St Chad's
Academies Trust

Scheme of Delegation

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Section 1 Roles and Responsibilities

The Scheme of Delegation provides a framework of delegated responsibility as defined by the Trust Board and provides for certain functions to be carried out by one or more of the following:

Acronym	Responsible Role
Mem	Members of St Chad's Academies Trust
TB	St Chad's Trust Board;
LAC	Local Academy Committee
CEO	Chief Executive Officer
RHL	Regional Hub Lead
THT	Trust Head Teacher

The Trust Board retains all powers not expressly delegated through this Scheme of Delegation and may amend, withdraw or vary delegations at any time.

Chief Executive Officer acts as Accounting Officer for the Trust and is responsible to Parliament and DFE for the regularity, propriety and value for money of the Trust's use of public funds.

The Chief Financial Officer is the Trust's lead financial professional and is responsible for advising the Accounting Officer and Trust Board on financial sustainability, financial controls, financial reporting, risk management and compliance with the Academy Trust Handbook.

The delegated responsibilities are defined as the following;

Reference	Delegated responsibility
A	Accountable – body/person who is ultimately accountable and has yes/no veto
R	Responsible – body/person who performs an activity, or instructs relevant staff members to do so
C	Consulted – body/person that needs to contribute to the activity
I	Informed – body/person that needs to know of the decision or action
N	Not applicable – mainly used in relation to the Members in line with their governing role

The Scheme of Delegation should be read in conjunction with the Trust's Financial Regulations and Local Academy Committee Members Handbook. For clarity, a guide to the acronyms used throughout the Scheme is below;

Acronym	Denotation
ABP	Academy Business Professional – includes Academy based Executive Business Managers, Business Managers, Finance Officers, Executive Office Managers and Office Managers
AoA	Articles of Association
ATH	Academy Trust Handbook
CFO	Chief Finance Officer
CO	Compliance Officer for the Trust
CoO	Chief of Operations

DCEO	Deputy Chief Executive Officer
DDE	Diocesan Director of Education
DPO	Data Protection Officer for the Trust
FO	Finance Officer for the Trust – includes Management Accountant
F,R&A	Finance, Risk and Audit Committee
GP	Governance Professional for the Trust
HMRC	Her Majesty's Revenue and Customs
HRM	HR Manager for the Trust
HROT	Human Resources Operations Team
ICO	Information Commissioners Office
JCNC	Joint Consultative and Negotiating Council
LA	Local Authority
LDBE	Lichfield Diocesan Board of Education
MNT	My New Term (Application Tracking System ATS)
NGA	National Governors Association
SLT	Senior Leadership Team
TLR	Teaching and Learning Responsibility
SEN	Special Educational Needs

Section 2 – summary of amendments and additions:

A summary of the main changes is as follows:

- Additional supporting narrative around the Trust Board, CEO and CFO roles in section 1
- Changes resulting from Academy Trust Handbook updates
- Changes to reflect DFE guidance where applicable
- Addition of the Governance Professional role to the list of acronyms
- S1.2 – Expanded on Procurement Act 2023 and GDPR legislation when identifying services/suppliers, including reference to the involvement of the CO from the early stages of scoping a project (system) where data may be held and/or transferred
- S1.5 – Inclusion of Financial and Operations Service Standards (pending)
- S2.7 – Expanded on the audit scope for clarity, and recognition
- S2.8 – Inclusion of the approval and scrutiny of the annual internal audit plan and associated reports
- S2.23 – Amendment to the frequency which academy risk registers should be reviewed.

- S2.26 – Amendment to include reference to the Trust's Reserves Policy and inclusion of collaborative work with CoO regarding capital (land and buildings).
- S2.32 – Addition of clause around management of related party transactions.
- S2.33 – Addition of clause around novel, contentious and repercussive transactions.
- S2.34 – Addition of clause to around cash flow and cash management
- S2.35 – Addition of clause around banking and treasury management.
- S2.36 – Addition of clause around DFE intervention in relation to finance or financial governance.
- Section 3 - Addition to section 3 to change title to 'Budgets and Financial Reporting'.
- S3.2 – Amended wording regarding academy budgets development, Trust guidance and assumptions.
- S3.3 – Updated wording to provide clarity around budget approval.
- S3.4 – Addition around preparing and maintaining 3 year rolling forecasts.
- S3.8 – Addition surrounding the review of Trust Management Accounts, financial risk, cashflow and KPIs.
- S3.9 – Addition of clause around monitoring of financial sustainability.
- S3.11 – Additional notes surrounding staffing percentages over and above the Trust's set threshold.
- S3.14 – Addition around the creation, monitoring and management of the Trust's Financial Improvement Strategy.
- S3.15 – Addition relating to the requirement and approval of Financial Improvement and Financial Recovery in line with the Financial Improvement Strategy.
- S3.16 – Addition relating to financial benchmarking and value for money efficiency reviews.
- S3.17 – Addition regarding the approval of capital budgets and large capital projects.
- S4.4 – Clause amended with further development of My New Term MNT, outlining necessary process to be followed. Reference to re-evaluation included and signposted to clause 4.29.
- S4.11 – Clause amended to include the involvement of the DDE (nominated representative) for RHL/THT appointments
- S4.14 – Inclusion of reference to Performance Management policy and adherence to such (pending ratification)
- S4.24 – Clause amended to support reasonable escalation should the process require, particularly in respect of support from RHL to THT for academy-based colleagues
- S4.26 – Clause amended to include ratification at F, R&A and/or TB for employment policies and procedures
- S4.28 – Clause amended to include reference to integrated services support by the central payroll team, and maintenance of operational timelines/deadlines
- S4.30 – New Clause included to reference the appropriate use of Growth & Skills levy (previously Apprenticeship Levy)

- S6.1 – Clause amended to support the efficient sharing/uploading of performance management outcomes to personnel files; support mechanism and audit ready
- S14 – Title amended to include Estates
- S14.3 – Amended to include reference to DfE specific documentation completion, regulation and legislation. Change of lead officer for whole Trust estates management and strategy
- S14.4 – New Clause to support clause 14.3 based on the accountable and responsible bodies for the completion and management at local level of the estate's strategy
- S14.6 – New Clause to support procurement projects relevant and key to the long-term estate strategy
- S14.7 – New Clause to support significant change applications (at proposal stage) and through to completion
- S14.8 – New clause references inclusion of estates strategy into internal H&S audit
- S14.9 – New clause to support the use of academy sites through facilities hire agreement
- S15.11 – New clause regarding the management of H&S matters in line with approved policies and procedures
- S15.12 – New clause regarding the completion of set training modules through Trust Compliance system
- S20.10 – New clause included to support the internal safeguarding process, and monitoring, management and mitigation of finds/recommendation to Standards & Achievement
- S21.3 – New clause included to ensure CPD/policy launch, and other operational training is attended by at least one representative from each academy for consistency
- S22.1 – Additional guidance included regarding investigation training to the investigating officer, where competency level is low, and additional support is required.
- S24.7 – New clause regarding the management of findings/recommendations from internal GDPR audit
- S26.2 – Clause expanded in respect of matters relating to the CEO.
- S30.1 – New clause (section) on Climate Action and Sustainability agenda

Section 3 – Delegated Authority Levels:

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
Central Services	1.1	To determine the scope of central services to be delivered by the Trust to and on behalf of the Academy.	**N**	**A**	**I**	**R**	**I**	**I**	The Trust Charging policy outlines the Trust offer to academies; what is and isn't included from the central services function in consultation with the CEO, DCEO, CFO, and CoO.
	1.2	To identify which services are to be procured on behalf of the organisation.	**N**	**A**	**I**	**R**	**C**	**I**	To be managed via the Executive Team. Academy input will be requested on a scheme-by-scheme basis. Reference will be made to the Trust's central contracts register and preferred supplier list, in line with the Procurement Act 2023, and in line with GDPR compliance for approval purposes, and data security. CO to be involved in the early stages of scoping/planning to provide clear counsel on data security/sharing and system implementation risks and mitigations. Where the procurement relates to staff, TUPE regulations must be followed in line with the Trust Due Diligence policy. In all cases the CEO, DCEO, CFO, and CoO must be made aware to ensure reasonable and appropriate management of employment practice.
	1.3	To ensure centrally procured services provide value for money.	**N**	**A**	**I**	**R**	**I**	**I**	In line with Trust's Financial Regulations.
	1.4	To determine the scope of centralised services.	**N**	**A**	**I**	**R**	**I**	**I**	Academy leaders will be consulted on centralised services and the impact on the academy will be assessed.
	1.5	To act in accordance with the Finance and Operations Service Standards	**N**	**A**	**I**	**R**	**A R**	**A**	To ensure consistent, compliant management across the finance and operations functions. Service Standards to be referenced by THT/RHLs to define support frameworks, time-/deadlines and adherence in

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									the support of both non-/integrated academies.
Financial Management	2.1	Develop risk management strategies for the Trust.	**N**	**A**	**I**	**R**	**I**	**I**	
	2.2	To implement risk management strategies developed and ratified by the Trust, including but not limited to risk management procedures, anti-fraud, anti-corruption, cybercrime, investment and insurance procedures/policies.	**N**	**A**	**R**	**R**	**R**	**C**	At academy level, RHL responsible for implementation; THT to support RHL in delivery, LAC responsible for monitoring
	2.3	To establish and review financial policies and procedures e.g. the Financial Regulations.	**N**	**A**	**I**	**R**	**I**	**I**	Delegated to the Trust's CFO
	2.4	To implement the Trust's Financial Regulations, policies and procedures at academy level.	**N**	**A**	**R**	**I**	**R**	**R**	Internal audit report informs the CFO and CEO; reported to F,R&A Trust Board. RHL responsible for implementation; THT responsible for local management; LAC responsible for monitoring
	2.5	To maintain proper financial records for the Academy in line with approved Trust Financial Regulations and DfE and HMRC legislation.	**N**	**A**	**R**	**I**	**R**	**R**	Internal audit report informs the CFO and CEO; reported to F,R&A and Trust Board. RHL responsible for oversight; THT responsible for local management; LAC responsible for monitoring
	2.6	To ensure compliance with approved Trust Financial Regulations and procedures, the Academy Trust Handbook, Accounts Direction and HMRC and Charities Commission legislation.	**N**	**A**	**R**	**R**	**R**	**R**	Internal audit report informs the CFO and CEO; reported to F,R&A and Trust Board. At academy level, RHL responsible for oversight; THT responsible for local management; LAC responsible for monitoring.
	2.7	To appoint the internal auditors and recommend external auditors for appointment to the Trust.	**N**	**A**	**I**	**R**	**I**	**I**	In line with ATH, Trust's Financial Regulations for both areas. In terms of internal audit, consideration also to be made for the Trust's audit timeline for all risk areas i.e. Finance, GDPR, H&S, Safeguarding, website, HR, Payroll, , School Improvement, Governance
	2.8	To approve and oversee the internal scrutiny programme	**N**	**A**	**I**	**R**	**I**	**I**	Finance, Risk and Audit Committee have the delegated oversight on behalf of the Trust Board.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									Internal audit programme agreed by the Finance, Risk and Audit Committee. CEO delegates operational responsibility to the CFO.
	2.9	To appoint the external auditors to the Trust	**AR**	**C**	**I**	**I**	**I**	**I**	In line with the requirements of the ATH.
	2.10	To prepare accounts for the Trust.	**N**	**A**	**I**	**R**	**I**	**I**	Delegated to CFO.
	2.11	To receive the annual accounts	**R**	**I**	**I**	**I**	**I**	**I**	
	2.12	To approve the annual accounts	**I**	**AR**	**I**	**C**	**I**	**I**	
	2.13	To report MAT wide use of Pupil Premium to relevant bodies.	**N**	**A**	**C**	**A**	**R**	**R**	THT responsible for data collection and publishing. RHL responsible for group consolidation and reporting to the Trust
	2.14	To publish annual reports on academy use of funding streams such as but not limited to Pupil Premium and Sports Premium.	**N**	**A**	**R**	**I**	**R**	**R**	As per annual direction from DfE. At academy level, THT responsible for data collection and publishing in correct format. RHL responsible for management of the process. LAC responsible for monitoring.
	2.15	To apply, manage and record the use of Pupil Premium and Sports Premium funding.	**N**	**A**	**I**	**I**	**R**	**R**	THT reports usage to CFO, RHL and DCEO, and LAC. Monitored monthly in management accounts pack.
	2.16	To authorise the disposal of assets in line with Trust regulations and statutory requirements.	**N**	**A**	**R**	**R**	**R**	**I**	In line with the ATH and Trust's Financial Regulations.
	2.17	To authorise the acquisition of assets in line with Trust Financial Regulations and statutory requirements.	**N**	**A**	**I**	**I**	**R**	**C**	In line with the ATH and Trust's Financial Regulations.
	2.18	Ensuring adherence to applicable Conflict of Interest, Fraud, Bribery and Corruption Prevention, other such policies, and to Trust, DfE and other statutory requirements in relation to fraud prevention and reporting.	**N**	**A**	**R**	**R**	**R**	**R**	This list is not intended to be exhaustive and relates to all Anti- Fraud policies and procedures. See the ATH and Trust's Financial Regulations.
	2.19	To safeguard the Trusts' assets and ensure adequate insurance is in place.	**N**	**A**	**I**	**R**	**R**	**R**	Insurance must be provided via Trust's appointed insurance broker.
	2.20	To ensure adherence to the Academy Trust Handbook, the	**N**	**A**	**R**	**R**	**R**	**R**	At academy level, RHL responsible for

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
		Accounts Direction, Pensions regulatory guidance and other statutory guidance.							implementation; THT responsible for local management; LAC responsible for monitoring.
	2.21	To rescind management of financial operations at academy level.	**N**	**A**	**I**	**R**	**I**	**I**	CEO and CFO to report and concerns to FR&A who make the decision on behalf of the TB.
	2.22	To ensure the appropriate use of public money as per DfE, Trust and other regulatory guidance.	**N**	**A**	**R**	**R**	**R**	**R**	At academy level, RHL responsible for implementation; THT responsible for local management; LAC responsible for monitoring.
	2.23	To ensure an up to date and effective Risk Register is in place; 1) Trust level*; 2) Academy level.	 **N** **N**	 **A** **A**	 **I** **C**	 **R** **I**	 **I** **R**	 **I** **R**	* CEO to work in collaboration with CFO, DCEO and CoO; report to F, R&A. Executive team to collaborate on completion of the Trust Risk Register and report to F, R&A / TB at each meeting. RHL to report Risk Register to CEO and LAC termly. Trust template to be used. THT, in conjunction with RHL to prepare risk registers.
	2.24	To ensure academy based procured services provide Value for Money.	**N**	**A**	**R**	**C**	**R**	**R**	Financial Regulations to be followed.
	2.25	To consult with the Trust when procuring external support for HR, Finance and School Improvement.	**N**	**A**	**I**	**C**	**R**	**R**	Support should always be sought from the Trust in the first instance. The Trust reserves the right to veto additional support provision external to the Trust.
	2.26	To manage the Trust's School Condition Allocation and other capital funding streams in line with the terms and conditions of the grant.	**N**	**A**	**I**	**R**	**I**	**I**	CFO and CoO to assess all estates priorities and make recommendations for approval in line with the Financial Regulations
	2.27	To ensure that information submitted to DfE which generates/affects funding, including pupil number returns and funding claims, are accurate and compliant with funding criteria.	**N**	**A**	**C**	**I**	**R**	**R**	Ensuring census returns are accurate and compliant particularly relating to (but not limited to) funded number of role and Free School Meals/Pupil Premium etc.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	2.28	To maintain effective oversight relating to funding generated by pupil numbers (both revenue and capital grants) to ensure that funding claims are accurate and compliant with funding criteria.	**N**	**A R**	**I**	**A**	**R**	**R**	Finance, Risk and Audit Committee preforms this action on behalf of the Trust Board; Internal Audit to inform on compliance.
	2.29	To propose the use of budget surplus/ reserves for spend in areas such as (but not limited to) capital (land and buildings), ICT, one off development / resource investment. 1) Academy based 2) Trust HQ based	 **N** **N**	 **A** **A**	 **C** **N**	 **C** **R***	 **C** **N**	 **R** **N**	Trust template Business Case must be used, and Trust Business Case Procedure must be followed. Proposals must be in line with the delegated authority levels as per the Financial Regulations and Trust Reserves Policy. *CEO delegates to the CFO. For matters relating to land and buildings, CoO works in conjunction with CFO.
	2.30	To approve business cases for the use of budget surplus/reserves.	**N**	**AR**	**I**	**R**	**C**	**I**	All approvals must be in line with the delegated authority levels as per the Financial Regulations. Trust Business Case Procedure must be followed.
	2.31	To utilise a proportion of budget surplus/reserves for dedicated school improvement purposes.	**N**	**A**	**I**	**R**	**C**	**I**	Amount of budget surplus/reserves available to must be approved by the CFO in the first instance. This arrangement requires agreement by the full Exec Team. Use of budget surplus/reserves to be monitored by the FO and in line with the Trust's School Improvement Strategy. Records of spend and impact must be retained.
	2.32	To ensure all related party transactions are declared, managed and reported in accordance with the ATH and the Trust's Financial Regulations	**N**	**A**	**I**	**R**	**I**	**I**	CEO delegates to the CFO for the Trust central function; in line with requirements of the Trust's Financial Regulations.
	2.33	To assess and approve any novel, contentious or repercussive transaction.	**N**	**A**	**I**	**R**	**I**	**R**	CEO supported by the CFO; shared responsibility. THT responsible at local level. See appropriate section of the Financial Regulations.
	2.34	To monitor cash flow and liquidity and ensure sufficient working capital is maintained.	**N**	**A**	**I**	**R**	**I**	**R**	CEO delegates overall responsibility at Trust level to the CFO. THT responsible at academy level.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	2.35	To manage banking and treasury processes on behalf of the Trust including: • Opening and closing bank accounts • Management of investments • Management of reserves • Managing cash at academy level	 **N** **N** **N** **N**	 **A** **A** **A** **A**	 **N** **N** **C** **I**	 **R** **R** **R** **I**	 **I** **I** **C** **I**	 **I** **I** **R** **R**	CEO delegates the management of bank accounts, investments and reserves to the CFO. Use of reserves to be approved as per the Financial Regulations. Management of cash at academy level is the responsibility of the THT. Management must be in line with the Financial Regulations.
	2.36	To oversee compliance with any DFE intervention, Financial Notice to Improve or equivalent regulatory action in terms of finance or financial governance.	**I**	**A**	**I**	**R**	**I**	**I**	
Budgets and Financial Reporting	3.1	To determine the proportion of the overall Multi Academy Trust budget to be delegated to the Academy.	**N**	**A**	**I**	**R**	**I**	**I**	
	3.2	To develop academy budgets in accordance with Trust financial planning assumptions and budget-setting guidance.	**N**	**A**	**C**	**C**	**C**	**R**	RHL/THT must liaise with ABP and assigned FO when setting budget. The Trust reserves the right to veto the budget following review by the CFO and/or FR&A and/or TB.
	3.3	To approve the formal budgets each financial year.	**N**	**A R**	**I**	**I**	**I**	**I**	FR&A reviews and recommends budgets. Trust Board formally approves budgets. . Trust finance team to submit consolidated budget return to DfE.
	3.4	To prepare and maintain integrated 3 year financial forecasts.	**N**	**A**	**I**	**R**	**C**	**I**	
	3.5	Managing academy budgetary changes within the original approved budget total.	**N**	**A**	**C**	**C**	**C**	**R**	In line with Trust's Financial Regulations and in liaison with CFO.
	3.6	To approve areas of cost centre overspend and/or underspend	**N**	**A R**	**C**	**R**	**C**	**R**	In line with Trust's Financial Regulations.
	3.7	To ensure the viability and sustainability of the financial position of the academy	**N**	**A**	**R**	**R**	**R**	**R**	In line with Trust's Financial Regulations. RHL responsible for appropriate management of the delegated budget. THT responsible for operational day to day financial impact. LAC responsible for monitoring. CEO delegates scrutiny oversight and associated interventions to

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									CFO.
	3.8	To plan and manage expenditure and ensure the production and submission of monthly management accounts, identifying actual or potential items of budget overspend/underspend.	**N**	**A**	**R**	**I**	**C**	**R**	In line with Trust's Financial Regulations. Management accounts to be submitted to Chair of TB via CFO monthly and to TB via CFO 6 monthly. LAC to receive Management Accounts at every meeting; to be presented by THT/ABP.
		To monitor and review expenditure and compliance with financial operations	**N**	**A**	**R**	**I**	**R**	**C**	
		To review monthly management accounts and key financial performance indicators including cashflow, reserves, staffing ratios, forecast outturn, KPIs and financial risks.	**N**	**A R**	**I**	**R**	**I**	**I**	
	3.9	To monitor and maintain the financial sustainability of the Trust	**N**	**A**	**I**	**R**	**C**	**C**	In line with the responsibilities outlined in the ATH and the Articles of Association. CFO to ensure appropriate systems and processes are in place for accurate financial reporting. ICFP principles to apply; no less than 3 yr forecasting and estate planning.
	3.10	To enter into additional unforeseen contracts which exceed the agreed annual budget allocation, or contracts that exceed a duration of 12 months.	**N**	**A R**	**C**	**R**	**C**	**C**	In line with Trust's Financial Regulations; usually to maintain business continuity only.
	3.11	Determining staffing spend percentage of income against agreed budget.	**N**	**A**	**I**	**R**	**I**	**I**	In line with Trust's Financial Regulations. To review and challenge staffing structures where staffing costs exceed Trust benchmarking thresholds – CEO delegates to the CFO.
	3.12	To make payments within agreed financial limits (see Trust's Financial Regulations) and procedures, where academies are not part of the Trust's financial integrated service model.	**N**	**A**	**I**	**R**	**R**	**R**	In line with Trust's Financial Regulations. Trust's online banking facility to be used. Supplier set up and maintenance procedures to be followed and anti-fraud measures taken in all payments.
	3.13	To collect income due to the Academy*.	**N**	**A**	**R**	**I**	**I**	**R**	*If locally generated.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	3.14	To create, monitor and manage the Trust's Financial Improvement Strategy	**N**	**A**	**I**	**R**	**I**	**I**	CEO delegates to the CFO.
	3.15	To require and approve academy Financial Recovery and Improvement plans in line with the Financial Improvement Strategy	**N**	**A**	**I**	**R**	**C**	**C**	CEO to approve financial recovery plans as presented by the CFO. RHLs and THTs to work in collaboration with the CFO and DCFO and wider finance team in areas of Financial Improvement /Recovery in line with the Financial Improvement Strategy.
	3.16	To undertake financial benchmarking and value for money efficiency reviews	**N**	**A**	**I**	**R**	**I**	**I**	CEO delegates to the CFO.
	3.17	To approve capital budgets and major capital projects	**N**	**A**	**I**	**R**	**I**	**I**	In line with the Trust's Financial Regulations and Business Case procedures.
Staffing Management	4.1	Pre-employment checks: 1) RHL/THT* 2) Other academy-based colleagues 3) Central team**	 **N** **N** **N**	 **A** **A** **A**	 **I** **I** **N**	 **R** **I** **R**	 **I** **I** **N**	 **I** **R** **N**	*HRM and CO to act in relation to RHL/THT appointments. THT responsible for all other academy appointments, with the support of HROT, where required. For academies operating within the integrated services model support is provided through the CO/HROT with all aspects of pre-employment checks. Managed through onboarding functionality on My New Term MNT **Trust HRM will support Exec team, where appropriate, and as directed by the CoO.
	4.2	Establishment of a Safer Recruitment Panel.	**N**	**A R**	**I**	**C**	**I**	**I**	Trust Board to ratify membership annually at first Board meeting of the year.
	4.3	Management of cases where trace information is apparent. 1) RHL/THT* 2) Other academy-based colleagues 3) Central team** 4) CEO***	 **N** **N** **N** **N**	 **A** **A** **A** **A R**	 **I** **I** **N** **N**	 **R** **I** **A R** **N**	 **I** **R** **N** **N**	 **I** **A R** **N** **N**	CO to manage all trace information received through UCheck, and will inform CEO/THT, and CoO/HRM in accordance with the Trust Safer Recruitment Panel policy. *If trace information relates to the RHL the CEO will lead the process. For academies operating

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									under integrated services support is managed in line with the forementioned policy. **If trace information is received in respect of the central team, the CO will follow the forementioned process unless it relates to the CO, whereby the CoO will lead. ***If the matter relates to the CEO, this will be managed by the Chair of TB.
	4.4	Proposal of staffing structure or changes to the agreed staffing structure*, including establishment of a new post, re-evaluation of existing positions, restructures secondments, acting up, change to pay range, and redundancies, or type of contract i.e., contracted to agency 1) THT* 2) Other academy-based colleagues 3) Central team**	**N** **N** **N**	**A** **A** **A R**	**C** **R** **N**	**C** **I** **A R**	**R** **R** **N**	**C** **N** **N**	THT to liaise with HRM in all cases (temporary or permanent) and implement relevant advice and complete necessary supporting documentation. FO and ABP to support THT with financial impact assessment to ensure affordability. Must be in line with Trust's Financial Regulations. Business Cases for permanent and temporary staffing to be managed through My New Term. The business case should be uploaded and managed in line with the training provided, complete with the multi-year forecast, staff organigram, and IMP reference where available (vacancy in budget). Changes to job descriptions/person specifications should be managed in line with 4.29 prior to progressing to business case 4.4. This clause includes where making changes to the type of role and/or job description to offer different services to the academy. A referral back to the original role and approval should be maintained and included when reviewing a change to job type/remit/roles and responsibilities.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									*Permanent changes to pay range for RHL or senior leadership staff to be considered by Remuneration Committee and CEO, DCEO, CFO and CoO for all other senior leadership positions i.e., THT, VP, AP. **When managing variations to the central team, the CEO, CFO, DCEO and CoO will adhere to the same process and procedures outlined above and will seek TB approval to proceed. Foot note –
	4.5	Approval of staffing structure or changes to the agreed staffing structure which require a Business Case as per 4.4. 1) All academy-based colleagues 2) Central team*	 **N** **N**	 **A** **A**	 **I** **N**	 **R** **R**	 **I** **N**	 **R** **N**	CEO, CFO, CoO and DCEO to approve through MNT. THT in discussion with RHL can approve all other variations which do not require a Business Case in line with the relevant actions outlined in clause 4.4 with the support of the FO, ABP, and HRM *The above process should be followed for central team approval, which will be managed with the respective line manager; CEO, DCEO, CFO, CoO
	4.6	Internal transfer of colleagues to support business needs.	**N**	**A C**	**I**	**R**	**C**	**R**	CEO must approve in consultation, in all cases, with Trust senior leaders; CFO, CoO and DCEO. Full consultation with colleagues involved in line with Trust employment practice and advice/support from HRM. Complete relevant employment documentation, as directed by HRM, to support the change to the HRMS, where applicable MNT to be used to ensure consistency.
	4.7	Proposal of changes to staff terms and conditions of employment. 1) All academy-based colleagues 2) Central team*	 **N** **N**	 **A R** **A R**	 **I** **N**	 **A R** **R**	 **I** **N**	 **R** **N**	Changes to T&Cs of employment for all academy-based colleagues are negotiated and consulted on with the Trust JCNC following due diligence completed by CEO, DCEO, CFO, and CoO. Report to F,R&A.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									*For central team proposals, due diligence should still be completed. These are discussed and ratified at TB following a reasonable consultation period.
	4.8	Approval of changes to staff terms and conditions of employment. 1) All academy-based colleagues 2) Central team*	 **N** **N**	 **A R** **A R**	 **I** **N**	 **R** **A R**	 **I** **N**	 **I** **N**	Full ratification of changes to T&Cs approved at TB prior to commencement of HR process. *The same process is followed for central team colleagues.
	4.9	To review recruitment requests and give authorisation prior to adverts being placed in line with 4.4 and 4.5. 1) All academy-based colleagues 2) Central team*	 **N** **N**	 **I** **C**	 **I** **N**	 **A R** **A R**	 **C** **N**	 **R** **N**	Adverts to be manged in line with Trust's Financial Regulations. THT to liaise with HROT and complete process on MNT as outlined at 4.4*For central team, the process is as outlined above as per clause 4.4.
	4.10	The reporting of resignations from SLT positions. 1) SLT positions (RHL/THT) 2) Central team senior roles* 3) Other central team colleagues** 4) CEO***	 **N** **N** **N** **I**	 **I** **A R** **A** **A R**	 **I** **N** **N** **N**	 **I** **A R** **C** **N**	 **A R** **N** **N** **N**	 **R** **N** **N** **N**	THT to inform CEO and Chair of LAC. Resignation of the RHL must be submitted to DCEO as line manager. All other academy-based colleague resignations will be managed locally by the THT. *For central team senior position resignations, the CEO will report to the TB. **For all other central team colleagues other than the CEO, these should be reported to the direct line manager ***Where the resignation relates to the CEO, this will be managed by the TB.
	4.11	To appoint: 1.) RHL and/or THT 2.) All other academy-based colleagues* 3.) Central team** 4.) CEO***	 **N** **N** **N** **I**	 **A** **A R** **A R** **A R**	 **C** **N** **N** **N**	 **R** **A R** **R** **N**	 **I** **N** **N** **N**	 **I** **N** **N** **N**	Process to be followed in line with the Trust Recruitment policy (pending). Interview panel membership should meet requirements as outlined in policy and KCSIE and in line with the Articles of Association A o A. Diocesan DBE to nominate a panel member (for RHL, THT, VTHT, ATHT only) LAC to be consulted on the appointment and invited to support recruitment process. D/CEO will be a member of the appointment panel in all cases for RHLs.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									CEO to liaise with CoO and/or HRM, for support, as required and in line with relevant Trust policy and Safer Recruitment policy. At least one member of panel should be safer recruitment trained. **For central team appointments, as referenced above, these will be managed in line with A o A and recruitment compliance relevant to the position. ***CEO appointment to be managed by the Chair of TB with support of other Trustees and Exec team.
	4.12	To appoint: 1) a Vice Trust Headteacher* 2) Assistant Trust Headteacher**	**N** **N**	**A** **A**	**C** **C**	**R** **R**	**C** **A**	**R** **A R**	Trust appointment; interview panel membership is at the discretion of the Trust. Appointment to be made in liaison with LAC. *CEO will nominate a Trust representative to be a member of the appointment panel in all cases; this may be the D/CEO. Diocesan DBE to nominate a panel member (for RHL, THT, VTHT, ATHT only) CEO to liaise with CoO and/or HRM, for support, as required and in line with the Trust Recruitment policy and Safer Recruitment policy. At least one member of panel should be safer recruitment trained. For academies operating under integrated services support is provided by the central team HROT/M.
	4.13	To appoint all other teaching or none teaching staff. 1) All other academy-based colleagues 2) Central team*	**N** **N**	**A** **A R**	**C** **N**	**I** **A R**	**I** **N**	**R** **N**	In line with 4.4 if applicable (new posts) and Trust Financial Regulations. A member of LAC should sit on the appointment panel in line with Trust Safer Recruitment policy. At least one member of panel should be safer recruitment trained. *For central team, the above process applies other than representation from a LAC; where deemed appropriate the CEO, DCEO, CFO and/or CoO may sit on the panel.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	4.14	Conduct of appraisals/performance management: 1) RHL 2) THT* 3) All other academy-based colleagues** 4) Central team***	 **N** **N** **N** **N**	 **A** **A** **A R** **A**	 **C** **C** **N** **N**	 **R** **A R** **A R** **A R**	 **I** **R** **N** **N**	 **R** **N** **N** **N**	In all cases the Trust policy to be adhered to in respect of performance management. PM documentation to be submitted to HRM for personal files. Conducted by the D/CEO on behalf of the Trust Board, supported by relevant SIP or other Trust team members as appropriate. *Conducted through PM procedures in the academy led by the RHL. DCEO involvement may be requested/provided. **Conducted by the THT supported by the RHL, as applicable ***Conducted in line with Trust central team policy, with respective line manager. This process is inclusive for the CEO with the Chair of TB.
	4.15	To exercise pay progression of teaching staff based on performance: 1) RHL/THT* 2) Other teaching staff** 3) Central team***	 **N** **N** **N**	 **A** **A** **A R**	 **C** **I** **N**	 **R** **I** **A R**	 **I** **I** **N**	 **N** **R** **N**	*Conducted by the CEO on behalf of the Trust Board supported by relevant SIP or other Trust team members as appropriate. CEO will make recommendations to the Remunerations Committee in line with agreed pay policy and T&Cs of employment guidance (STPCD/NJC) Decisions must be in accordance with the ATH and Trust's Financial Regulations, STPCD and NJC. Any anticipated pay increments must be included in the approved budget. **Chair of TB to conduct performance review with CEO. CEO to complete documentation for DCEO, CFO, and CoO. All respective line managers complete for other staff. Information collated with recommendations to Remunerations Committee.
	4.16	To exercise pay discretions relating to incremental progression for support staff. 1.) All academy-based colleagues*	 **N**	 **A**	 **I**	 **I**	 **C**	 **R**	*In accordance with the Trust's Financial Regulations. Pay increments must be included in the approved annual budget. The LAC are

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
		2.) Central team**	**N**	**A R**	**N**	**A R**	**N**	**N**	informed based upon performance. As per local academy Pay and/or Performance Management Policies, restrictions may be applied regarding unsatisfactory performance, as per policy. **Central team are managed in line with the Central Pay Policy.
	4.17	To award permanent allowances; including but not limited to, TLRs, SEN and any other schoolteacher pay and conditions approved allowances for newly established additional responsibilities; see clause 4.4.	**N**	**A**	**C**	**C**	**R**	**C**	Changes to staffing structure to be authorised in line with clause 4.4 and for review by CFO, CoO and DCEO; CEO approval required prior to any action taken. With adherence to Trust's Financial Regulations.
	4.18	To award pay awards in line with the Trust's Pay Policy as agreed by Unions.							*Nationally led implementation. The Trust to consult with Unions in all cases and consider financial implications with adherence to Trust's Financial Regulations prior to any implementation. CoO to provide recommendations on Trust Pay Policy for consideration for TB ratification. **For central office pay awards, CFO to complete due diligence and present to F, R&A/TB for approval
		1) All academy-based colleague*	**N**	**A**	**I**	**R**	**I**	**C**	
		2) Central team**	**N**	**A**	**N**	**R**	**N**	**N**	
	4.19	Suspension of:							*CEO to act in accordance with the Trust Suspension guidance, including determining the communication strategy. No action to be taken until advice taken from CoO and/or HRM. THT to liaise with HRM in line with policy and to seek advice in all cases in line with Trust Suspension Guidance. No action to be taken against a colleague until advice has been sought from Trust HR. CoO to be notified of outcome by HRM. An overview will be provided by the CoO whilst maintaining sufficient segregation to allow for TB participation on staffing panels, if required in
		1) RHL*	**N**	**A**	**C**	**R**	**N**	**N**	
		2) THT*	**N**	**A**	**C**	**C**	**R**	**N**	
		3) Other academy-based colleagues**	**N**	**AA**	**C**	**I**	**C**	**R**	
		4) Central team***	**N**	**A R**	**N**	**A R**	**N**	**N**	
		5) CEO****	**I**	**A R**	**N**	**N**	**N**	**N**	

Function	No	Tasks	Decision Level						Notes
			Mem	TB	LAC	CEO	RHL	THT	
									relation to 4.19 – 4.21 respectively. **Suspension of any member of the central team will be managed in accordance with the forementioned policy/guidance and will be managed appropriately by the respective line manager with support where appropriate and reasonable from HRM, otherwise from CoO. ***The suspension of the CEO will be managed by the Chair of TB, where legal advice has been sought in all cases prior to action.
	4.20	Ending of suspension of: 1) RHL* 2) THT* 3) Other academy-based colleagues 4) Central team** 5) CEO***	 **N** **N** **N** **N** **N**	 **A** **A** **A** **A** **A R**	 **I** **I** **I** **N** **N**	 **R** **C** **I** **A R** **N**	 **N** **R** **C I** **N** N	 **N** **N** **R** **N** **N**	*CEO to act in accordance with the Trust Suspension guidance. No action to be taken until advice taken from HRM and/or CoO. CoO to be notified of outcome via HRM or RHL/THT. **Central team will manage the process in line with policy with support from HRM, where appropriate, otherwise from CoO. ***CEO to be managed bv Chair of TB with support from legal.
	4.21	Dismissal of: 1) RHL* 2) THT* 3) Other academy-based colleagues 4) Central team** 5) CEO***	 **N** **N** **N** **N** **I**	 **A** **A** **A** **A R** **A R**	 **I** **I** **I** **N** **N**	 **A R** **R** **C** **N** **N**	 **N** **R** **I** **N** **N**	 **N** **N** **R** **N** **N**	*CEO to liaise with CoO/HRM to support throughout the process, and in line with respective Trust policy and procedures. HR advice to be sought in all cases. Financial impact of any dismissal to be measured in line with 4.22 below; CFO approval required, as outlined at 4.22. **To be managed in line with Trust policy and HR advice must be sought in all cases from the HRM, where appropriate, or the CoO. ***To be managed in line with Trust policy. Chair of TB to seek legal counsel in all cases, and measure financial process as outlined above and in 4.22

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	4.22	Propose compromise/severance payments/compensation/special staff severance/ex gratia/early retirement in line with statutory requirements. 1) All academy-based colleagues 2) Central team* 3) CEO**	 **N** **N** **I**	 **A** **A R** **A R**	 **I** **N** **N**	 **C** **A R** **N**	 **C** **N** **N**	 **R** **N** **N**	HRM/CoO advice must be sought in all cases. FO and ABP to be consulted in relation to budgetary impact. Proposal must be in accordance with current ATH and Trust's Financial Regulations; CoO and CFO must be consulted in all cases, where legal counsel must be sought. Impact on pensions must be assessed by HRM prior to any action. F,R&A informed of the process and outcome as part of Committee meetings. *Central team to be managed as outlined above, with support from HRM, where appropriate and all other cases by CoO. **CEO to be managed by Chair of TB, with support of CoO and CFO, where appropriate, and legal counsel must be sought in all cases.
	4.23	Authorise compromise/severance payments/compensation/special staff severance/ex gratia/early retirement in line with statutory requirements. 1) All academy-based colleagues 2) Central team* 3) CEO**	 **N** **N** **I**	 **A** **A** **A R**	 **I** **N** **N**	 **R** **A R** **N**	 **I** **N** **N**	 **R** **N** **N**	CFO, CoO, DCEO and CEO must review proposal for necessity and compliance prior to any action; all must approve. Any payments must be in line with the ATH and Trust Financial Regulations. * and ** will be managed as outlined above, where appropriate, in support of the CEO and /or Chair of TB, dependent on the staff member.
	4.24	Management of employment related matters in line with applicable policies and procedures 1) RHL/THT 2) Other academy-based colleagues 3) Central team* 4) CEO**.	 **N** **N** **N** **N**	 **A** **A** **A R** **A R**	 **I** **I** **N** **N**	 **C** **I** **A R** **N**	 **C** **I** **N** **N**	 **N** **R** **N** **N**	Due consideration to be applied prior to involvement regarding matters relating to other academy-based colleagues, to support impartial/independent escalation should the process require. THT to work together closely on employment related issues with HRM in all cases. DCEO to act in relation to HR matters relating to the RHL, with the support of the HRM and/or CoO. *All approved Trust policies and procedures to be followed, where necessary,

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									regarding the central team, by the respective line manager. Support from HRM to be sought, where appropriate, otherwise from CoO. **Chair of TB to seek support from legal in all cases, and in line with Trust policies and procedures.
	4.25	To ensure that the academy meets the statutory requirements of the School Teachers Pay & Conditions Document (teachers) and Conditions of Service for School Teachers in England and Wales (Burgundy Book - teachers), National Joint Council for Local Government Services National agreement on Pay and Conditions of Service (Green Book - support staff).	**N**	**A**	**R**	**I**	**I**	**R**	CEO delegates to CoO. All Staffing Management tasks (4.1 to 4.25) must follow Union agreed Policies and Procedures as per 4.22 4.23 and 4.24.
	4.26	To ensure that the academy complies with Employment Law, Trust's Equality and Diversity Policy and all relevant Union agreed policies and procedures.	**N**	**A**	**R**	**R**	**R**	**R**	CEO delegates to CoO. All Staffing Management tasks (4.1 to 4.26) must follow Union consulted Policies and Procedures (Trust JCNC) which have been ratified at F, R&A and/or TB as per 4.22 and 4.23 and 4.24. Trustees informed of all changes in Employment Law practice by CoO. Trustees to review all policies and procedures in line with review timelines defined per policy.
	4.27	To consider and approve if deemed appropriate any staff holiday in term time as follows. 1) RHL/THT* 2) All other staff	 **N** **N**	 **A** **A**	 **I** **C**	 **R** **I**	 **I** **C**	 **I** **R**	*DCEO to act in cases of RHL/THT requests in line with the Trust Time Off Policy and other policies, where appropriate THT must consult with LAC on all other staff with the support of HRM, in all cases, to ensure compliance and employment legislation/regulation is followed.
	4.28	Management and approval of monthly payroll processes and procedures, ensuring appropriate segregation of duty 1.) All academy-based colleagues 2.) Central team	 **N** **N**	 **A** **A R**	 **I** **N**	 **I** **R**	 **I** **N**	 **R** **N**	THT to approve monthly payroll in line with Trust processes, operating timetable/deadlines, and the Financial Regulations. ABP to manage and maintain all payroll records in line with

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									Trust practices and the Financial Regulations. THT to provide an overview to RHL, to support staff profiling and associated costs/curriculum planning. For academies operating under integrated services support is provided by the central payroll team to secure appropriate segregation. *Central team monthly processing managed by PPO with approval from CoO.
	4.29	Management and completion of job evaluation/re-evaluation of all academy roles and positions	**N**	**A**	**I**	**C**	**R C**	**C**	THT to liaise with HRM to discuss the position and request an evaluation; process to be supported by CoO (peer review). Evaluations to be managed in line with Financial Regulations with the outcome shared by HRM and/or CoO with ABP and FO to support with financial impact to ensure affordability. Process to be completed and signed off prior to reverting to 4.4.
	4.30	Management of Growth & Skills levy; to support business cases(s), upskilling, and effective statutory reporting	N	A	I	R	A R	A R	Check to be completed for use/affordability of the Growth & Skills levy with HROT prior to inclusion in business case (for new appointment(s)), or changes to structure/CPD, as outlined at 4.4. In all cases, Trust process to be followed to support efficient and effective use of the levy. HROT to annually complete statutory declaration. CoO and/or HRM to conduct periodic checks for balance, expiries and opportunities with finance through levy tracker. CoO to report to F,R&A / TB on use and impact.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
Curriculum/ School Improvement	5.1	To ensure that high standards are met by pupils so that Age Related Expectations (ARE) or above Age Related Expectations are achieved in line/above National Averages.	**N**	**A**	**R**	**R**	**A**	**R**	
	5.2	To attain at least a 'Good' Ofsted rating.	**N**	**A**	**R**	**AR**	**A R**	**R**	RHL's to collaborate with THT's
	5.3	To deliver a broad and balanced curriculum so that each learner makes good progress from their individual starting points.	**N**	**A**	**R**	**C**	**A**	**R**	At academy level, THT responsible for management; RHL and LAC responsible for monitoring.
	5.4	To propose any changes to the current, agreed curriculum.	**N**	**I**	**C**	**C**	**R**	**R**	Changes to be reviewed and approved by the DCEO on behalf of the CEO. No changes to be made without DCEO prior approval. Where there is a financial impact, this must be fully explored with the Trust FO to ensure affordability.
	5.5	To approve proposed changes to the current, agreed curriculum.	**N**	**I**	**I**	**AR**	**I**	**I**	Approval delegated to the DCEO. Where there is a financial impact, CFO must approve in line with affordability and the Financial Regulations.
	5.6	To ensure that standards of teaching are at least good.	**N**	**A**	**R**	**C**	**A**	**R**	RHL and THT responsible for delivery; LAC responsible for monitoring.
	5.7	To ensure that delivery and reporting of the curriculum is in line with statutory requirements.	**N**	**A**	**R**	**C**	**A**	**R**	Includes but not limited to Sex Education, RE, Safeguarding, English, Maths, Science etc Reporting to parents and carers.
	5.8	To ensure the delivery of the curriculum is accessible to all groups of pupils.	**N**	**A**	**R**	**C**	**A**	**R**	THT responsible for delivery; RHL and LAC responsible for monitoring.
	5.9	To ensure that accurate pupil assessment data is used by staff to inform teaching and is recorded and reported to relevant bodies.	**N**	**I**	**R**	**A**	**A**	**R**	Reporting requirements to LAC, Trust School Improvement Team (if applicable), Trust Board and Committees and DFE.
	5.10	To ensure effective provision for Spiritual, Moral, Social, Cultural Development (SMSC) in order to embed British Values and to attain a 'J1' judgement at SIAMS.	**N**	**I**	**R**	**A**	**A**	**R**	THT responsible for management; RHL and LAC responsible for monitoring.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	5.11	To implement the Trust's Academy Improvement Strategy (AIS)	**N**	**C**	**I**	**A R**	**C**	**C**	Leadership and management of the AIS delegated to the DCEO.
	5.12	To adhere to the Trust's Academy Improvement Strategy (AIS) and engage with associated interventions.	**N**	**I**	**R**	**I**	**A R**	**R**	RHL and THT is accountable and responsible for adhering to the strategy. LAC are responsible for monitoring.
	5.13	To attend and/or to engage with Trust led School Improvement interventions (e.g. Quality Learning Network Meetings, Leadership Catch up, Trust led moderation etc).	**N**	**N**	**I**	**I**	**A R**	**R**	RHL, in collaboration with THT to nominate attendees as applicable; attendance is required by all academies to ensure consistency across the Trust.
Performance Management Policy	6.1	To ensure that an approved Appraisal/Performance Management policy is in place and reviewed annually.	**N**	**A**	**R**	**R**	**R**	**I**	Review of policy to be led by Trust HROT with Trust JCNC. CoO approval required with report to F,R&A for ratification. Copies of completed performance management to be shared with HRM for upload to staff personnel files, to support employment process, where applicable.
	6.2	To provide appropriate Professional Development for all staff in line with Academy Improvement Plan(s) priorities and available budget.	**N**	**I**	**C**	**I**	**A R**	**R**	Accredited CPD providers to be used, where possible. Effective and efficient use of Growth & Skills levy as outlined at 4.30.
Target Setting	7.1	To propose targets for pupil achievement.	**N**	**I**	**C**	**A**	**A R**	**R**	THT proposes in partnership with RHL and School Improvement Team; review and scrutiny at Academy Accountability Meeting.
	7.2	To approve targets for pupil outcomes.	**N**	**A**	**C**		**A R**	**I**	RHL approves, in partnership with DCEO and shared with the Chair of LAC; approval required. Review and scrutiny at Academy Accountability Meeting.
Academy Improvement Plan	8.1	Creation and implementation of academy improvement plan.	**N**	**I**	**C**	**A**	**R**	**R**	In partnership with the School Improvement Team. Approved by DCEO. RHL to use Trust templates and procedures.
	8.2	Monitoring and evaluation of the academy improvement plan.	**N**	**I**	**R**	**A**	**A**	**R**	In partnership with the School Improvement Team . Supported and reviewed by the LAC and DCEO.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
Admissions	9.1	To consult, set and amend an admissions policy.	**N**	**A**	**C**	**C**	**R**	**C**	Academies are the Admissions Body and as such need to follow the Government laws and guidelines, including any supplementary forms if applicable; https://www.gov.uk/government/publications/school-admissions-code--2. RHL should consult with the Deputy CEO.
	9.2	Admissions: application decisions at a local level.	**N**	**I**	**C**	**I**	**A**	**R**	If the academy has not adopted the Local Authority admissions procedure.
	9.3	If appropriate to appeal against LA directions to admit pupil(s) at a local level.	**N**	**I**	**C**	**I**	**A**	**R**	THT to inform DCEO.
	9.4	To manage parental appeals against an academy admissions decision.	**N**	**I**	**A**	**C**	**A**	**R**	THT to follow the Government laws and guidelines; https://www.gov.uk/government/publications/admission-appeals-for-school-places
Exclusions	10.1	To manage exclusions of pupil(s).	**N**	**A**	**R**	**I**	**A**	**R**	Follow academy policy, Trust procedure and statutory guidance. RHL to consult with Chair of LAC prior to exclusion. RHL / THT to inform CEO / DCEO of any exclusion.
	10.2	To manage exclusion appeals processes.	**N**	**I**	**A**	**I**	**R**	**R**	RHL and THT to work in partnership.
	10.3	To direct reinstatement of excluded pupils* (supplementary appeals).	**N**	**A**	**R**	**I**	**R**	**C**	*If supplementary appeal is deemed appropriate. RHL to consult with THT and Chair of LAC and formulate a reintegration plan. RHL to inform DCEO.
Religious Education	11.1	Ensure the provision of RE in line with statutory requirements.	**N**	**A**	**C**	**I**	**A**	**R**	THT to work with Trust's appointed CDA and DCEO.
Collective Worship	12.1	To ensure that all pupils take part in a daily act of collective worship in line with statutory requirements.	**N**	**A**	**C**	**I**	**A**	**R**	THT to work with Trust's appointed CDA and DCEO.
Christian Distinctiveness	13.1	To ensure that the academy is compliant with the Christian Foundation requirement as per the Academy's Articles.	**I**	**A**	**C**	**A**	**R**	**R**	THT r to work with Trust's appointed CDA and DCEO.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
Estates, Premises & Insurance	14.1	Ensure buildings insurance and public liability is in place, and displayed, as appropriate and directed.	**N**	**A**	**I**	**R**	**I**	**I**	Trust's appointed insurance provider must be used.
	14.2	Ensure Employers Liability is in place, and displayed, as appropriate and directed.	**N**	**A**	**I**	**R**	**I**	**I**	Trust's appointed insurance provider must be used.
	14.3	Developing Academy buildings and facilities estate long term strategy in line with DfE General Estates Management, Education Estates Strategy and School Estate Management Standards and any other regulation/legislation and procuring land and buildings.	**N**	**A**	**C**	**R**	**C**	**C**	Led by the CoO, and supported by the CFO, as necessary. All Trust estates plans need to be centrally approved. LDBE landowner and LA (where applicable) consent required. In line with Trust's Financial Regulations and statutory guidance. Support to be provided at academy level by RHL, THT, ABP, and site personnel to support the completion of the Trust SEMS self-assessment by the CoO
	14.4	To act in line with Trust overarching Estates Strategy, developing own bespoke approach based on location to secure longevity of the estate (including property, field, boundary)	**N**	**A**	**I**	**A R**	**A**	**R**	To work within the overarching Trust Estates Strategy to monitor and manage local level estates strategy to ensure future proofing and to support capital strategy referenced at 2.25 and 2.26
	14.5	Maintaining buildings, including developing properly funded maintenance plan.	**N**	**A**	**R**	**C**	**R**	**R**	Consultation with LDBE School Estates Officer. In line with Trust's Financial Regulations and statutory guidance. CFO/CoO to approve all such spend in line with Financial Regulations.
	14.6	Procurement of service provision in line with Procurement Act 2023, to secure economies of scale, best value, and clear oversight	**N**	**A**	**I**	**R**	**I**	**A R**	As outlined at clause 1.2 procurement opportunities will be managed centrally. Under this section, energy/utility procurement and property services/maintenance are considered and managed centrally by the CoO.
	14.7	Significant change applications incorporating changes to the estate	**N**	**A**	**I**	**A R**	**R**	**A**	To be managed in line with 16.3 and 16.4, where a significant change may involve amendments to the current estate. The CoO,

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									CFO, and CEO to be informed at the outset, CoO to manage and act as the conduit with LDBE, legal and to be included in all conversations relating to the proposed project with any third parties. CFO to be informed of any financial impact, in line with Financial Regulations.
	14.8	Incorporate estates management into H&S audit scope, to secure an independent view of estates compliance, to act upon findings and recommendations to enhance the strategy.	**N**	**A**	**I**	**A R**	**R**	**A**	To further enhance and support the estates strategy
	14.9	Discussion, negotiation and implementation of facilities hire agreements on academy site(s)	**N**	**A**	**I**	**I**	**I**	**A R**	THT to discuss arrangements at the early stages with CoO, and in no circumstance to enter into a new agreement prior to approval. CoO to discuss proposal with CEO and CFO to include fees, terms, and security/safeguarding measures. In all circumstance, Trust Facilities Hire Agreement to be used. CoO to liaise with LDBE, where necessary, dependent on the nature of the hire agreement. This may include liaison with local Authority dependent on academy conversion conditions.
Health & Safety (including Fire Safety)	15.1	To provide a Health and Safety statement of intent.	**N**	**A**	**I**	**R**	**I**	**I**	Regular monitoring and review will be undertaken by the CO overseen by CoO, with amendments shared with the F,R&A for ratification prior to sharing with academies.
	15.2	To provide and adhere to academy specific Health and Safety Policy which is fully compliant with Health and Safety legislation and the Trust's overarching Health and Safety Policy.	**N**	**A**	**R**	**I**	**A**	**R**	CO to monitor and make necessary changes where legislation or statutory changes are made, overseen by CoO.
	15.3	To ensure that Health and Safety regulations are followed, and statutory testing completed.	**N**	**A**	**I**	**A**	**A**	**R**	Annual monitoring visit to be undertaken by the LAC, as part of their LAC link responsibility, using the

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									appropriate documentation provided by the CO. All required statutory testing and H&S details to be maintained on the Trust's compliance system to be monitored by the CO who will liaise with relevant academy-based staff.
	15.4	To ensure all Health and Safety incidents are reported to the Trust's Compliance Officer and to other statutory and regulatory bodies, i.e. RIDDOR, where required, in line with policy.	**N**	**A**	**I**	**I**	**A**	**R**	THT to ensure that all incidents are reported appropriately and recorded on the Trust compliance system and CO notified, as per policy. Trust Compliance Officer to inform CoO in all cases for inclusion to F,R&A and Trust Board.
	15.5	To share Health and Safety reports with the Trust for scrutiny.	**N**	**I**	**I**	**I**	**A**	**R**	THT to upload report to Compliance system and inform CO. Reports to be scrutinised by the CO with actions and feedback to be reported to CoO for inclusion in F,R&A papers.
	15.6	To effectively collaborate and support audits including implement all rectifying measures as directed in line with the findings of Health and Safety Audits, through both service provider and internal auditors.	**N**	**A**	**I**	**I**	**A**	**R**	THT to ensure audit findings are managed and reported to the LAC either as complete or predicted timeline for resolution. CO to monitor completion of audit findings, to report to CoO for F,R&A.
	15.7	To ensure premises security and premises management processes are in place.	**N**	**A**	**I**	**I**	**A**	**R**	
	15.8	To provide Risk Assessments as required dependent on circumstance (e.g. an outbreak of infectious disease, pregnancy, work related adjustment, disability, health issues).	**N**	**A**	**I**	**A**	**A**	**R**	Risk Assessments must be regularly reviewed and updated and shared with colleagues and sent to CO/uploaded to Trust Compliance system.
	15.9	Management of 'Adventurous Trips' in line with Trust and LA categorisation.	**N**	**A**	**R**	**C**	**A**	**R**	THT to manage trips in line with Government guidelines and Trust EVC Policy. THT to liaise with CO. THT/CO must obtain Trust approval from the CEO prior to any 'Adventurous Trips' being arranged or booked. In all cases trips must be booked on Trust Compliance

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									system.
	15.10	Management of trips other than 'Adventurous Trips'.	**N**	**A**	**R**	**I**	**A**	**R**	THT to manage trips in line with Government guidelines and Trust EVC Policy. In all cases trips must be booked on Trust Compliance system.
	15.11	Management of health and safety related matters in line with applicable relative policies and procedures i.e., Allergy and Anaphylaxis policy	**N**	**A**	**R**	**I**	**A**	**R**	THT to act in accordance with approved and implemented policies, and to liaise on all H&S matters directly with the CO, where additional support/guidance is required.
	15.12	Completion of training assigned to job groups to support compliance, skills base and knowledge, and risk mitigation through the Trust compliance system	**N**	**A**	**I**	**A**	**A**	**R**	THT's to ensure training is completed within the assigned timeline and to work towards 100% compliance across all training. Monitoring to be conducted by the CO and reported to the CoO to report to F, R&A as a standing agenda item. CoO to set KPIs for completion.
Academy Organisation Governance	16.1	To set the times of school sessions and the dates of school terms and holidays.	**N**	**A**	**C**	**C**	**R**	**C**	Trust Board approval must be sought for any changes in advance of consultation commencing
	16.2	To ensure that the academy meets the statutory requirement teaching sessions in a school year.	**N**	**A**	**R**	**C**	**A**	**R**	CoO to oversee via the 1265 document supported by THT sending of evaluation info to HRM.
	16.3	To research and propose: • Significant Change Applications* • Academies joining the Trust and Free School applications.	**N** **N**	**C** **C**	**I** **I**	**C** **A R**	**A R** **I**	**C** **I**	Thorough due diligence to be followed and adhered to in line with the Trust Due Diligence policy. *CEO, CFO and CoO to be informed in all cases at the outset to consider and support next steps.
	16.4	To approve Significant Change Applications, academies joining the Trust and free school applications.	**N**	**A R**	**I**	**C**	**I**	**I**	Analysis of due diligence data to be presented by CEO, CFO, and CoO, as required, to the Trust Board, in line with the Trust Due Diligence policy, overseen by CoO.
	16.5	To publish and maintain the regulatory requirements on the DfE and other affiliated websites for	**N**	**A**	**I**	**I**	**A**	**R**	E.g. publish and maintain all governance and academy details on Get Information

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
		academies.							About Schools.
	16.6	To monitor the publication and maintenance of the regulatory requirements on the DfE and other affiliated websites.	**N**	**A**	**R**	**I**	**C**	**C**	In liaison with the Trust's Governance Professional.
	16.7	To approve amendments to the Scheme of Delegation.	**N**	**A R**	**I**	**C**	**I**	**I**	TB to approve all changes. Committees may be utilised by the TB to review specific areas.
Information to parents/carers	17.1	To ensure provision of free school meals to those pupils meeting the criteria.	**N**	**A**	**R**	**I**	**A R**	**R**	RHL responsible in the absence of THT
	17.2	Adoption and review of home-school agreements.	**N**	**A**	**R**	**I**	**A R**	**R**	RHL responsible in the absence of THT
	17.3	Ensure all parental policies are accessible to parents/carers.	**N**	**I**	**A**	**I**	**A**	**R**	Academy colleagues will provide written report to parents/carers as per DfE guidance.
	17.4	To ensure regular contact with parents and carers and seek views from all stakeholders.	**N**	**I**	**R**	**I**	**A**	**R**	Regular questionnaires to parents and carers; newsletters to ensure effective communication.
Before and after school provision	18.1	To decide to offer additional activities and to decide what form these should take whilst ensuring budgetary requirements are met and balanced with quality provision to ensure effective delivery.	**N**	**I**	**A**	**C**	**R**	**R**	All matters pertaining to staffing to be discussed with HRO. If new staffing required refer to clause 4.4.
	18.2	To cease providing before and after school provision.	**N**	**C**	**A**	**C**	**R**	**R**	CEO DCEO, CFO must be consulted.
Governance	19.1	To draw up Trust operational governing documents and any amendments thereafter.	**N**	**A**	**I**	**R**	**I**	**I**	
	19.2	To consider requests from other schools to join the Trust.	**N**	**R**	**I**	**A**	**I**	**I**	
	19.3	Delegation of decision-making powers in line with the St Chad's Articles of Association to the Trust Board Chair*in case of emergency and/or to ensure that timings of Board meetings do not preclude business continuity.	**N**	**A R**	**I**	**I**	**I**	**I**	The Board delegates powers to the Chair* to carry out functions of the Trust Board if a delay in exercising a function is likely to have detrimental impact to the operations of the Trust. The Chair* must inform MAT Board of any Chairs Action at the subsequent meeting of the Board.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									* Vice Chair if Chair unavailable.
	19.4	Delegation of decision-making powers in line with delegated authority set out in this Scheme of Delegation to Chairs of Trust Board Committees and Working Groups in case of emergency and/or to ensure that timings of Board meetings do not preclude business continuity.	**N**	**A R**	**I**	**I**	**I**	**I**	The Board delegates powers to the Chair to carry out functions of the Trust Board if a delay in exercising a function is likely to have detrimental impact to the operations of the Trust. The Chair* must inform the committee of any Chairs Action at the subsequent meeting of the Committee.
	19.5	Delegation of decision making in line with delegated authority set out in this Scheme of Delegation to the Chair* of the Local Academy Committee in case of emergency and/or to ensure that timings of LAC meetings do not preclude business continuity.	**N**	**A R**	**I**	**I**	**I**	**I**	The Board delegates powers to the LAC Chair* to carry out functions of the LAC if a delay in exercising a function is likely to have detrimental impact to the academy. The Chair* to inform the LAC of any Chairs Action at the subsequent LAC meeting * Vice Chair if Chair unavailable.
	19.6	To appoint (and remove) the Chair of the LAC.	**N**	**A**	**I**	**R**	**I**	**I**	Trust process to be followed.
	19.7	To ensure academy websites are compliant including the implementation of any rectifying measures as directed in line with the findings of the internal website audit.	**N**	**A**	**R**	**C**	**A**	**R**	THT and LAC are responsible for ensuring website compliance at local level; advice can be sought from the Trust Compliance Officer. Internal audit findings will be managed and monitored by the CO, who will report improvements/standards to the CoO who reports to F, R & A on issues, and actions to date.
	19.8	To appoint and dismiss the clerk to the LAC.	**N**	**A**	**C**	**R**	**I**	**I**	RHL to liaise with the Governance Professional in the first instance. Report to the CEO and Trust Board. Where the Trust's clerking provision is used, refer to the Trust's Governance Professional.
	19.9	To hold a full LAC meeting in line with the requirements of the Trust's Governance Handbook	**N**	**I**	**A R**	**I**	**A**	**R**	As per the Trust's Local Academy Committee Handbook.
	19.10	To attract, advertise and elect members of the LAC	**N**	**I**	**A**	**C**	**A**	**R**	In liaison with the Trust's Governance Professional and

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									following Trust processes.
	19.11	To undertake appointment and removal processes relating to members of the LAC	**N**	**A**	**I**	**R**	**I**	**I**	Dialogue with LAC to be led by Trust's Governance Professional. Trust Board approval required. Trust processes and LAC Handbook to be followed.
	19.12	To set up and maintain a register of LAC members relevant business and financial interests, including governance roles in other educational institutions and a skills audit on an annual basis for LACs.	**N**	**I**	**A R**	**I**	**A**	**R**	Clerk is responsible for maintaining LAC records and ensuring copies are available on site LAC members are responsible for completing in a timely manner. Copies to be sent to Trust Governance Professional for review annually.
	19.13	To agree and approve expenses schemes (if deemed necessary); 1. Trust Board Members 2. LAC Members	 **A** **N**	 **R** **A**	 **I** **C**	 **I** **R**	 **I** **I**	 **I** **I**	As per Trust Articles, Charities Commission legislation, the Nolan Principles of Public Life and Trust policy.
	19.14	To discharge duties in respect of pupil outcomes by appointing link Committee Members.	**N**	**I**	**A**	**C**	**R**	**C**	Link members required in line with the Trust LAC Handbook. THT to decide if any further link governors are required. Chair to inform Trust Governance Professional who link members are.
	19.15	To manage and maintain the Local Academy Committee procedures.	**N**	**A R**	**I**	**R**	**I**	**I**	As per the Trust's LAC Handbook.
	19.16	LAC member training provision.	**N**	**A**	**R**	**C**	**C**	**C**	Chair to consult with the Trust's Governance Professional.
	19.17	To conduct governance roles in accordance with statutory guidance, this Scheme of Delegation, the Nolan Principles, Trust policies, Trust's Financial Regulations, Trust's LAC Handbook, applicable Codes of Conduct and LAC member role description.	**R**	**A R**	**R**	**R**	**R**	**R**	
	19.18	To hold RHL, THT and SLT to account, ensuring their responsibilities as described in the Trust employment policies Employee Handbook, Trust's LAC Handbook, Academy Improvement Strategy, Trust's Scheme of Delegation, Trust's Financial Regulations and Financial	**N**	**I**	**A R**	**R**	**I**	**I**	Trust process will be followed.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
		Improvement Strategy and other applicable policies and procedures have been properly met.							
	19.19	To hold the Local Academy Committee and academy SLT to account.	**N**	**A**	**I**	**R**	**I**	**I**	
	19.20	To ensure data maintenance and retention of LAC records meets statutory, NGA and ICO requirements.	**N**	**A**	**R**	**I**	**A**	**R**	LAC Clerk to maintain up to date and accurate records and to provide copies to. Copies of minutes to be sent to Trust's Governance Professional.
	19.21	Monitor and evaluate the progress the academy is making towards achievement of its aims and objectives.	**N**	**I**	**R**	**A**	**A**	**R**	
	19.22	To attend and participate in Trust LAC training sessions during the academic year.	**N**	**I**	**A R**	**I**	**A R**	**R**	Monitored by the Trust's Governance Professional.
	19.23	To ensure that the Trust's charitable objects are carried out.	**A R**	**C**	**I**	**I**	**I**	**I**	Charitable objects as outlined in the Trust's Articles.
	19.24	To carry out and act in accordance with the Trust's charitable objectives and to conduct the Trust's strategic business.	**I**	**A R**	**I**	**R**	**I**	**I**	In line with DfE and Trust governing documents.
	19.25	To appoint a minimum of 5 Directors (Trustees).	**A R**	**C**	**I**	**C**	**I**	**I**	Members appoint a minimum of 5 Directors as per the Trust Articles; NGA guidance to be followed; (Trust skills audit, role description and interview) and engage with the Trust's Governance Professional.
	19.26	To direct the Directors (Trustees) in exceptional circumstances and via special resolution if the Members believe the Trust would benefit from an external review of governance or believe that the Trust is underperforming, acting unlawfully or acting in breach of its funding agreement and consider that the Directors are not taking effective action to address this.	**A R**	**C**	**I**	**I**	**I**	**I**	NGA guidance must be followed, and Members must be supported by the Trust's Governance Professional. External support / facilitation to be sought if beneficial. If following full consultation with the Trust Board and appropriate timelines for action Members consider improvement has not been made, Members may consider appointing different, or additional Directors.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	19.27	To appoint additional Directors (Trustees) should a Trigger Event as per the Articles of Association occur.	**A R**	**C**	**I**	**I**	**I**	**N**	As per NGA guidance and as advised by a Governance Professional.
	19.28	To appoint up to 2 co-opted Directors (Trustees) for a term or up to 4 years.	**C**	**A R**	**I**	**I**	**I**	**N**	With the consent of the LDBE. NGA guidance to be followed; (Trust skills audit, role description and interview) and engage with a Governance Professional.
	19.29	To hold an Annual General Meeting (AGM)	**A**	**R**	**I**	**R**	**I**	**N**	CEO to facilitate this in partnership with the Governance Professional. Chair of Trustees to Chair the meeting as per the Articles of Association. No more than 15 months shall elapse between one AGM and the next.
	19.30	To ensure effective communication in terms of the progress of the Trust to; 1. The Members 2. The Trust Board and Committees	**I** **N**	**A** **I**	**N** **N**	**R** **A R**	**N** **N**	**N** **N**	As per NGA guidance and with due regard for the delineation in governance structures to ensure Members role is kept discrete.
Safeguarding	20.1	To develop a safeguarding policy statement in line with statutory requirements and best practice.	**N**	**A**	**I**	**R**	**I**	**I**	Policy Statement outlines the requirement for the safeguarding policy at local level.
	20.2	To implement the academy safeguarding policy and effective safeguarding arrangement, and review effectiveness in line with published guidance.	**N**	**A**	**R**	**I**	**A**	**R**	Relevant Children's Safeguarding Board Policy to be adopted.
	20.3	Maintain accurate and secure pupil records, ensuring secure transfer of pupil records when applicable paying due regard to GDPR, confidentiality and in line with KCSIE.	**N**	**I**	**R**	**I**	**A**	**R**	Information sharing protocols must be followed.
	20.4	Ensure that names of all key safeguarding personnel are displayed clearly throughout the academy and accessible to all relevant stakeholders.	**N**	**I**	**A**	**I**	**A**	**R**	
	20.5	Comply with and implement relevant safeguarding legislation e.g. Keeping Children Safe in Education and any other such subsequent documents.	**N**	**I**	**A**	**I**	**A**	**R**	THT is responsible for ensuring up to date guidance/legislation is adhered to.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	20.6	Ensure that safeguarding training is up to date, safeguarding matrix is maintained and published all relevant safeguarding policies and procedures.	**N**	**I**	**A**	**I**	**A**	**R**	CO reports to CoO termly for inclusion in report to F,R&A on compliance. Training results are held centrally in Smart Log, allowing accurate reporting. Reference to training compliance and completion included at 15.12.
	20.7	To ensure the Single Central Record is maintained and up to date.	**N**	**I**	**R**	**C**	**A**	**R**	THT is accountable and responsible for the management and maintenance of the SCR. The LAC is responsible for monitoring of the SCR. LAC should check that SCR is being updated, that renewals are being carried out and that all information on the SCR is in line with Ofsted and KCSIE. Trust CO performs an annual check of the SCR to ensure compliance. Trust performs an annual safeguarding audit to ensure compliance. Further management of SCR to shift to central function through the integrated services model.
	20.8	Trust Board receive regular safeguarding updates for all academies in the Trust.	**N**	**A**	**N**	**A R**	**N**	**N**	Safeguarding report to be reported at every Trust Board meeting. CEO delegates to DCEO.
	20.9	LAC receive termly safeguarding update and an annual safeguarding report	**N**	**A**	**R**	**C**	**A**	**R**	LAC is responsible for monitoring safeguarding incidents and context and scrutinises information to ensure compliance and a robust culture of safeguarding is in place throughout the academy.
	20.10	To effectively collaborate and support internal safeguarding audit including implement all rectifying measures as directed in line with the findings.	**N**	**A**	**I**	**A**	**A**	**R**	THT and academy based safeguarding team to work collaboratively with internal auditors, and to act proactively on findings/recommendations. Monitoring of audit findings to be conducted by CO. Overview by DCEO, who reports to Standards & Achievement on management of audit outcomes, and measures taken.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	20.11	To appoint an external auditor to undertake Safeguarding audits of all Trust academies every 2 years.	**N**	**A**	**I**	**R**	**I**	**I**	Trust to appoint an external auditor. Internal audit to be completed in every other year.
	20.12	To implement all rectifying measures in line with the findings of Safeguarding audits.	**N**	**A**	**R**	**I**	**A**	**R**	THT and LAC to ensure that findings from LA and Trust safeguarding reviews are acted upon and identified issues rectified swiftly. RHL to monitor.
	20.13	To report to the Trust CO any Safeguarding incidents,	**N**	**A**	**I**	**I**	**R**	**R**	Report must have due regard for data sensitivity.
Policies	21.1	To determine, create and provide in line with statutory and regulatory guidance employment policies which will be monitored and periodically reviewed by the Trust HROT, giving due regard to legislative and regulatory changes	**N**	**A**	**I**	**R**	**I**	**I**	In partnership with the JCNC. Mandatory adoption for all Trust Academies.
	21.2	To implement following approval/ratification all Trust and local academy policies and procedures, as directed. This clause refers to all Trust policies and procedures drafted, ratified, and implemented.	**N**	**A**	**R**	**I**	**A**	**R**	RHL/THT/line managers to ensure all colleagues have an active awareness of policies and procedures, where to find them (hard copies/Trust Compliance System), and how to request support and from whom.
	21.3	To attend and/or to engage with Trust led CPD and Policy launch events.	**N**	**N**	**I**	**I**	**A R**	**A R**	RHL, THT, ABP and other academy-based colleagues, as determined by THT based on training content to attend (ensure representation from all academies) to ensure consistency in practice across the Trust.
Complaints	22.1	To lead complaints procedure in relation to; 1) THT* 2) All other staff	 **N** **N**	 **I** **I**	 **A R** **R**	 **I** **I**	 **I** **A R**	 **I** **R**	*As per Trust Complaint policy (academy) the THT can act on the complaint, as per policy. Alternatively, the Chair of LAC to investigate THT with notification to the CEO. CEO may deem it appropriate for an alternative investigating officer to be appointed. HROT to provide investigation training in advance of commencement of investigation, dependent on level of competency of Independent Investigating Officer IIO to complete a robust process. Chair of LAC

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									will be informed. Trust Complaints Policy (academy) must be followed in all cases and referred to for accurate action. CO to be notified of all complaints received for recording and reporting purposes. THT to investigate all other staff. To maintain proper segregation, Trust officers will act to support complaints procedures when necessary THT to seek advice from Trust CO.
	22.2	To inform the Trust Compliance Officer of any in/formal complaints	**N**	**A**	**R**	**I**	**I**	**R**	Trust Complaints Policy (academy) must be followed. CO holds records of all complaints centrally, for reporting and audit purposes, and in an accessible format. CO to maintain a register of complaints. All complaint stages to be logged and recorded in the Trust Headteacher's Progress Report. CO to report to CoO for F,R&A purposes and reporting.
	22.3	To lead complaints procedure in relation to; 1) CEO* 2) Trustees/Members** 3) Centrally employed staff***	**N** **N** **N**	**R** **A** **I**	**I** **I** **I**	**I** **I** **I**	**I** **I** **I**	**N** **N** **N**	*/** As per Trust Complaint policy (Trust) the CEO can act on the complaint, as per policy. Alternatively, the Chair of Board to investigate CEO with notification to the Members. Chair of Board may deem it appropriate for an alternative investigating officer to be appointed. ***Reference to the Complaints policy must be made in all cases and advise must be sought from the CO prior to taking any action; this should be in collaboration with the HRM where the complaint relates to an employment matter. Furthe escalation to the CoO may be required, where the matter relates to the HRM and/or CO, or is deemed serious enough based on the policy.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
Whistle blowing	23.1	To establish a Whistleblowing Policy for the Trust.	**N**	**A**	**I**	**R**	**I**	**I**	Trust CEO delegates responsibility to CoO and CO to review the Trust policy every two years, unless there are position changes applicable to the escalation process, or significant change to legislation. Regulatory guidance to be followed (e.g. the ATH)
	23.2	To implement the Trust's Whistleblowing Policy	**N**	**A**	**I**	**R**	**A**	**R**	Trust CO to act as primary point of contact for all whistleblowing disclosures; unless the concerns raised is against CEO, CoO to be the point of contact. In all cases, the notification flow chart within the policy to be followed in line with escalation process.
GDPR	24.1	To ensure that data retention of employee records meets statutory regulations as per the UK Data Protection Act 2018 and UK GDPR.	**N**	**A**	**R**	**I**	**A**	**R**	
	24.2	To ensure that data retention of pupils' records meet statutory Government requirements.	**N**	**A**	**R**	**I**	**A**	**R**	
	24.3	Comply with all Data Protection legislation and good practice, including the effective and efficient adoption of all GDPR related policies and procedures	**N**	**A**	**R**	**R**	**R**	**R**	ICO registration held and updated by Trust.
	24.4	To report any data breaches; 1) To the Trust's Data Protection Officer 2) 2) To the CoO, if about the Trust Data Protection Officer 3) To the ICO	**N** **N** **N** **N**	**A** **A** **A** **I**	**I** **I** **I** **I**	**I** **R** **R** **R**	**I** **I** **I** **I**	**R** **R** **I**	THTs to ensure any breaches are reported to the Trust DPO. CEO delegates to DPO; DPO to manage all communications with ICO, unless the breach relates to the DPO for which the CoO will assume responsibility.
	24.5	To act, manage and take preventative action in line with Trust Data Protection Policy and ICO recommendations (where applicable).	**N**	**A**	**I**	**R**	**II**	**R**	CEO delegates to DPO; DPO makes contact with the ICO and completes Data Protection Self Assessment. All instances and mitigating actions to be reported to the Trust Board by the CoO.
	24.6	Sharing of data within the Trust for statistical and analytical purposes.	**N**	**A**	**I**	**R**	**R**	**R**	Sharing of data within the Trust is permitted under ICO guidelines as long as it is in line with the ICO's Managing

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
									Data Protection Risk Code of Practice. The sharing of assessment data between academies must always be anonymised. Advise must be sought from the Trust DPO in all cases, where there are concerns/queries.
	24.7	To effectively collaborate and support GDPR audit including implement all rectifying measures as directed in line with the findings.	**N**	**A R**	**I**	**A**	**I**	**R**	Findings to be managed by THT, with effective monitoring of actions taken. CO to report to the CoO on actions taken and improvements made for the purpose of reporting to the F, R&A. GDPR is a standing agenda item.
	24.9	Procurement and implementation of systems including those which have Artificial Intelligence capabilities	**N**	**A R**	**I**	**A R**	**R**	**A**	Management of system procurement to monitor and mitigate the risk of data breaches. CO to manage and monitor system procurement for GDPR compliance, academy to manage completion of DPIA prior to launch, submit CO for sign off. CO to check for functionality i.e., artificial intelligence capability.
Business Continuity and Disaster Recovery	25.1	To provide directives and guidance in the case of an unprecedented event or unplanned incident/circumstance which threaten/s the delivery of the Trust's core purpose and services.	**N**	**A**	**I**	**I**	**R**	**C**	All advice, guidance and/or directives would be distributed by the CEO or the Chief Officers on behalf of the Trust Board.
	25.2	To put in to action the directives and guidance provided by the Trust in the case of an unprecedented event or unplanned incident/circumstance which threaten/s the delivery of the Trust's core purpose and services.	**N**	**A**	**R**	**A**	**A**	**R**	THT's and LACs are responsible for carrying out and implementing Trust advice/guidance/directives.
	25.3	To have effective Business Continuity and Disaster Recovery Plans in place to mitigate potential threats to the core business functions of the Trust's academies, ensuring that they are not negatively impacted in the event of a disaster, unprecedented event or of an unplanned incident.	**N**	**A**	**R**	**A**	**R**	**C**	Any directives/ advice/ guidance by the Trust may supersede individual academy plans whereby the threat/incident is Trust wide.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
Investigations	26.1	To manage investigations in line with Trust policy, procedure and process. 1) Investigation in relation to the RHL* 2) Investigation in relation to all other staff/academy operations	**N** **N**	**A** **A**	**C** **R**	**R** **A R**	**I** **A R**	**N** **I**	*DCEO to appoint an Investigating Officer (IO) in matters pertaining to the RHL, where applicable, with due consideration of policy and CoO discussion. The Trust reserves the right for the CEO to appoint an IO in the case of SLT members dependent upon circumstance. LAC involvement as per policy. THT to investigate all other staff or issues relating to academy operations etc. To maintain proper segregation, Trust officers will act to support investigative procedures when necessary. CEO, THT and appointed IO to seek advice from relevant Trust officers in all cases. Any IO being appointed should be the at least the same grade or above to enable appropriate sharing of information.
	26.2	To act upon the findings of investigations in line with Trust policy, procedure and process. 1) Action in relation to the THT * 2) Action in relation to all other staff and/or academy operations 3) Central team**	**N** **N** **N**	**A** **A** **A R**	**C** **R** **N**	**A R** **C** **A R**	**R** **I** **N**	**I** **R** **N**	*RHL to act in relation to matters pertaining to the THT and potentially SLT dependent upon the circumstance as per clause 26.1. Where the matter relates to the RHL, this will be managed by the DCEO. Where applicable, and with due consideration of policy and CoO/HRM discussion THT to act in matters pertaining to all other staff or issues relating to academy operations etc. CEO, THT and appointed IO to seek advice from relevant Trust officers in all cases. **CEO to seek advice from CoO, other than where the matters relate to the CoO, where an officer of equal grade/position should be considered. Legal advice to be sought. Where the matter relates to the CEO, CoO to manage in conjunction with the Chair of TB, and in all cases with legal advice. Matters to be managed in line with relevant Trust/DfE/ATH

Function	No	Tasks	Decision Level						Notes
			Mem	TB	LAC	CEO	RHL	THT	
									policy and procedure.
	26.3	To undertake a Root Cause Analysis (RCA) following an event/incident in an academy/Trust, as deemed appropriate by the CEO/TB.	**N**	**A**	**C**	**A R**	**I**	**I**	Event/incident considered for RCA action is at the Trust's discretion. RCA to be undertaken as directed by the Trust as per Trust procedure and practice. Trust may ask for LAC member support for larger cases.
	26.4	To undertake any follow up recommendations/actions following a Root Cause Analysis (RCA). 1) All staff* 2) CEO** 3) Central team***	**N** **N** **N**	**I** **R** **I**	**R** **N** **N**	**A** **N** **A R**	**I** **N** **N**	**R** **N** **N**	CEO/THT (dependent upon the circumstance) to ensure follow up actions as directed by the Trust are implemented. LAC and/or relevant member of the Trust Executive Team (or nominated officer) to monitor findings and associated actions. **Chair of Trust Board (dependent upon the circumstance) to manage matters pertaining to the CEO. ****Central team line managers to ensure actions are monitored, reviewed, and completed.
Managing an Emergency	27.1	To have an effective Academy Emergency Management Plan and associated procedures to cover instances such as (but not limited to) the outbreak of an infectious disease, death on site, serious incident/accident during a trip resulting in serious life changing circumstances or death.	**N**	**A**	**R**	**C**	**A**	**R**	CO to ensure effective recording has been completed, in line with Trust policy, statutory legislation and regulation, as required. Overseen by CoO.
	27.2	To approve all Academy Emergency Management Plans and associated procedures.	**N**	**I**	**I**	**A R**	**I**	**R**	CEO to provide final sign off following review and consultation with the Exec Team. Any amendments to the policy/procedure will also need CEO approval.
	27.3	To communicate any such emergency instances to the Trust.	**N**	**I**	**R**	**I**	**I**	**R**	LAC Chair or academy leadership colleagues to act should the THT be incapacitated. All communications to go direct to the CEO.
Branding	28.1	To propose any change to academy branding	**N**	**I**	**C**	**C**	**A**	**R**	Includes changes to uniform or logo.

			Decision Level						Notes
Function	**No**	**Tasks**	**Mem**	**TB**	**LAC**	**CEO**	**RHL**	**THT**	
	28.2	To approve any change to academy branding	**N**	**C**	**I**	**R**	**I**	**I**	CEO to approve following review by the Exec Team.
	28.3	To produce branding guidelines for the Trust	**N**	**I**	**I**	**R**	**I**	**I**	CEO to delegate to appropriate Trust central team member.
	28.4	To adhere to Trust branding guidelines	**N**	**I**	**R**	**C**	**A**	**R**	THT to ensure that branding guidelines are adhered to; monitored by Trust and LAC.
Vision and Values	29.1	To produce, implement Trust wide and review the Trust's Vision and Values.	**C**	**C**	**I**	**A R**	**C**	**C**	Ensuring that this remains in line with the Trust's charitable object. Liaison with CDA via the CEO with discussion with DCEO, CFO and CoO.
	29.2	To implement the Trust's Vision and Values in a local setting.	**I**	**I**	**R**	**I**	**A**	**R**	
Climate action and sustainability	**30.1**	To actively engage with the Trust Climate Action Plan CAP and sustainability agenda, in support of the Government (DfE) climate action agenda, including attendance at workshops	**N**	**A R**	**I**	**A**	**A**	**R**	Alongside clause 14, the RHL and THT will work effectively and collaboratively with the CoO to draft, implement and monitor the academy CAP within the Trust overarching CAP and sustainability agenda. CoO to report to F,R&A on CAP developments, to ensure the Trust is meeting its obligations and reporting to DfE, in line with the timeline for action.

Ratified by the Trust Board October 2026

Any breach of the Trust's Scheme of Delegation will be thoroughly investigated and may be subject to disciplinary action in line with the Trust's Disciplinary Policy.