list-style-type: none"> HR Provider to advise and manage COO to advise 	<ul style="list-style-type: none"> Interests should be brought to the attention of decision makers as appropriate.
C2 MAT central team employees									
5.	Appointment and dismissal of CEO		Decide				See advice/ comments	<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Two committees required; one to decide and one to hear any appeal YDBE should be contacted when it is clear a recruitment process is required for a CEO, for advice on YDBE's involvement in the process.

6.	Appointment and dismissal of COO		Decide	<Advise			See advice/ comments	<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Line managed by the CEO To act as chief financial officer for delivery of Trust's detailed accounting requirements This individual should attend board meetings (and committee meetings as appropriate)
7.	Performance Management and pay review of CEO and COO		Responsible				See advice/ comments	<ul style="list-style-type: none"> HR Provider to support and advise Independent advisor should support appraisal process 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Panel of 3 Trustees (including the Chair) should be selected by the Board to carry out the performance management. Two committees required; one to decide and one to hear any appeal Panel to include the DYET appointed Trustee.
8.	Appointment of Executive Headteachers/ Heads of School		Decide	<recommend	<Advise			<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies YDBE should be contacted when it is clear a recruitment process is required for an Executive Headteacher* with responsibility for a CE school, for advice on YDBE's involvement in the process.
9.	Appointment of Trust central team staff		Review	Decide				<ul style="list-style-type: none"> HR Provider to support and advise COO to advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies
10.	Performance management and pay review of Trust central staff			Decide				<ul style="list-style-type: none"> HR Provider to support and advise COO to advise 	<ul style="list-style-type: none"> CEO may delegate to appropriate line managers Must be in accordance with Trust approved HR policies
11.	Suspension of Trust Central staff		Review	Decide				<ul style="list-style-type: none"> HR Provider to support and advise COO to advise 	<ul style="list-style-type: none"> CEO may delegate to appropriate line managers Must be in accordance with Trust approved HR policies
12.	Dismissal of Trust Central staff		Decide	Recommend				<ul style="list-style-type: none"> HR Provider to support and advise COO to advise 	<ul style="list-style-type: none"> CEO may delegate to appropriate line managers Must be in accordance with Trust approved HR policies
13.	Approve Trust Central staff early retirement applications/ severance &		Decide	Recommend				<ul style="list-style-type: none"> HR Provider to support and advise COO to advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies

	exits/other staff related payments								
14.	Applications for secondment			Decide				<ul style="list-style-type: none"> HR Provider to support and advise COO to advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies

C3 School level employees									
15.	Appointment of Headteacher*		Decide	<Advise	Recommend		See advice/ comments	<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Line managed by CEO Must be in accordance with Trust approved HR policies CEO/LGB/Trust Board panel to interview and recommend. At least one Foundation Local Governor to be on panel for CE schools. YDBE should be contacted when it is clear a recruitment process is required for a Headteacher*, for advice and to arrange YDBE's involvement in the process.
16..	Suspension of Headteacher*			Recommend /advise	Decide			<ul style="list-style-type: none"> HR Provider to support and advise 	
17.	Dismissal of Headteacher*		Decide	<Advise	Recommend			<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Two committees required one to decide and one to hear any appeal Board to determine any termination/settlement agreement payments
18.	Determination of headship arrangements in an emergency/interim situation		Approve	Responsible	<Advise			<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> LGB to participate as appropriate
19.	Performance management and pay review of Headteacher*		Decide	Recommend	Decide Advise			<ul style="list-style-type: none"> HR Provider to support and advise Independent advisor should support appraisal process 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies CEO to performance manage. Advisory role for LGB including key role for Foundation Local Governor.
20.	Change of School ISR		Decide	<Advise>	Recommend			<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies
22.	Appointment/ dismissal of other School leadership team positions				Decide	<Advise		<ul style="list-style-type: none"> HR Provider to support and advise if required 	<ul style="list-style-type: none"> LGB panel plus Headteacher* to interview and decide unless LGB delegate particular appointment to Headteacher* Any allocated SEND/safeguarding local governor to be

	(including SENCo, Designated Safeguarding Lead and visits coordinator)								involved as appropriate
23.	Hear appeals against dismissal of Headteacher* or Deputy Headteacher*?	Responsible			Responsible				<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies LGB panel plus Headteacher* to interview and decide unless LGB delegate particular appointments to Headteacher*. Line managed by Headteacher*
24.	Appointment/dismissal of School finance/business manager or equivalent			Advise>	Decide	Decide		<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Panel to include: <ul style="list-style-type: none"> Headteacher* Trust's COO Chair of Local Governors/Chair of Resources Committee Line managed by Headteacher
25.	Appointment/dismissal of School Data Protection Officer and Freedom of Information Officer		Decide	<Advise				<ul style="list-style-type: none"> Operations and compliance manager to advise 	
26.	Appointment/dismissal of other School staff positions				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Provider to support and advise if required Where decisions not delegated to Headteacher*, Headteacher* will be asked to advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Appointment decisions may be delegated to the Headteacher* (or further delegated where reflected in agreed policy) Line managed by Headteacher* or other SLT member
27.	Establish Appraisal /Performance Management Policy with pay reviews		Approve	<Advise		Advise		<ul style="list-style-type: none"> HR Provider to support and advise 	
28.	Implement performance management and pay review of School level appointments (other than Headteacher*)				Decide	Decide		<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Line manager Where Headteacher* is not line manager, the Headteacher* may be involved in process (as appropriate)
29.	Disciplinary action of School staff			Advise>	Responsible	<Advise		<ul style="list-style-type: none"> HR Provider to support and advise 	

	including suspension and appeals								
30.	Approve early retirement applications/ severance & exits/other staff related payments		Decide	<Advise>	Recommend	,Advise		<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies
31.	Applications for external secondment			Advise>	Decide	<Advise		<ul style="list-style-type: none"> HR Provider to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies

	Decision	Members	Board of Trustees	Chief Executive	LGB	HT	Third Party	Advice	Comments
D Pupil/Student matters									
D1 Safeguarding and Child Protection									
1,	Trust Safeguarding and child protection statement		Approve	Recommend Oversee	Oversee at school level			<ul style="list-style-type: none"> Advice and support from Trust safeguarding and inclusion lead 	<ul style="list-style-type: none"> Headteacher* to implement at academy level, overseen by CEO CEO to report to Trustees on any material concerns about operation of policy School policy to comply with Trust policy Trust safeguarding and inclusion lead to audit individual school and Trust compliance
2.	School safeguarding and child protection policy				Approve	Recommend		<ul style="list-style-type: none"> Advice and support from Trust safeguarding and inclusion lead Advice from DSL if this is not the Headteacher* 	<ul style="list-style-type: none"> Headteacher* leads and promotes the ethos and culture around safeguarding across their school community DSL responsible for working with the safeguarding governor in overseeing safeguarding systems and procedures in school, supporting staff and reporting to LGB
3.	Maintain single central record of recruitment and conduct vetting checks on staff		Scrutinise (Safeguarding Trustee)	Responsible – Trust level staff Oversee – School staff	Scrutinise School LEVEL (Safeguarding LGB member)	Responsible – School staff		<ul style="list-style-type: none"> CEO responsible for Trust wide staff, Headteacher* responsible for Academy staff (HR Provider to advise and manage) Advice and support from Trust safeguarding and inclusion lead 	<ul style="list-style-type: none"> includes adherence to safer recruitment protocols
D2 Education provision									
4.	Standards of teaching		Oversee	Responsible (Trust wide) <Advise	Responsible (School level)	Responsible (School level) <Advise		<ul style="list-style-type: none"> Advice and support from School Improvement Adviser as required 	<ul style="list-style-type: none"> Headteacher* responsible for observing and evaluating performance at School level and securing improvement, under oversight of CEO. Trustees & Members receive an agreed level of reporting

									(see section A above). <ul style="list-style-type: none"> Analysis of standards information to be provided by the Headteacher* to the CEO and LGB
5.	Pupil progress and attainment		Oversee	Responsible (Trust wide) <Advise	Responsible (School level)	Responsible (School level) <Advise		<ul style="list-style-type: none"> Advice and support from School Improvement Adviser as required Analysis of progress and attainment to be provided by Headteacher* to LGB and CEO to enable appropriate local scrutiny 	<ul style="list-style-type: none"> Headteacher* responsible for observing and evaluating performance at School level and securing improvement, under oversight of CEO. Trustees & Members receive an agreed level of reporting (see section A above). Analysis of standards information to be provided by the Headteacher* to the CEO and LGB
6.	Setting curriculum policy		Responsible	Oversee	Recommend	<Advise		<ul style="list-style-type: none"> Advice and support from CEO as required 	<ul style="list-style-type: none"> Curriculum must be balanced and broadly based and comply with the terms of any curriculum policy/requirements determined by the Board
7.	Curriculum provision (school level)				Oversee	Responsible			<ul style="list-style-type: none"> Headteacher* to implement in line with policy, overseen by CEO
8.	Setting RE policy			Oversee	Responsible	<Advise	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy and syllabus Church effectiveness Group to advise and support 	<ul style="list-style-type: none"> Must comply with the terms of any curriculum policy/requirements determined by the Board. Must ensure school is meeting the relevant statutory requirements for RE and satisfying the requirements of the National Church of England Board of Education statement of Entitlement. Denominational syllabus to be followed. The locally agreed syllabus should be followed (although reserved teachers may be needed to teach RE in accordance with the Academy's trust deed/tenets of the Church of England in certain cases. YDBE's guidance should be sought). Key involvement for Foundation local governors
9.	RE provision				Oversee	Responsible	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding provision Church School Effectiveness Group to advise and support 	<ul style="list-style-type: none"> Headteacher* to implement agreed policy, overseen by CEO Key involvement for Foundation local governors in monitoring

10.	Examinations				Oversee	Responsible			<ul style="list-style-type: none"> Headteacher* to ensure appropriate arrangements put in place for examinations, including the appropriate provision of syllabuses for pupils/students of compulsory school age
11.	Determining Collective Worship policy			Oversee	Responsible	Recommend	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy Church School Effectiveness Group to advise and support 	<ul style="list-style-type: none"> Must be in accordance with any provision of the trust deed and/or tenets and practices of the Church of England Key involvement for Foundation local governors Community schools follow statutory requirements
12.	Collective Worship provision				Oversee	Responsible	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding provision Church School Effectiveness Group to advise and support 	<ul style="list-style-type: none"> Headteacher* to implement agreed policy Key involvement for Foundation local governors in monitoring
13.	Determining SMSC policy			Oversee	Responsible	<Advise	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy Church School Effectiveness Group to advise and support 	<ul style="list-style-type: none"> Key involvement for Foundation local governors
14.	SMSC provision				Oversee	Responsible	See advice/ comments	<ul style="list-style-type: none"> YDBE provides advice regarding provision Church School Effectiveness Group to advise and support 	<ul style="list-style-type: none"> Headteacher* to implement agreed policy Key involvement for Foundation local governors
15.	Determining RSE policy				Responsible	,<Advise			
16.	RSE provision				Oversee	Responsible			<ul style="list-style-type: none"> Headteacher* to implement agreed policy
17.	Determining off site visits policy				Responsible	<Advise			<ul style="list-style-type: none"> Headteacher* to implement agreed policy overseen by LGB Should comply fully with CYC Evolve policies and MAT Health and Safety Policy Annual H&S checks will quality assure that schools are following Evolve procedures School Headteacher*s report all residential visits to LGBs for approval

18.	Careers advice provision				Oversee	Responsible			
19.	Community and after school provision				Oversee	Responsible		<ul style="list-style-type: none"> See section G below in relation to use of school premises 	
20.	Review and challenge value for money in the use of the Pupil Premium		Review	Oversee	Responsible	<Advise			
D3 Behaviour, attendance and welfare									
21.	Determining behaviour and discipline policy (including exclusions)			Oversee	Responsible	<Advise		<ul style="list-style-type: none"> Church School Effectiveness Group to advise and support 	<ul style="list-style-type: none"> Headteacher* to implement, overseen by CEO CEO to report to Trustees on any material concerns about operation of policy
22.	Home school agreements (if required)				Responsible	<Advise			<ul style="list-style-type: none"> Headteacher* responsible for coordinating and managing
23.	Exclusions – decision to exclude for one or more fixed terms, or permanently					Responsible			<ul style="list-style-type: none"> May be for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently. The Headteacher* may withdraw an exclusion that has not been reviewed by the LGB.
24.	Notifications of exclusions				Receive	Responsible			<ul style="list-style-type: none"> Headteacher* to notify LGB and others in accordance with Exclusions Code Depending on exclusion, this will be either without delay or once a term. Notifications must include the reasons and duration
25.	Exclusions – to review overall pattern and use of exclusions		Review (Trust level)	Oversee	Responsible	<Advise			<ul style="list-style-type: none"> Trustees to receive agreed level of reporting (see Section A above)
26.	Exclusions – arrange alternative provision				Oversee	Responsible			<ul style="list-style-type: none"> Arrange alternative provision in accordance with Exclusions Code
27.	Exclusions – to review exclusion decisions and consider reinstatement in applicable cases				Responsible				<ul style="list-style-type: none"> Can be delegated to sub-committee of at least 3 LGB members Can be delegated to Chair of LGB where permitted by Exclusions Code

28.	Exclusions - To establish independent appeals panel		Responsible	<Advise					<ul style="list-style-type: none"> • Advice and support from Governance Advisor • Must be in line with exclusions statutory guidance
29.	Establish attendance policies and procedures, including authorisation of absence		Approve	Responsible (Trust level)	Approve (School level)	Responsible			
30.	Pupil attendance		Review (Trust Level)	Oversee	Oversee	Responsible			<ul style="list-style-type: none"> • Trustees to receive agreed level of reporting (see Section A above) including attendance targets

D4 School meals

31.	Provision of school meals				Responsible	< Advise			<ul style="list-style-type: none"> • Must include provision of free school meals to those eligible • Must be in accordance with nutritional standards
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D5 Admissions

32.	Determining admissions policy		Approve	<Advise	Recommend	<Advise	See advice/ comments		<ul style="list-style-type: none"> • YDBE guidance and advice should be sought for former CE VA and Foundation schools • Key involvement for Foundation local governors • See <AT admissions policy for community schools
33.	Admissions application decisions				Responsible	<Advise			<ul style="list-style-type: none"> • Headteacher* responsible for coordinating and managing process • Must be in accordance with published admission arrangements
34.	Arrangement of independent appeals panel		Responsible	<Advise				<ul style="list-style-type: none"> • Advice and support from Governance Advisor • Must be an independent panel established in accordance with the Admissions Appeals Code (NYCC manage) 	
35.	Appeals against LA directions to admit pupils/students				Responsible	<Advise			

	Decision	Members	Board of Trustees	Chief Executive	LGB	HT	Third Party	Advice	Comments
E. Accessibility									
1.	Accessibility plan				Responsible	Recommend			<ul style="list-style-type: none"> Plan for increasing accessibility to disabled pupils (curriculum, physical environment, information)
2.	Equality information and objectives statement and equality objectives		Approve	Recommend	Responsible	<Advise		<ul style="list-style-type: none"> CEO to co-ordinate process with input from Headteacher* and others as required 	<ul style="list-style-type: none"> Requirement to draw up and publish equality objectives every four years and annually publish information demonstrating how meeting the aims of the general public sector equality duty.
3.	Determine SEND and inclusion policies		Responsible (Trust level)	<Advise>	Responsible (School level)	<Advise		<ul style="list-style-type: none"> Advice from SENCO 	<ul style="list-style-type: none"> To include social disadvantage, equality, disability discrimination, looked after children, pupil premiums Trustees may provide templates for tailoring at local level There should be a member of the LGB with specific oversight of the school's arrangements for SEN and disability Headteacher* to implement at School level (overseen by CEO) CEO to report to Trustees on any material concerns about operation of policy
4.	Reviewing and challenging effectiveness of SEND and inclusion policies and decisions		Responsible (Trust wide)	<Advise	Responsible (School level), Advise	<Advise			
5.	SEN information report		Approve	<Advise>	Responsible	<Advise		-	<ul style="list-style-type: none"> The SEN Information Report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible Contains details about the implementation of the SEN policy Trust Board may provide templates to enable co-ordinated reporting

	Decision	Members	Board of Trustees	Chief Executive	LGB	HT	Third Party	Advice	Comments
F Finance and procurement									
1.	Appoint/remove auditors		Decide	Recommend				<ul style="list-style-type: none"> COO to advise and manage process 	<ul style="list-style-type: none"> The audit contract must be in writing. This letter of engagement must only cover the external audit. If additional services are purchased, a separate letter of engagement must be obtained specifying the work and the fee.
2.	Appoint responsible officer/internal auditor/agreement of additional assurance support from auditors or other third party		Decide	Recommend				<ul style="list-style-type: none"> COO to advise and manage process 	<ul style="list-style-type: none"> All academy trusts must have a programme of internal scrutiny to provide independent assurance to the board that its financial and non-financial controls and risk management procedures are operating effectively. The trust must identify on a risk-basis (with reference to its risk register) the areas it will review each year, modifying its checks accordingly. For example, this may involve greater scrutiny where procedures or systems have changed.
3.	Respond to auditors' report/advice		Responsible (Trust level)	<Advise (Trust level)	Responsible (School level)	<Advise (School level matters)		<ul style="list-style-type: none"> COO to support, with assistance from School Business/Finance Manager at School level 	<ul style="list-style-type: none"> The audit process can support trusts by identifying areas that may require improvement. The board of trustees, taking advice from the audit and risk committee, must ensure there is an appropriate, reasonable and timely response by the trust's management team to findings by external auditors, taking opportunities to strengthen systems of financial management and control.
4.	Annual Report and Accounts (including capital projects)	Receive, scrutinise	Approve	<Advise	<Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> Trust COO to coordinate draft, with input from CEO and Governance Advisor Auditors to review and sign off Trustees and Accountable Officer must approve relevant sections 	<ul style="list-style-type: none"> The academy trust must maintain adequate accounting records and prepare an annual report and accounts in line with the Charity Commission's Statement of Recommended Practice (SORP) and ESFA's Accounts Direction The accounts must be audited. 4.3 The accounting period of an academy trust will end on 31 August as described in the funding agreement. The audited report and accounts must be: <ul style="list-style-type: none"> submitted to ESFA by 31 December published on the trust's website by 31 January filed with Companies House under company law, usually by 31 May provided to every member (under the Companies Act) provided to anyone who requests a copy. The Members should receive and scrutinise the accounts at their AGM
5.	Establish financial policies, procedures,		Approve	<Advise				<ul style="list-style-type: none"> COO to support and advise 	<ul style="list-style-type: none"> Including financial delegations, investment policy, procurement policy, borrowing, charging and remissions policy, reserves policy etc and reflecting who can sign off on

	regulations and internal financial controls including spending levels and limits								<ul style="list-style-type: none"> financial reporting etc. • Key role for FAR Committee • Headteacher*s to implement at School level, overseen by CEO • CEO to report to Trustees on any material concerns about operation of policy
6.	Agree a funding model for Trust (including Schools)		Approve	Recommend	Advise	<Advise		<ul style="list-style-type: none"> • COO to support and advise 	
7.	Set Trust budget		Approve	Recommend< Advise				<ul style="list-style-type: none"> • COO to support and advise 	<p>The board of trustees must:</p> <ul style="list-style-type: none"> • ensure that financial plans are prepared and monitored, satisfying itself that the trust remains a going concern and financially sustainable • take a longer term view of the trust’s financial plans consistent with the requirement to submit three-year budget forecasts to ESFA • explain its policy for holding reserves in its annual report. <p>The board of trustees must approve a balanced budget, and any significant changes to it, for the financial year to 31 August, which can draw on unspent funds brought forward from previous years. The board must minute its approval.</p> <p>The board must ensure budget forecasts for the current year and beyond are compiled accurately, based on realistic assumptions including any provision being made to sustain capital assets, and reflect lessons learned from previous years.</p>
8.	Monitor trust wide expenditure		Responsible	<Advise				<ul style="list-style-type: none"> • COO to support and advise 	<p>The trust must prepare management accounts every month setting out its financial performance and position. Management must take appropriate action to ensure ongoing viability. Management accounts must be shared with the chair of trustees every month irrespective of the trust’s size, and with the other trustees six times a year, even if they do not meet in each of those months. The board must consider these when it does meet, and minute it.</p>
9.	Set individual School budget		Approve	<Advise	Recommend	<Advise		<ul style="list-style-type: none"> • COO to support and advise • LGB to make recommendations with support and advice from school business support (SBM, Office Manager, 	<ul style="list-style-type: none"> • Must be in line with overall Trust budget

								Ops Manager)	
10.	Monitor School expenditure			Oversee	Responsible	<Advise		<ul style="list-style-type: none"> COO to support and advise 	<ul style="list-style-type: none"> Expenditure must be in line with agreed budget Regular reporting to take place to COO to inform Trust wide monitoring
11.	Determine central services provision, establish own central operations and/or procure from third parties		Approve	Recommend	Advise	<Advise		<ul style="list-style-type: none"> COO to support and advise 	
12.	Opening bank account		Approve	Recommend				<ul style="list-style-type: none"> COO to support and advise 	<ul style="list-style-type: none"> All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations
13.	Changing or Adding individuals to the bank account		Approve	Recommend				<ul style="list-style-type: none"> COO to support and advise 	All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations
14.	Incur expenditure, and make payments in accordance with School specific policies and budget				Responsible	Oversee		<ul style="list-style-type: none"> Reference to agreed financial policies 	<ul style="list-style-type: none"> The academy trust must be able to show that public funds have been used as intended by Parliament.
15.	Enter into contracts			Approve	<Advise	<Advise		<ul style="list-style-type: none"> COO to support and advise 	<ul style="list-style-type: none"> Trusts must obtain ESFA's prior approval for the following leasing transactions: <ul style="list-style-type: none"> taking up a finance lease on any asset for any duration from another party, which are subject to the borrowing restrictions taking up a leasehold or tenancy agreement on land or buildings from another party for a term of seven or more years granting a leasehold interest, including a tenancy agreement, of any duration, on land and buildings to another party Trusts must ensure any lease maintains the principles of value for money, regularity and propriety. Trusts should seek advice from their professional adviser and/or external auditor if they are in doubt over whether a lease involves borrowing.
16.	Asset register		Scrutinise	Responsible (Trust level)		Responsible (School level)		<ul style="list-style-type: none"> COO to support and advise 	The Trustees must have a framework for the management and oversight of assets including maintenance of a fixed asset register
17.	Agree the investment policy in line with Academies		Approve	Advise				<ul style="list-style-type: none"> COO to support and advise 	The board of trustees may invest to further the trust's charitable aims, but must ensure investment risk is properly managed.

	Financial Handbook and internal policies and controls								
18.	Determine how to use any voluntary funds (non grants) raised by the School			Oversee	Responsible	<Advise		<ul style="list-style-type: none"> • COO to support and advise 	Accounting officers must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money.
19.	Management of surplus or deficit balances and reinvest funds		Approve	Advise				<ul style="list-style-type: none"> • COO to support and advise 	

	Decision	Members	Board of Trustees	Chief Executive	LGB	HT	Third Party	Advice	Comments
G Health and safety, insurance and premises and extended schools									
1.	Approval of Health and safety policy and arrangements		Approve (Trust Level)	<Advise	Responsible (School level)	<Advise		<ul style="list-style-type: none"> COO to present draft policy for consideration Estates Director to advise 	<ul style="list-style-type: none"> CEO responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively Headteachers to implement policy at School level and oversee operation of procedures (overseen by COO and advising COO in relation to significant issues). Policy to include appropriate reporting mechanisms at Member, Trustee and LGB level.
2.	Obtaining insurance for land and trust & School operations		Decide	Recommend		<Advise		<ul style="list-style-type: none"> COO to advise and support and liaise with broker 	<ul style="list-style-type: none"> To include Trustee & Officer cover, buildings and contents, business continuity, employers' and public liability insurance, motor vehicle cover etc as required Must include insurance required to comply with Church Supplemental Agreement (or otherwise as agreed in any RPA side letter applicable to the School). COO to ensure details of insurance policy requirements appropriately disseminated
3.	Agree site strategy and development master plan		Decide	<Advise	Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> COO/Estates Director to advise and support 	<ul style="list-style-type: none"> YDBE advice should be obtained.
4.	Maintenance of premises and appropriate reporting				Responsible	<advise	See advice/ comments	<ul style="list-style-type: none"> Estates Director to advise and support 	<ul style="list-style-type: none"> The site and buildings must be kept in the condition required by the Church Supplemental Agreement
5.	Maintain School Premises management documents (e.g. asbestos, fire safety, statutory testing)		Responsible	Advise	Responsible	Responsible		<ul style="list-style-type: none"> Estates Director to advise and support 	<ul style="list-style-type: none"> Headteacher* to ensure appropriate documents in place (overseen by the CEO). CEO to report any material concerns to Trust Board and LGB
6.	Approving Capital projects/building work proposals	Receive	Decide	<Advise	<Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> COO/Estates Director to advise and support 	<ul style="list-style-type: none"> YDBE advice and any necessary site trustee consents should be obtained in relation to land and/or buildings prior to work beginning LA lease should be checked prior to any works on LA land and any necessary consents obtained All necessary DfE approvals should be obtained
7.	Managing the implementation of School capital projects/building works/maintenance		Oversee	Responsible				<ul style="list-style-type: none"> COO/ Estates Director to advise and support 	<ul style="list-style-type: none"> All necessary DfE processes should be followed
8.	Site security		Oversee	Responsible	Oversee	Responsible		<ul style="list-style-type: none"> Estates Director to 	<ul style="list-style-type: none"> COO to oversee overarching arrangements across Trust

				(Trust Level)		(School level)		advise and support	
9.	Acquiring and disposing of land (including leases, licences and easements)	Receive	Decide	<Advise	Recommend (School specific)	<Advise	See advice/ comments	<ul style="list-style-type: none"> • COO to advise and support 	<ul style="list-style-type: none"> • LA lease should be checked prior to making any disposal of LA land • All necessary DfE approvals should be obtained • Only the Site Trustees can dispose of or encumber their land - YDBE advice should be obtained.
10.	Determining permissible external and community use policy (letting/licencing/ shared use arrangements)		Decide	Recommend			See advice/ comments	<ul style="list-style-type: none"> • COO to advise and support 	<ul style="list-style-type: none"> • Policy should reflect requirement to obtain any necessary DfE/LA/site trustee consents The use should not be at odds with ethos/aims of Church of England. • Policy should reflect what happens to any revenue generated from such use.
11.	Managing external and community use				Oversee	Responsible		<ul style="list-style-type: none"> • Local finance manager to advise and support 	<ul style="list-style-type: none"> • Must be in accordance with agreed policy

	Decision	Members	Board of Trustees	Chief Executive	LGB	HT	Third Party	Advice	Comments
H Communications, information and complaints									
H1 External communications									
1.	Trust Vision and values statement	Receive	Approve	Responsible					
2.	School prospectus			Advise>	Approve	Responsible			<ul style="list-style-type: none"> • CEO to ensure prospectus in line with Trust requirements (templates may be provided)
3.	Trust website		Approve	Responsible				<ul style="list-style-type: none"> • Advice from Governance Officer 	<ul style="list-style-type: none"> • CEO to ensure legally compliant and that it dovetails appropriately with School websites
4.	School website			Oversee	Oversee	Responsible			<ul style="list-style-type: none"> • Headteacher* to ensure legally compliant, overseen by CEO • CEO to ensure dovetails appropriately with Trust website
5.	Freedom of Information policy and publication scheme		Responsible	Recommend					
6.	Approving press statements		Approve (Trust level)	Responsible (Trust level)	Approve (School level)	Responsible (School level)		<ul style="list-style-type: none"> • PR Provider/Trustee for advice and support 	<ul style="list-style-type: none"> • Press statements to be approved by the CEO when appropriate. Press statements that are of a controversial nature should be referred to the Board for their approval (or the Chair where a statement is time critical)
7.	Consider matters relating to public relations		Approve	Responsible (Trust level)		Responsible (School level)		<ul style="list-style-type: none"> • PR Provider/Trustee for advice and support 	
8.	Plan and coordinate strategies by which the Trust can demonstrate accountability: stakeholder feedback and consultation		Approve	Responsible (Trust level)		Responsible (School level)			
9.	Appoint Freedom of Information officer		Responsible	<Advise					
10.	Oversee compliance with Freedom of Information requests		Oversee	Responsible (Trust level)		Responsible (School level)			<ul style="list-style-type: none"> • Ensure compliance with GDPR, working alongside contracted data officers

H2 Complaints									
11.	Determining complaints policy and procedure statement		Approve	Recommend				<ul style="list-style-type: none"> Support from Governance Advisor 	<ul style="list-style-type: none"> Policy to provide for local management of complaints, with escalation to Trust Board where necessary. Policy to include appropriate reporting at Trustee and LGB level.
12.	Implementation of complaints policy and procedures		Oversee	Responsible (Trust level)	Oversee (School level)	Responsible (School level)		<ul style="list-style-type: none"> Advice from LGB clerk 	<ul style="list-style-type: none"> CEO to implement in relation to trust wide complaints, Headteacher* to implement in relation to School complaints, overseen by CEO CEO to report to Trustees on any material concerns about operation of policy

H3 Information management									
13.	Data protection and document management policy		Approve	Recommend				<ul style="list-style-type: none"> COO to advise 	<ul style="list-style-type: none"> Policy to include appropriate reporting at Trustee and LGB level.
14.	Implementation of data protection policy and procedures		Oversee	Responsible (Trust level)	Oversee (School level)	Responsible (School level)			<ul style="list-style-type: none"> Headteacher* to notify LGB and CEO of any material concerns/breaches to CEO. CEO to report any material concerns/breaches to Trust Board
15.	Pupil records (including attendance register)				Oversee	Responsible			