

The phrases used in the context of this document have the following meanings:

- Consult:** The individual or group should be consulted by Trustees as part of the process of completing the task
- Deliver:** The individual or group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery as appropriate In the case of the CEO this will be at Trust level.
- Monitor:** The group has responsibility for monitoring whether a particular task is being carried out to a satisfactory standard
- Recommend:** The individual or group that should make recommendations as to how a particular task should be completed. The CEO, and the sub-Committees of the Board will make recommendations to the Trust Board. The Headteachers will make recommendations to the CEO.
- Approve:** Final approval of policies or recommendations made by the CEO or appropriate group to the Trust Board.



Strategy and Leadership	Members	Trust Board	Resources, Audit & Risk Committee/ Standards & Culture Committee	Pay Committee	Executive Leader	Headteacher/s	Local Governance Groups
Appointment/removal of Trustees	Approve (up to 6)	Recommend					
issue direction to the Trustees to take an externally directed action*	Deliver by special resolution	Consult					
Annual report to Members	Approve	Recommend			CEO Deliver		
Trust vision, ethos & values		Monitor Approve	Monitor		CEO Recommend Deliver	Consult Deliver	
Trust Strategy & KPIs		Monitor Approve	Monitor		CEO Recommend Deliver	Consult	
Trust Development Plan		Approve Monitor	Monitor		CEO Recommend Deliver	Deliver	
Trust vision for each academy		Approve	Monitor		CEO Recommend	Consult Deliver	Monitor
Governance structure for the Trust		Recommend Deliver Approve			Governance Professional Recommend	Consult	
Scheme of Delegation		Approve			Governance Professional Deliver Recommend	Consult	

Terms of reference for the Board		Deliver Approve			Recommend		
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Appoint/remove Chair of the Board	Approve	Deliver					
Appoint/remove members to a Committee		Deliver					
Trustee Expenses Policy		Approve			CFO Deliver Recommend		
Compliance with publishing requirements on Trust website/ academy website		Monitor			Governance Professional Deliver Monitor	Deliver	Monitor
Trust register of business interest, in compliance with the Academies Handbook		Monitor			Governance Professional/CFO Deliver		
Trust Complaints Policy		Approve	Recommend		CEO Deliver		
Appointment of Governance Professional		Deliver			CEO Deliver		
Setting expectations for Trustee conduct and skills development		Monitor			Governance Professional Deliver		
Engaging with stakeholders			S&C to Monitor				Deliver
Adhering to the SEAX Articles of Association	Monitor	Monitor Deliver					
Evaluating governance regularly	Monitor	Deliver			Governance Professional Deliver		
Ensuring appointments of		Deliver			Governance Professional Monitor		

Academy Performance and curriculum	Members	Trust Board	Resources, Audit & Risk Committee/ Standards & Culture Committee	Pay Committee	Executive Leader	Headteacher/s	Local Governance Groups
Academy improvement plan			S&C to Monitor		CEO Approve Monitor	Deliver	
All Local Policies (statutory and non statutory)		Monitor	S&C to monitor			Recommend	Approve
Quality of the curriculum, teaching, learning and pupil progress		Monitor	S&C to monitor		School Improvement Leads Monitor	Deliver	Monitor
Pupil suspensions		Monitor- if over five days for a pupil per term			CEO Monitor	Deliver	Monitor
Pupil exclusion- permanent		Approve- via an exclusions panel			CEO Consult	Deliver	Monitor
Approve academy term dates and hours of the school day		Approve				Recommend	
Approve emergency school closures		Approve			CEO Recommend	Consult	
Production and analysis of data			S&C to Monitor		School Improvement Leads Monitor	Deliver	

Ensuring data analysis skill set		Monitor					
Delivering careers guidance in line with statutory requirements			S&C to Monitor			Deliver	
Staffing	Members	Trust Board	Resources, Audit & Risk Committee/ Standards & Culture Committee	Pay Committee	Executive Leader	Headteacher/s	Local Governance Groups
Performance management of the CEO		Approve- including executive pay decisions		Deliver Recommend			
Performance management of the headteachers		Approve		Recommend	CEO Deliver		
Performance management of key management personnel as per published accounts		Approve		Recommend	CEO Deliver		
Setting pay levels, including executive pay		Approve CEO pay decisions		Approve Recommend for CEO pay			
Appoint/ remove headteacher		Consult Approve			CEO Recommend Delivery		

Academy staffing restructures					CEO Deliver	Consult	
Staff redundancy costs up to £30,000 (total cost of project)			Monitor		CEO Approve	Deliver	
Staffing redundancy costs above £30,000 (total cost of project)		Approve	Monitor		CEO Recommend	Consult Deliver	
Appointment of academy staff					CEO Consult for appointment of SLT	Deliver	
Appointment of change of contract of the CFO		Approve		Recommend Consult			
Performance management of academy staff				Approve	CEO Recommend	Recommend Deliver	
Dismissal or suspension of academy staff		Deliver appeals panel if required			CEO Consult Approve	Recommend Deliver	
Gender pay gap reporting		Approve	Monitor		Director of People & Operations Recommend Deliver		
Monitoring of equality and diversity		Monitor			Director of People & Operations Deliver	Deliver	

Flexible working requests/ sabbatical requests (KPI)			RAR to Monitor		Director of People & Operations Consult	Deliver	
Overseeing staff wellbeing, workload and working conditions			S&C to Monitor		Director of People & Operations Deliver		
Setting approach to staff appraisal and performance management				Monitor	Director of People & Operations Recommend	Deliver	
Setting approach to staff appointments and dismissals			S&C to Monitor		Director of People & Operations Recommend	Deliver	
Setting HR policies			S&C to Monitor		Director of People and Operations Deliver		

Financial governance and management	Members	Trust Board	Resources, Audit & Risk Committee/ Standards & Culture Committee	Pay Committee	Executive Leader	Headteacher/s	Local Governance Groups
Ensure Trust Financial Regulations are in compliance with DfE recommendations		Approve	RAR to Recommend		CFO Deliver		
Appointing a Chief Financial Officer		Monitor			CEO Deliver		
Scheme of financial delegation and agree top-slice to central funds		Approve	RAR to Recommend to BOT		CFO Recommend to RAR	Consult	
Submit annual reports and accounts	Receive the accounts	Approve			CFO Deliver		
Appoint external auditors	Approve	Recommend			CFO Consult		
Response to audit management letter		Approve			CFO Deliver		
Ensure Trust value for money	Monitor	Approve	Monitor	Monitor	CFO Deliver	Deliver	
Annual approval of Trust balance budget and three year forecast in accordance with ESFA deadlines		Approve	RAR recommend to Board		CFO Deliver	Deliver	
Approve Budget Forecast Return in		Approve	RAR to recommend to the		CFO Deliver		

accordance with DfE Deadlines			Board				
To ensure that Trust and academy contractual arrangements comply with regulations		Approve	RAR to Recommend		CFO Deliver		
Special payments to staff up to £50,000 (anything over £50,000 and all <i>ex gratia</i> payments be referred to ESFA)		Deliver Approve			CEO Recommend	Consult	
Ensuring curriculum, staffing and financial planning are aligned, including longer-term financial sustainability		Deliver	RAR to Monitor		CEO Monitor Deliver	Deliver	
Delivering monthly management accounts			RAR to Monitor		CFO Deliver		
Managing cash position			RAR to Monitor		CFO Deliver		
Ensuring compliant finance policies		Approve	RAR to recommend		CFO Deliver		
Ensuring compliance with procurement frameworks			RAR to Monitor		CFO Deliver		
Ensuring adequate insurance coverage is in place			RAR to Monitor		CFO Deliver		
Managing conflicts of interest, related party transactions and novel/ contentious transactions		Monitor	RAR to Monitor		CFO Deliver		

Risk Management	Members	Trust Board	Resources, Audit & Risk Committee/ Standards & Culture Committee	Pay Committee	Executive Leader	Headteacher/s	Academy Committee
Trust growth plan		Approve			CEO Deliver Recommend	Consult	
Expansion or extension of provision for an academy		Approve			CEO Recommend	Consult Deliver	
Ensuring Risk Management policies are in place and adhered to		Approve	RAR to Monitor		CEO Recommend		
Trust Risk Register		Deliver Approve	RAR and AIC to Monitor				
Academy Risk Register		Approve	RAR to Recommend		CEO Monitor	Deliver	
Trust-wide data protection policies and procedures		Approve	RAR Recommend to Board		Director of People & Operations Deliver Recommend to RAR	Deliver	
Trust Business Continuity Plan		Deliver Approve	RAR to Monitor		CFO/ Director of IT Monitor		
Academy Business Continuity Plan			RAR to Approve		CEO Monitor	Deliver	

ICT, Premises, Health and Safety	Members	Trust Board	Resources, Audit & Risk Committee/ Standards & Culture Committee	Pay Committee	Executive Leader	Headteacher/s	Local Governance Groups
Strategic oversight of effectiveness of premises applications for CIF bids		Approve	RAR to Recommend to Board		CFO Deliver	Recommend to RAR	
Academy Health & Safety procedure in line with Trust Policy			RAR to Monitor		Estate Manager Monitor	Deliver	
Procurement and disposal of services and resources, complying with finance regulations		Approve Deliver	RAR to Monitor		CEO Deliver (as AO)	Monitor	
Setting an estates management strategy			RAR to Monitor		Estate Manager Deliver		
Managing the Trust estate and school premises			RAR to Monitor		Estate Manager Monitor	Site Managers to Deliver	
Ensuring compliance with the DfE's digital and technology standards, including cyber-security			RAR to Monitor		Director of IT & Digital Transformation to Deliver	Deliver	



Compliance & Statutory Guidance for Trusts	Members	Trust Board	Resources, Audit & Risk Committee/ Standards & Culture Committee	Pay Committee	Executive Leader	Headteacher/s	Local Governance Groups
Keeping admissions and attendance registers			S&C to Monitor			Deliver	Monitor
Setting a Trust-wide approach to inclusion		Monitor			CEO Deliver	Deliver	
Ensuring compliance with the SEND Code of Practice		Monitor Deliver	Monitor Deliver		CEO Deliver	Deliver	Monitor
Delivering support for looked after and previously looked after children			S&C to Monitor			Deliver	Monitor
Monitoring pupil premium and PE and sport premium spend			Both Committees to Monitor			Deliver	Monitor
Setting Trust safeguarding practices, including the appointment of a DSL		Monitor				Deliver	Monitor
Ensuring compliance with the current KCSIE, including online safety and monitoring			Both Committees to Monitor		CEO Deliver	Deliver	Monitor



Setting behaviour and welfare policies						Deliver	Monitor Approve
Setting approach to directing pupils offsite, safeguarding separation, suspensions and exclusions			S&C to Monitor		CEO Monitor	Deliver	Monitor
Setting the school year		Approve			CEO Deliver	Deliver	
Setting the uniform policy						Deliver	Monitor Approve
Setting whistleblowing procedures		Approve Monitor			CEO Deliver		

