



SCHEME OF DELEGATION

ATB Approved July 2025

SELFLESSNESS

Holders of public office should act solely in terms of the public interest.

INTEGRITY

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

ACCOUNTABILITY

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

OBJECTIVITY

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

The 7 principles of public life

Guidance for all of us within Everychild Trust as we are accountable to the Secretary of State for Education ...

HONESTY

Holders of public office should be truthful.

OPENNESS

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

LEADERSHIP

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

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1. Introduction

The Trust is both a company limited by guarantee, registered at Companies House and, by virtue of its charitable object “*to... advance, for the public benefit, education in the United Kingdom..... by establishing schools*” i.e. the Schools, is a charity. The Trust is not a registered charity but an “exempt” charity, regulated by the Secretary of State for Education, who acts as the Head teacher regulator.

The Trust’s constitution is set out in its **Articles of Association** and this Scheme of Delegation has been put in place in accordance with the provisions of the Articles and should be read in the light of them.

The purpose of this Scheme of Delegation is to provide clarity as to the role and responsibilities of those who contribute to the governance of the Schools and the Trust itself. All those with governance and leadership responsibilities must be familiar with this Scheme of Delegation so that appropriate steps can be taken to ensure there is sufficient and proper challenge of those with leadership responsibilities, to ensure that senior leaders are held to account for the performance of the Schools and that there is financial stability within the Trust.

The Effective Date of this Scheme of Delegation is July 2025.

2. Mission, Vision and Values

2.1 Our Mission

We are a learning partnership who provide a high quality, inclusive education and help prepare every child for opportunities and challenges in life.

2.2 Our Vision and Core Values

Our Vision

We Engage, Equip and Empower our communities through:

- Placing every child at the centre of what we do
- Cultivating leading edge talent
- Building a strong community
- Ensuring sustainability

Our Core Values

Courage, Responsibility, Compassion, Respect, Integrity

2.3 Principles for Effective Partnership

The Schools, and those responsible for the governance and management of the Trust and the Schools, have committed to working in partnership, supporting one another and there are clear underlying principles around how that partnership will work:

2.3.1 Equal Partners

The Schools are equal partners within the Trust and at all times the partners will strive for consensus in decision making, recognising that each School has both strengths and weaknesses. The Schools will seek to preserve and protect each other's distinctiveness and will be respectful of each School's respective ethos and mission. The Schools will work collaboratively with each other, sharing resources, knowledge and best practice, to fulfil the Trust's mission, vision and values.

2.3.2 Transparency

All those involved in the running and oversight of the Trust and the Schools will be open and honest in their dealings with each other, at all times acting in good faith and recognising the value of independence and separation in relation to decision making.

2.3.3 Subsidiarity

Decisions are to be taken at the level nearest to those affected by those decisions which is compatible with the principles of solidarity and support for the common good, avoiding unnecessary bureaucracy.

2.3.4 Solidarity

All those with responsibility for the Trust and the Schools share a particular commitment to the mutual support of all Schools for which the Trust is responsible, especially those that are in need of assistance at any particular time.

2.3.5 The Common Good

All recognise their responsibility towards the common good, not just of the Schools for which the Trust is responsible and the wider family of local schools, but of all of the families and communities in the areas served by the Trust. The Trustees will ensure that common action and collaboration is conducted at the correct level and that the balance between subsidiarity and solidarity serves the common good in the most appropriate way.

3. Accountability: Governance & Management Structures

3.1 Structure

3.1.1. The nature of the Trust as a company running multiple Schools means there are many governance and management layers.

3.1.2. The “**Members**” of the Trust are equivalent to shareholders of a trading company but as the Trust is charitable with no power to distribute profit to shareholders, the Members are best viewed as guardians of the constitution, changing the Articles if necessary and ensuring the charitable object is fulfilled. Each Member’s liability is limited to £10 and, in view of the limited liability and therefore scope for accountability, they have limited governance and no day to day management responsibilities.

3.1.3. The corporate management and both “trustee” and “director” responsibility for the Trust is vested in the “**Trustees**”, who will be trustees for charity law purposes and company directors registered with Companies House. The Trustees are personally responsible for the actions of the Trust and the Schools and are accountable to the Members, the Secretary of State for Education and the wider community for the quality of the education received by all pupils of the Schools and the expenditure of public money. The Trustees are required, as trustees and pursuant to the Funding Agreements, to have ICTs in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust. The Trustees meet as a board of Trustees, generally known as the “Trust Board”. All Trustees have the same responsibility to act in the best interests of the Trust and the Schools.

3.1.4. The Trustees oversee the management and administration of the Trust and the Schools run by the Trust and delegate authority and responsibility to others, including executive officers and individuals who are locally based who can undertake the day to day management and governance of the Schools. The Trust Board will continue to have the necessary strategic and legal oversight of the Trust and will monitor all activities; determining the strategic direction of the Trust, assessing the performance of the Schools and establishing and reviewing the policies and practices governing the life of the Schools.

3.1.5. Article 101 of the Articles of Association provides for the appointment by the Trustees of committees to whom the Trust Board may delegate certain functions and responsibilities. The Trust Board has established “**Local Governing Bodies**” for each of the Schools and their power is derived from the Trust Board. Like Trustees on the Trust Board, the individuals, known as the “**Local Governing Body Members**”, serving on a Local Governing Body, are also responsible for fulfilling a local governance role, in conjunction with a “**Head teacher**”, who is responsible for the internal organisation, management and control of the School or Schools (as appropriate). The Trust Board will also delegate management responsibility directly to the Head teachers, who will report primarily to the Local Governing Body but subject to the oversight exercised by the Trust Board and to the Chief Executive Officer.

3.1.6. To aid decision making, a “Scheme of Delegation” matrix is attached at

Appendix 1.

3.2 Role of the Members

3.2.1. The Members are the guardians of the constitution, determining the governance structure of the Trust and providing oversight and challenge of the Trustees to ensure the charitable object of the Trust are met. Whilst the Members have limited legal and financial responsibility for the affairs of the Trust, the Department for Education recommends that there is some distinction between the Members and the Trustees as “this enables members who are independent of the trustees to provide challenge and scrutiny to the board” (Governance Handbook).

3.2.2. The Trust will have a minimum of three and maximum of five members.

3.2.3. The Members’ key responsibilities are:

3.2.3.1. to ensure the Objects of the Trust are met, the Annual Report should address this which will be presented to the Members either at a General Meeting of the Trust held in accordance with the Articles of Association or by other means;

3.2.3.2. to determine the Trust’s constitution and governance structure, i.e. the Articles, which will have been finalised on incorporation; and

3.2.3.3. exercising either a direct power under the Articles or a statutory power under the Companies Act 2006 to appoint and remove Trustees (noting the power of the Trust Board also to make such appointments) which should be exercised sparingly given the management responsibility is vested in the Trust Board.

3.2.4. Notwithstanding any provision of the Articles, the Members hereby delegate to the Trust Board a power and responsibility to appoint and remove Trustees, which appointments will be ratified at the next Annual General Meeting. Any removal by the Trust Board of a Trustee appointed by the Members shall only be undertaken with the consent of the Members.

3.3 Role of the Trustees and the Trust Board

3.3.1. The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and maintaining of the Schools (which includes taking existing schools into the Trust). The Trustees have the power to direct change where required.

3.3.2. As trustees of a charity, the Trustees have a fiduciary duty to act in good faith in the best interests of the charity. This duty includes a responsibility to do the following:

3.3.2.1. to ensure compliance with any legal obligations;

3.3.2.2. to report on the charity’s activities (the Trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the so called “**Charity SORP**”);

3.3.2.3. to fulfil the charitable object of the charity as set out in its constitution (i.e. the **Articles of Association**) and to act in a way which is compliant with the rules of the charity contained in the Articles;

3.3.2.4. to act with integrity and to avoid any personal conflicts of interest and not to misuse any charity funds or assets;

3.3.2.5. to act prudently in the financial management of the Trust, avoiding putting any assets, funds or reputation of the Trust at undue risk;

3.3.2.6. to exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient; and

3.3.2.7. to act responsibly, getting advice from others, including professional advisors, where appropriate.

3.3.3. The Trustees must act independently and in the best interest of the Trust even if those interests conflict with those of the body or organisation that might have appointed or nominated such Trustee to serve on the Trust Board, this will include a conflict of loyalty where there is no obvious benefit involved, as well as a conflict of interest. The Trust Board has adopted formal **Conflict of Interests procedures**, in order to assist all those involved in the running of the Trust at every level to avoid and manage conflicts. Specific attention must be given to any arrangement whereby a Member or Director will personally benefit from an arrangement and the Pecuniary Interest forms and related party transaction forms makes reference to both the restrictions in the Articles of Association and the ESFA's guidance on "related party transactions" which all those involved in the running of the Trust must have regard to. This does recognise however, the fundamental and necessary relationship between the Trust and the Schools in both governance and management terms and that the individuals may serve in a number of capacities and at numerous levels within the Trust.

3.3.4. The specific tasks and responsibilities of the Trust Board are as follows:

3.3.4.1. to determine and fulfil the shared vision and ethos of the Trust and the Schools, acknowledging the uniqueness of each individual School and the needs of the communities they serve;

3.3.4.2. to develop a strategic plan for the Trust and to effectively communicate that plan so this can be implemented across the Trust and all the Schools. This will include determining any future expansion of the Trust and the relationship that the Trust has with the Secretary of State for Education (including also the Department for Education, the Education Skills and Funding Agency and Ofsted);

3.3.4.3. to develop and support strategic partnerships with other bodies and organisations, including service providers and government agencies, which will further the Trust's strategic plan;

3.3.4.4. to act as a critical friend to the executive leadership of the trust and the Local Governing Bodies, to ensure they are effective;

3.3.4.5. to determine and through the executive leadership, ensure the implementation of policies and procedures which it is intended will achieve a consistently high standard of education and financial prudence across the Trust dealing with (but not limited to) the following:

- Standards and Educational Performance
- Legal Compliance
- Audit & Risk Management
- Health & Safety
- Governance
- Human Resources/Employment
- Contingencies & Reserves
- Data Management
- Complaints and Appeals

3.3.4.6. to work with the Local Governing Bodies and headteachers within the Trust, to provide governance and leadership support. In cases where significant support is required, the trust may produce a formal trust support plan for an individual school.

3.3.4.7. to support the Local Governing Bodies, to make suitable appointments of Local Governing Body Members who will serve on the Local Governing Bodies, including removing Local Governing Body Members who fail to fulfil the expectations on Local Governing Body Members set out in this Scheme of Delegation;

3.3.4.8. to approve the overall Trust budget and allocations to the Schools. This will include determining the budget for any shared or central expenditure and support, (acknowledging the full delegation of the School's budget to the School which the Local Governing Body will monitor as set out in this Scheme of Delegation), establishing an **Finance, Audit and Risk Committee** to support the Trust Board in this function.

3.3.4.9. to formally appoint the Heads and, in conjunction with the CEO and the Director of Education and Local Governing Body, to determine the framework within which the performance of the Headteachers should be carried out;

3.3.4.10. to have power to monitor or evaluate the delivery of the central or shared services and functions led by the CEO, emphasising the benefits of collaborative working across the Schools and procurement efficiencies for common services and resources and ensuring there is comprehensive support to the Schools;

3.3.4.11. to ensure there is a proper system for the internal audit of the accounts of the Trust (including the Schools) and the financial procedures followed by the Schools. Facilitate the audit of the Trust's accounts by the Trust's auditors, establishing a formal **Finance, Audit and Risk Committee** which will be responsible for carrying out periodic internal audits of the Schools' financial processes, procedures and accounting records;

3.3.4.12. to act as the ultimate decision maker in relation to any appeals by staff following disciplinary or grievance procedures;

3.3.4.13. to ensure proper advice is available to the Trust and the Schools in relation to legal and compliance matters;

3.3.4.14. to ensure that insurance or risk protection cover is put in place and maintained for all risk areas including damage to property, employer liability, public and third party liability and director/trustee liability;

3.3.4.15. to liaise with and support the CEO, Chairs and Local Governing Bodies ensuring there is collaboration across the Trust, emphasising and facilitating the benefits of such collaboration.

3.3.5. The following are the core competencies and skills expected of all Trustees:

3.3.5.1. to work as a team;

3.3.5.2. to attend meetings and be prepared to contribute to discussions;

3.3.5.3. to be respectful of the views of others and to be open to new ideas and thoughts;

3.3.5.4. to treat all confidential information confidentially;

3.3.5.5. to develop a deep understanding of the vision and ethos of the Trust and its Schools and the roles played by all individuals in fulfilment of the mission of the Trust;

3.3.5.6. to understand the policies and procedures of the Trust and how these flow down to the Schools;

3.3.5.7. to support the Trust and the Schools in public and act as an ambassador;

3.3.5.8. to commit to training and skills development

3.3.5.9. to be ready to ask questions;

3.3.5.10. to be focussed on problem solving and be ready to learn from past experiences.

3.3.6. Specific skills may be needed if a Trustee is to take responsibility for and lead on a specific area. A regular skills audit will be undertaken and Trustees should expect to be able to articulate their contribution to the success of the Trust and the Schools. A background in strategy, governance, finance, HR, estates or education is beneficial.

3.3.7. The organisation of the Trust Board is set out in the Articles of Association which determine meeting frequency, quorum and the appointment of a chair and vice chair.

3.3.8. All Trustees must be familiar with and abide by the Nolan 7 Principles of Public Life; Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.

3.4 The CEO and the Executive Team

3.4.1. As a non-executive body, the Trust Board must rely on others to fulfil the executive functions. For the most part, this responsibility will fall on the CEO and the Headteachers of the Schools, supported by the leadership teams. Certain strategic functions relating to the management of the Trust itself, the oversight of leadership or which relate to the activities of more than one School, may be undertaken by an “**Executive Team**”.

3.4.2. The need for and size of the Executive Team will be determined by the Trust Board. The Trust Board may seek to use external consultants or recruit to ensure the highest quality and appropriately experienced CEO and “**Accounting Officer**” is appointed. In conjunction with the CEO, this will include the identification of a person who will fulfil the role of “**Chief Financial Officer**” as required by the Schools Financial Handbook. For more information on these roles, please see the Financial Regulations Manual.

3.4.3. The Executive Team will operate under the leadership and direction of the CEO. The Executive Team works directly with the staff in each School and the Local Governing Bodies to ensure that the required outcomes are achieved, in accordance with the direction and vision of the Trust Board.

3.4.4. The responsibilities and functions of the CEO and Executive Team are:

3.4.4.1. to manage the processes for schools joining the Trust (including carrying out appropriate due diligence and identifying any actions required to address areas of weakness or opportunities for improvement);

3.4.4.2. to advise on and facilitate or provide (as required) the necessary operational and management support to each School, advising on policies in core areas of the operation in accordance with the requirements of the Trust Board. These core areas include legal compliance, risk management, teaching and learning/standards, training (Local Governing Body Member and staff), finance, HR and ICT;

3.4.4.3. to specify management controls and reporting requirements, audit the associated processes, procedures and outcomes in each School, identify and deliver appropriate training and support and report to the Trust Board on progress and concerns;

3.4.4.4. to implement and review systems for the benchmarking of the Schools across the group (including financial as well as educational performance), developing systems for sharing best practice and supporting the Local Governing Bodies in maximising the opportunities for resource sharing and collaboration;

3.4.4.5. to ensure that insurance or risk protection cover is put in place and

maintained for all risk areas including damage to property, employer liability, public and third party liability and director/trustee liability;

3.4.4.6. to undertake the strategic management of the whole school estate, advising the Trust Board on areas of risk and assessing the Trust's overall safeguarding responsibilities, including drawing up a long term estate plan which identifies areas in need of expansion and/or development and areas likely to be surplus to requirements; and

3.4.4.7. to take a lead on any capital bids and allocations, supporting the Schools' premises teams to carry out works safely and cost effectively.

3.4.5. The cost of the functions undertaken by the Executive Team and the Trust Board are generally funded on a fair basis by the Schools, by the contribution of a percentage of the central government funding provided for each School the "**Central Support Cost Contribution**". This contribution will be set each year against a budget for the shared costs approved by the Trust Board. The percentage may vary according to the level of activities undertaken

3.5 The role of the Local Governing Body Members and the Local Governing Bodies

3.5.1. The role of a Local Governing Body Member within a multi academy trust is an important one. In developing a governance structure, the Trust has sought to ensure that as much as possible the responsibility to govern is vested in those closest to the impact of decision making and that such responsibility matches the capacity of those assuming responsibility. The Trust Board has established Local Governing Bodies for each of the Schools, for the most part made up of individuals drawn from the School's community, both as elected and appointed members.

3.5.2. The Local Governing Body Members serving on such Local Governing Bodies are accountable to the Trust Board (who in turn of course is accountable to the Members and to the Department for Education) as well as to the communities they serve.

3.5.3. Whilst not trustees under charity law, nevertheless, the Local Governing Body Members are under a duty to act in good faith and in the best interests of the School and the Trust, which includes all the Schools. This duty includes a responsibility to do the following:

3.5.3.1. to ensure the School complies with its legal obligations;

3.5.3.2. to fulfil the charitable object of the Trust;

3.5.3.3. to act with integrity and to avoid any personal conflicts of interest and not to misuse any charitable funds or assets of the School or the Trust;

3.5.3.4. to act prudently in the financial management of the School, avoiding putting any assets, funds or reputation of the School or the Trust at undue risk;

3.5.3.5. to exercise reasonable care and skill, using personal knowledge and experience to ensure the School is well run and efficient;

3.5.3.6. to act responsibly, getting advice from others from within the Trust and if appropriate external professional advisors;

3.5.3.7. to act in accordance with any authority delegated to him or her, including complying with any regulation or requirement of those from whom delegated authority is received; and

3.5.3.8. to act as an ambassador of the Trust and in a way which is consistent with the vision and ideals of the Trust.

3.5.4. Local Governing Body Members must act independently and in the best interest of the School even if those interests conflict with those of the body or organisation that might have appointed or nominated them to serve on the Local Governing Body. As with the Trustees, the Local Governing Body Members must comply with the Trust's Conflict of Interest Policy, which nevertheless recognises the important relationship between the Trustees and the Local Governing Body Members.

3.5.5. The specific tasks and responsibilities of the Local Governing Body Members are as follows, with further detail set out in the Terms of Reference.

3.5.5.1. to fulfil the vision and ethos of the Trust in so far as it relates to the School, ensuring that the School achieves the aims and ambitions it has for its pupils, having regard in particular to the benefits of being part of a family of schools which stresses the importance of collaboration and mutual support;

3.5.5.2. to review from time to time and ensure the implementation of the School's strategy for improvement as set out in its development plan, focussing on the School's performance and achieving sustained school improvement and having regard to any locally agreed priorities identified by the Trust Board;

3.5.5.3. to provide support and challenge (and act as a critical friend) to the School's senior leadership team, being ready to challenge and hold senior leaders to account for all aspects of the School's performance;

3.5.5.4. to adopt and implement appropriate risk and financial management policies and practices, including in particular any adopted by the Trust Board for application across all the Schools;

3.5.5.5. to support the School's Head teacher in the development and review (from time to time) of an appropriate staffing structure for the School, ensuring there is robust and accountable monitoring of the performance of staff and implementing all and any policies relating to staff adopted by the Trust Board;

3.5.5.6. to support the Trust Board in its monitoring and evaluation of the delivery of any central or shared services and functions provided or

procured by the Trust for the Schools, reporting any issues or concerns to the Chief Executive Officer or, if necessary, the Chair of the Trust Board;

3.5.5.7. to promote the benefits of collaboration with the other Schools and to actively seek opportunities to work together either with the aim of improving economic efficiencies within the Schools or identifying and implementing best practice;

3.5.5.8. to develop effective links within the School's community, communicating openly and frequently as appropriate and ensuring that the School meets its responsibilities to the community and serves the community's needs in relation to the safeguarding and education of its pupils; and

3.5.5.9. to engage fully and openly with any inspection of the School, whether by the Trust Board, Ofsted or any other appropriate public body to whom the School is accountable.

3.5.6. Individual Local Governing Body Members may be given primary responsibility for particular functions such as standards, finance, pupil premium and SEND with the view to matching skills and experience to functions. This will not affect collective and overall individual responsibility but Local Governing Body Members are expected to use their skills and experience in the fulfilment of their duties.

3.5.7. Subject to the provisions of the Companies Act 2006 every member of the Local Governing Body or other officer or auditor of the Trust acting in relation to the School shall be indemnified out of the assets of the Trust against any liability incurred by him or her in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he or she is acquitted or in connection with any application in which relief is granted to him or her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Trust.

3.5.8. As with the Trustees, the following are the core competencies and skills expected of all Local Governing Body Members:

3.5.8.1. to work as a team;

3.5.8.2. to attend meetings and be prepared to contribute to discussions and commit to agreed actions;

3.5.8.3. to be respectful of the views of others and to be open to new ideas and thoughts;

3.5.8.4. to treat all confidential information confidentially;

3.5.8.5. to develop a deep understanding of the vision and ethos of the Trust and its Schools and the roles played by all individuals in fulfilment of the Trust's mission;

3.5.8.6. to understand the policies and procedures of the Trust and how

these are flowed down to the School;

3.5.8.7. to support the Trust in public and act as an ambassador of the Trust;

3.5.8.8. to commit to training and skills development

3.5.8.9. to be ready to ask questions;

3.5.8.10. to be focussed on problem solving and be ready to learn from past experiences.

3.5.8.11. to uphold the Nolan 7 Principles of Public Life.

3.5.9. Specific skills may be needed if a Local Governing Body Member is to take responsibility for and lead on a specific area. A regular skills audit will be undertaken and Local Governing Body Members should expect to be able to articulate their contribution to the success of the School.

3.5.10. The Trust Board also recognises the role that the Schools play in their communities and the Local Governing Body is free to decide how such support and patronage is given. The Local Governing Body shall ensure that any support is not inconsistent with the objects of the Trust and the restrictions on the use of its charitable resources and any advice or restriction placed on the Trust by the Secretary of State. The Local Governing Body shall ensure that any formal collaboration or support with third parties, including with those with whom the Trust has a strategic partnership is appropriately documented and the details notified to the Chief Executive Officer, Director of Operations and Operations Committee to assess effectiveness and where financial support is provided for accounting reasons.

For further information regarding governance responsibilities, reporting and procedures, please see our Trust Governance Handbook and Terms of Reference. This document sets out a detailed breakdown regarding the responsibilities and activities of the governance groups.

Appendix 1 – Scheme of Delegation Matrix

M – Monitor
 A – Approve
 T – Task
 R – Recommend
 I – Inform
 C - Consult

GOVERNANCE

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C - Consult	Members	Board	Finance, Audit & Risk	Ed C	LGB	CEO	CFOO	DoE	HT
G1.	Approve Trust Articles of Association	A	R			I	C			
G2.	Approve Trust Board Terms of Reference/Governance Handbook	C	A				C/T			
G3.	Approve Trust Scheme of Delegation		A	I	I	I	T/I	I	I	I
G4.	Approve Trust Strategic Plan		A		M		T/R	C	C	I
G5.	Approve new, converter or sponsored academies joining MAT	I	A	M			R/T	C	C	
G6.	Approve central spend/management charge		A	C			R/C	T/C		I
G7.	Establish Trust Committees and membership		A				C			
G8.	Approve Trust Committee Terms of Reference		A				C/T	C	C	
G9.	Annual schedule of business for Trust Board		A				T			

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk	Ed C	LGB	CEO	CFOO	DoE	HT
G10.	Agree composition of Local Governing Body		A			I	R/T/C			I
G11.	Approve Local Governing Body (LGB) Terms of Reference		A			C	C/T			I
G12.	Establish LGB working groups or committees		M			A	C			C
G13.	Annual schedule of business for Local Governing Body		M				A		C	R/T
G14.	Appoint/re-appoint/Remove Members, Chair of Members and Chair of Trust Board	A	C				C/I			
G15.	Trustees: Appoint/re-appoint/Remove	A	R/T/C				R/T/C			
G16.	Appoint/re-Appoint Chair of LGB		A			R	C			C
G17.	Remove Chair of LGB		A			C	C			I
G18.	Appoint/re-appoint Vice Chair of LGB		A			R	C			C/I
G19.	Remove Vice Chair of LGB		A			C	C			I
G20.	Appoint/re-appoint LGB members		A			R	C			C
G21.	Remove LGB members		A			C	C			I
G22.	Appoint Chair(s) of Trust Committees/Working Groups		A	R	R		C			
G23.	Remove Chair(s) of Trust Committees/Working Groups		A	C	C		C			
G24.	Appoint Trust Committee/ Working Group Members		A				C			

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk	Ed C	LGB	CEO	CFOO	DoE	HT
G25.	Remove Trust Committee/ Working Group Members		A				C			
G26.	Appoint external Board Advisors		A	C	C		T/R			
G27.	Appoint (& remove) Company Secretary		A			I	T/R	C		I
G28.	Appoint (& remove) Clerk to Trust Board		A				T/R			
G29.	Appoint (& remove) Clerk to LGB		M			A/T	C			R/T
G30.	Appoint (& remove) Safeguarding and SEND lead Trustee		A		R		C	I	I	
G31.	Trust Governance Handbook (including Terms of Reference)		A			I	T/R			I
G32.	Member, Trustee & Local Governing Body Code of Conduct	A	R			I	I			I
G33.	Role descriptors for members	A	C				C			
G34.	Trust Board Skills audit: complete and identify gaps		A/T				C			
G35.	Local Governing Body Skills audit: complete and identify gaps		I			A/T	C			C
G36.	Annual self-review/triannual external review of board effectiveness: submit to members	I	A/T				C			
G37.	Annual self-review of Local Governing Bodies and committees: complete annually		I			A/T			C	C
G38.	Trustee attendance: review annually		A/R/T							

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk	Ed C	LGB	CEO	CFOO	DoE	HT
G39.	Local Governing Body attendance: review annually		I			A/R/T				
G40.	Trust Board Succession: plan		A/R/T				C			
G41.	Local Governing Body Succession: plan					A/R/T	C		C	C
G42.	Register of Interests (Trust)		M					T		
G43.	Register of Interest (Schools)			M		M	I	T		I
G44.	Risk Register and Management Strategy		M	C/M			T	C	C	C
G45.	Undertake annual stakeholder surveys with staff (Trust)		M			M (school level data)	A	C	T	M (school level data)
G46.	Undertake annual stakeholder surveys with pupils, parents and staff (School)		M			M	A	C	C	T
G47.	Ensure publication on trust and schools' websites of all required details on governance arrangements		I			I/M	A	M/T	M	T
G48.	Annual report work of Local Governing Body: submit to trust and publish		I			A/R/T	C	I		C
G49.	Ensuring compliance (safeguarding, SEND, H&S, employment): agree auditing and reporting arrangements		A	R/T		M	R/C	R/T		R/T/C
G50.	Ensuring compliance with equalities legislation		A/M			M	R/C	R/T		R/T/C

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk	Ed C	LGB	CEO	CFOO	DoE	HT
G51.	Convening a panel regarding Admissions appeals (could be delegated to Local Authority)		A				I	C		C
G52.	Convening of a panel regarding Stage 3 School based Complaints		I			A/T	I	I		R/T/C
G53.	Convening of a panel regarding Stage 3 Trust based Complaints		A/T				I			
G54.	Pupil Suspensions – decision to suspend a pupil								I	T/A
G55.	Convening a panel regarding pupil suspensions (formerly known as fixed term exclusions)		I			A/T	I	I	I	R/T
G56.	Pupil Exclusions – decision to permanently exclude a pupil								C	T/A
G57.	Convening a panel regarding the Governing Board’s duty to remove a permanently excluded pupils name from the school register. (see DfE guidance) (PEX)		I			A/T	I	I	C	T/R
G58.	Establish an independent review panel regarding a permanent exclusion				A		T	C	C	

- M – Monitor
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FINANCE & INFRASTRUCTURE

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Comm	Ed Comm	LGB	CEO	DoF&O	DoE	HT
F1	Trust & Academy Financial Regulations & Scheme of Financial Delegation		A	M		I	C/T	R/T		I
F2	Appoint Trust auditors	A	R	C			C/R	T/R		
F3	Managing conflicts of interest and related party transactions		M	M		M	C	T		
F4	Benchmarking and trust wide value for money: ensure robustness		M	M			C	T/R		
F5	Trust 3 year Budget Plan		A	R/M			C/R	T/R	C	I
F6	Trust 1 year Budget		A	R/M			C/R	T/R	C	I
F7	Trust Interim Year End Accounts		M	A			C/R	T/R		
F8	Trust Annual Accounts	I	A	R			T	C		
F9	Trustees Report for audited accounts		A	R			T	C		
F10	Trust Academies Accounts Return to EFA		A	R			T	C		
F11	Response to Auditor's Management Letter	I	A	R			T	C		

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Comm	Ed Comm	LGB	CEO	DoF&O	DoE	HT
F12	Benchmarking and school wide value for money: ensure robustness			M		M	C	T/C		T/C
F13	Schools 3 year Budget Plan		A	R/M			C/R	T/R	C	I
F14	Schools 1 year Budget		A	R/M			C/R	T/R	C	I
F15	School YTD reports		A	M		M	I	T/R		M
F16	Schools Interim Year End Accounts		M	A			C/R	T/R		M
F17	Schools Accounts Return to EFA		A	R/M			T	C		
F18	Monitoring Pupil Premium spend, including PE and Sports Premium			I/M		M	C	M	M	R/T/C
F19	ICT Support – Strategic			I			A	C		I
F20	ICT Infrastructure - Strategic			I			A	C		I

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TEACHING & LEARNING/STANDARDS/SCHOOLS PERFORMANCE

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C - Consult	Members	Board	Finance, Audit & Risk Comm	Ed Comm	LGB	CEO	CFOO	DoE	HT
T1	Trust Strategic Plan		A		M		T/R	C	C	I
T2	Determine Trust Vision, strategy and key priorities		A	C	C	I	R/T/C	C	C	C
T3	Determine schools' vision, strategy and key priorities					R/T/C	A	C	C	R/T/C
T4	Agree Trust Curriculum Principles		A		C	I	R/T		T	C
T5	Agree Trust Behaviour Principles		A		C	I	R/T		T	C
T6	Agree Trust Assessment Principles		A		C	I	R/T		T	C
T7	Set School Curriculum Policy in line with Trust Principles					A	C		C	R/T
T8	Set School Behaviour Policy in line with Trust Principles					A	C		C	R/T
T9	Set School Assessment Policy in line with Trust Principles (Trust wide MIS System)					A	C		C	R/T
T10	Termly CEO Trustee Report (reporting on the development Progress and attainment of pupils)		M		M		T		C	

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Comm	Ed Comm	LGB	CEO	CFOO	DoE	HT
T11	Academic Performance Targets		M		M	M	A/M		M/R	T/R
T12	School Performance Review <i>e.g. Headteacher Report/Self-Evaluation and evaluated School Improvement Plan</i>		M		M	M	I		A	T/R
T13	School 3 year Improvement Plan					M	I		A	T/R
T14	School 1 Year Improvement Plan					M	I		A	T/R
T15	SEN Plan & Quality of Provision in line with statutory requirements					R	I		A	T/R
T16	Pupil Premium and Sports Premium - Strategy & Evaluation					R	I		A	T/R

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STAFFING

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C - Consult	Members	Board	Finance, Audit & Risk Comm	Ed Comm	LGB	CEO	CFOO	DoE	HT
S1	Trust Staff structure		A	C			M/R/T	C		
S2	CEO appointment and pay grade	I	A	I	I	I	I	I		I
S3	CEO Pay progression		A	T/R				I		
S4	Headteacher appointment and pay grade		A	I	I	C/T/R	C/T/R	I	C	
S5	Headteacher Pay progression			A		T/R	C/R	I	C	
S6	Senior Trust Executives (except CEO): appointment and pay grade		A				T/R	I		
S7	Senior Trust Executives (except CEO) Pay progression			A			T/R	I		
S8	Trust Central Team staff (non senior executives) – appointment and pay grade						A	*T/R	*T/R	
S9	Trust Central Team staff (non senior executives) – pay progression						A	*T/R	*T/R	
S10	School Senior Leadership appointments and pay grade (not Headteacher)					T/R	C/A	I	C	T/R

	Task M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Comm	Ed Comm	LGB	CEO	CFOO	DoE	HT
S11	School Senior Leadership Pay progression (not Headteacher)			I			A	I		T/R
S12	School staff structure including leadership structure (if no redundancies)		I			C	A	C	C	T/R
S13	Staff Pay progression (non leadership teachers)						A	I	C	T/R
S14	School Staff Pay progression (support staff)							I		T/A
S15	Teaching (non leadership) and support staff appointments and pay grades					T/R		A		T/R
S16	Performance Management of the Chief Executive Officer: Undertake (with external adviser support)		A/T (delegated to two members of the trust board)							
S17	Headteacher Appraisal (with DoE adviser support)					T/R (2 members of LGB)	A		T (adviser to LGB panel)	
S18	Pay Appeals		A/T (delegated to 1-3 members of the trust board) E2							
S19	Suspension of CEO		A/T							
S20	Return of CEO after suspension		A/T							
S21	Dismissal of CEO	I	A/T							
S22	Suspension of Senior Trust Executives		C - Chair				T/A			
S23	Return of Senior Trust Executives after suspension		C – Chair				T/A			

	Task M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Comm	Ed Comm	LGB	CEO	CFOO	DoE	HT
S24	Dismissal of Senior Trust Executives		C - Chair				T/A			
S25	Suspension of Headteacher		I			I	T/A		T/R	
S26	Return of Headteacher after suspension		I			I	T/A		T/R	
S27	Dismissal of Headteacher		C (Chair)			I	T/A		T/R	
S28	Suspension of School Senior Leadership member		I			I	I		A	R/T
S29	Return of School Senior Leadership member		I			I	I		A	R/T
S30	Suspension and dismissal of teaching and support staff		I			I	I		A	R/T
S31	Return of teaching and support staff after suspension		I			I	I		A	R/T
S32	Convening of a panel regarding Disciplinary, Capability, Absence or Probation for school based staff (except Headteachers)		I			A/T	I		C	R/T/C
S33	Convening an appeal panel regarding Disciplinary, Capability, Absence or probation for school based staff (except Headteachers)					A/T	I/T		C/T	
S34	Convening of a panel regarding Disciplinary, Capability or Absence for Headteachers		C			C	R/C		A/T	
S35	Convening an appeal panel regarding Disciplinary, Capability or Absence for Headteachers		C			C	A/T			

	Task M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Comm	Ed Comm	LGB	CEO	CFOO	DoE	HT
S36	Convening a panel regarding Disciplinary, Capability, Absence or probation of trust based staff						A	T (if they are the line manager)	T (if they are the line manager)	
S37	Convening an appeal panel regarding Disciplinary, Capability, Absence or probation for Trust based staff						A	T (if they are the line manager)	T (if they are the line manager)	
S38	Convening a panel regarding Disciplinary, Capability, Absence or probation of Senior Trust Executives		A/T				R/C			
S39	Convening an appeal panel regarding Disciplinary, Capability, Absence or probation of Senior Trust Executives		A/T				R/C			
S40	Convening a panel regarding Disciplinary, Capability, Absence or probation of the CEO		T – Chair R/A – Panel							
S41	Convening an appeal panel regarding Disciplinary, Capability, Absence or probation for the CEO		R/A ATB							
S42	Redundancy of trust based staff		A	R			T/R			
S43	Restructuring of trust based senior executive staff		A	R			T/R			
S44	Restructuring of trust based non senior executive staff						A	T	T	I
S45	Redundancy of school based staff		A			C	T/R	C	C	T/R
S46	Restructuring of school staff (no redundancies)						A	C	C	T/R

	Task M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Comm	Ed Comm	LGB	CEO	CFOO	DoE	HT
S47	Administer disclosure and barring service (DBS) checks					M	M	T		C/I
S48	Single Central Record List (Trust): admin of			M			M	T		
S49	Single Central Record List (Schools): admin of					M	M	T		T
S50	Staff Code of Conduct		A			I	T/R	C	C	I/C
S51	Convening a panel for Flexible Working appeals (school based staff) Panel consisting of 1 or more Governors					A			I	T/R
S52	Convening a panel for Flexible Working appeals (Trust Central Office based staff) Panel consisting of 1 or more Trustees		A				I		T/R	

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POLICIES & PROCEDURES

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C - Consult	Members	Board	Finance, Audit & Risk Committee	Education Committee	LGB	CEO	CFOO	DoE	HT
P1	Accessibility					C	I		A	T/R (in conj with Head Trust Inc)
P2	Admissions Arrangements		A			C	C/R	T		C
P3	Admissions – Deferred Entry						A		C	T/R
P4	Admission – Accelerated Entry						A		C	T/R
P5	Admissions Register									T
P6	Adoption Leave Information Pack					I	A	T		I
P7	Allegations against staff		A			I	C	T		I/C
P8	Anti bullying					C	I		A	T/R HT (in conj with senior leaders)
P9	Appraisal (Teachers)					I	A		T	C/R
P10	Assessment Principles & Trust wide MIS System				A	I	C/R	C	T/R	C
P11	School Assessment Policy (aligned to Trust Principles)					A	C		C	T/R

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Committee	Education Committee	LGB	CEO	CFOO	DoE	HT
P12	Attendance Policy					I			A	T/R (in conj with Head Trust Inc)
P13	Attendance Register									T
P14	Trust Behaviour Principles				A	I	C/R		T/R	C
P15	School Behaviour for Learning Policy (aligned to Trust Behaviour Principles)					A	C		C	T/R
P16	Capability (Staff)		A			I	C/R	T		I
P17	Charging & Remissions			A		I	C/R	T		I
P18	Children missing from Education Covered in Safeguarding/Child Protection/Attendance		I			A	I	I	C	T/R
P19	Children with health needs who cannot attend school					A	I	I	C	T/R
P20	Complaints Policy (external)					I	A	T		C
P21	Code of Conduct (Staff)/Staff Behaviour Policy		A			I	C	T		C
P22	Trust Curriculum Principles				A	I	C		T/R	C
P23	School Curriculum Policy (aligned to Trust Curriculum Principles)					A	C		C	T/R
P24	Depreciation (held in Finance Policy)		A	M			C/R	T		

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Committee	Education Committee	LGB	CEO	CFOO	DoE	HT
P25	Designated Teacher for Looked After & Previously Looked After Children					A	I	C		T/R
P26	Disciplinary (Staff)		A			I	C/R	T		C
P27	Drugs (Misuse) (Local Authority directed)						A	T		I
P28	Early Career Teachers Policy					I	A		T	I
P29	Educational Visits and Off-Site Activities					A	C	C	C	T/R
P30	Emergency Evacuation & Fire Drill					I	I	A		T/R
P31	Emergency Plan - All Schools (Local Authority directed)					I	A	T		T/C
P32	Equality and Community Cohesion Policy		A			I	C		C	T/R
P33	Trust Equality Objectives		A			I	C		T/R	C
P34	School Equality Objectives					C	I		A	T/R
P35	Feedback & Marking					I	I		A	T/R
P36	Finance Policy		A			I	C	T		I
P37	Flexible Working Policy					I	A	T		I
P38	GDPR Policy inc. Information Security Policy, Data Protection & SAR, Data Retention, Freedom of Information, Information & Communications (Directed Policies)					I	A	T		I

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Committee	Education Committee	LGB	CEO	CFOO	DoE	HT
P39	GDPR Policy inc: CCTV Policy, Data Breach Policy, Social Media, Acceptable Use Policy, Cookie Policy Homeworking Policy, Privacy Notices (Directed Policies)					I	A	T		I
P40	GDPR: Administration of SAR and FOI requests and logging of breaches for schools and trust			M		M	A	T		T/R
P41	Gifts & Hospitality Policy			A		I	C	T/R		I
P42	Governing Body Minutes and Papers					A	I			C
P43	Grievance (Staff) Policy		A			I	C/R	T		I
P44	Health and Safety Policy		A			I	C/R	T		I
P45	Home School Agreement (under curriculum folder)					A			C	T/R
P46	Intimate Care Policy					A				T/R
P47	Lettings Policy			A		I	C	T		C
P48	LGPS Discretionary Pension			A		I	C	T		I
P49	Maternity Information Pack - All staff					I	A	T		I
P50	Maternity Support Leave Information pack (was paternity)					I	A	T		I
P51	Menstruation & Menopause Policy						A	T		I

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Committee	Education Committee	LGB	CEO	CFOO	DoE	HT
P52	Minibus Policy					A	C	C		T/R
P53	Out of School Hours Learning					A	C	C	C	T/R
P54	Pay Policy (exc Teacher Appraisals)		A			I	C/R	T		I
P55	Positive Handling					A	C		C	T/R
P56	Premises Management Policy					I	A	T		
P57	Radicalisation		I			A	C		C	T/R/C
P58	Reserves Policy		A					T		
P59	Safeguarding/Child Protection Policy		I			A	C		C	T/R/C
P60	Safer Recruitment & Selection Policy		A			I	C	T		I
P61	School Industrial Injury			A		I	C	T		I
P62	School times, term dates, INSET & holidays		I			C	A	C	C	T/R
P63	School Closures (short term, e.g. weather related, strike action etc)		I			I	I	A		T/R
P64	School Age Range: Changes to		A			C	C/M	C	C	T/R
P65	School PAN: Expansion or reduction of		A			C	C/M	C	C	T/R
P66	School prospectus					I	A	C	C	T/R
P67	School website					I	A	C	C	T/R

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Committee	Education Committee	LGB	CEO	CFOO	DoE	HT
P68	School logo, branding & advertising		C			C	A	C		T/R
P69	School uniform		C			C	A	C		T/R
P70	SEND and Inclusion				I	A	C		C	T/R (in conj with) Head Trust Inclusion
P71	RSHE				A	C	C		C	T/R/C
P72	Shared Parental Leave					I	A	T		I
P73	Staff Attendance (Sickness) Absence Policy					I	A	T		I
P74	Social Media Policy (Judicium directed)					I	A	T		I
P75	Special (Discretionary) Leave					I	A	T		I
P76	Support Staff Probation Policy						A	T		I
P77	Supporting Pupils with Medical Conditions (including First Aid Policy)		A			C	I	C	C	T/R
P78	Risk Assessment Policy					I	A	T		I
P79	Teaching & Learning				I	A	C		C	T/R/C
P80	Trustees & Governors Allowances and Expenses		A			I	R/C	T		I
P81	Trust Staff Wellbeing Definition & Policy		A			I	C		T	C
P82	Children & Family Wellbeing Principles				A		I		T/R	I

	Task									
	M – Monitor A – Approve T – Task R – Recommend I – Inform C – Consult	Members	Board	Finance, Audit & Risk Committee	Education Committee	LGB	CEO	CFOO	DoE	HT
P83	Children & Family Wellbeing Policy					A	I		T/R	I
P84	Whistleblowing (Confidential Reporting)		A			I	R/C	T		I
P85	Workplace Violence/Assault Policy (NEU source)		A				C	T		I
P86	Barring as a result of Workplace violence or assault						A	I		T/R

APPENDIX 2

TRUST GOVERNANCE STRUCTURE

Trust Governance Model

