



## Scheme of Delegation

Approved by: IAT Board of Trustees

Issue Date: September 2025

Review Date: Autumn 2026

**Publication/communication requirements:** The Board of Trustees should ensure that a copy is provided to Members, Board Committees (including the Local Governing Bodies), the Chief Executive Officer (CEO) and Academy Headteachers. The Document should also be published on the Trust and Academy websites.



## Our Story, Mission and Values

### OUR STORY

Ironstone Academy Trust takes its name from the proud history made by the people of Middlesbrough and the stunning environment we live in. In the last century the industrial powerhouse of Ironopolis transformed the world, setting the standards for quality steel and iron production around the world. We are working hard to ensure the young people of the current 'Ironopolis' who attend Ironstone Schools will go on to transform their world, be it building bridges like the Sydney Harbour Bridge, exploring like James Cook or being sporting heroes like Clough or Mannion.

Our modern world, like our local area and our heroes from the past are not without their problems. Through working together our Governors recognised we can help our teachers and support staff better meet the needs of the young people who attend our Schools. The Trust was formed to meet their needs, and these guide our operation.

The Trust has six schools all with a drive to let their children shine.

### OUR MISSION STATEMENT

'Ironstone Academy Trust will build a partnership of schools.

The Trust will put the need of pupils at the heart of their decision making and will, through collaborative working and challenge strive to meet their needs.

Partners in the Trust will work and learn together. Our pupils will be confident, knowledgeable, well-managed and ready to take on the challenges that life brings and they will be well supported in meeting these aims.'

## OUR VALUES

Our values are embodied our daily work, interactions between schools and the partners we work with.

- We are a very diverse family, described as 'one of the most diverse I work with' by one of our partners who works with hundreds of schools across the North East. We thrive on this difference, and value the challenge it brings.
- We are pleased our schools differ in many ways; this allows us to learn from each other's experiences and challenges.
- We value the support offered by our colleagues, we accept the challenge that they offer and respect their opinions.
- We value our employees and pupils; we want to ensure Ironstone Academy Trust is a very special place to work, and a great place to be a pupil!

## **INTRODUCTION**

### **1. Purpose of the Scheme of Delegation**

- 1.1 The primary purpose of this Scheme of Delegation (Scheme) is to inform those involved with the governance of the Academy of where decision making, advisory and other responsibilities lie within the MAT.
- 1.2 The Scheme does not contain details of every decision/responsibility or every aspect that will be delegated. Its content will be supplemented by the Trust's strategic plans, policies and procedures and any direction given or rules and directions agreed or issued by the Members or the Board of Trustees. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Chair of the Trust.
- 1.3 Whilst the Scheme is an important document, the way it is operated in practice will be the key to its efficacy. Good communication between the Board and its Committees and relevant members of staff will be essential.
- 1.4 The Scheme should not be confused with the written scheme of delegation of financial powers referred to in the Academy Trust Handbook, which is a separate document.

### **2. Adoption of the Scheme**

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

### **3. How it has been determined**

#### **3.1 In determining this Scheme, the Trustees have been mindful that:**

- a. The Board of Trustees is ultimately accountable for the way in which the academies managed by the MAT are run and as such must be satisfied that delegation takes place only where appropriate and that it receives appropriate reports on matters delegated by it/actions taken in its name to enable appropriate oversight.
- b. There are some areas where it makes sense for matters to be dealt with centrally, rather than by individual academies. It is hoped that this will reduce the burden on the individual academies, which already have a heavy workload, and in appropriate cases achieve economies of scale.
- c. The Board cannot take all decisions itself, and in making decisions that the Board reserves for itself, it will often be reliant on information and advice from and be guided (as appropriate) by its Committees, the academy LGBs and others operating at academy level. The Board considers that there is often a powerful case for local involvement in decision making.

#### 4. Termination and amendment

- 4.1 The Scheme will be subject to formal review annually. However, where the Board deems it appropriate, changes will be made in year.
- 4.2 The Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).
- 4.3 As the MAT and the academies develop, so may the governance arrangements and accordingly the delegations that are in place. For example (and without limitation):
- Changes may need to be made as a result of lessons learned and development of best practice.
  - Academies joining the academy trust and deemed to be providing less than good education at the point of conversion may have restricted delegated powers, although as and when support extended by the academy trust brings about sufficient improvement over time additional responsibilities and powers may be delegated to those academies.
  - Where weaknesses develop in an academy's leadership and governance, or in particular areas, the MAT may need to intervene and remove delegations.
- 4.4 The academy trust has established a Head Teacher board which plays a key role in developing policy and practice, as well as planning school to school support for improving the quality of provision. The board itself has no delegated powers but will be consulted on a number of issues, as well as providing advice to the relevant decision-making body.
- 4.5 The Board would welcome comments on the operation of the Scheme where it is felt that revisions should be made. Where practicable, the Board will give the LGB an opportunity to comment before determining the

Scheme of Delegation.

#### 5. Delegated Authority During CEO Long-Term Absence

- 5.1 In the event of a long-term absence of the Chief Executive Officer (CEO), the Trust delegates decision-making authority as follows:
- **General Decisions:** All decisions ordinarily made by the CEO must be taken jointly by two Headteachers, acting in partnership.
  - **Safeguarding Matters:** Where a decision relates to safeguarding, the two Headteachers must consult and work in partnership with the Trust's Safeguarding Lead to ensure appropriate action and compliance with safeguarding protocols.
  - **Finance, HR, and Estates:** For decisions that have financial implications or relate to Finance, Human Resources, or Estates, the two Headteachers must work in partnership with the Trust's Chief Finance and Operating Officer (CFOO) to ensure financial responsibility and operational continuity.
  - **Amendments to the Strategy:** any amendments to the Strategy will require a consultation of the Headteacher Board and Trustees approval.
  - **Accounting Officer responsibilities:** Alexa O'Gara – Executive Headteacher will resume Accounting Officer responsibilities in the absence of the CEO.

**Delegation Matrix**

6.1 The delegation matrix that applies in respect of the Academy Trust is set out below. It is structured in accordance with the following index:

Section	Area covered	Page Number (Scheme of Delegation)
A	Overarching Governance	
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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
<b>A.</b>	<b>Overarching Governance</b>							
<b>A1</b>	<b>Member matters</b>							
<b>1.</b>	<b>Review and Amendment of Articles of Association</b>	Decide	<Advise				<ul style="list-style-type: none"> <li>Governance Professional to advise and support with process.</li> <li>Legal advice (as required).</li> </ul>	<ul style="list-style-type: none"> <li>DfE and/or Charity Commission consent required in certain cases.</li> <li>Must be filed at Companies House along with copy of special resolution and any required forms.</li> </ul>
<b>2.</b>	<b>Call Members' Meetings</b>	Decide	Decide				<ul style="list-style-type: none"> <li>Governance Professional to advise and support with process.</li> </ul>	<ul style="list-style-type: none"> <li>As a minimum, Members should hold an AGM once a year.</li> <li>Extraordinary meetings may also be called by Trustees or Members.</li> <li>Decisions may be made by written resolution between meetings in line with the process set out in the Articles of Association.</li> </ul>
<b>3.</b>	<b>Appoint/ remove Members</b>	Decide	<Advise	<Advise			<ul style="list-style-type: none"> <li>Governance Professional to advise and support process.</li> <li>Trustees/CEO to advise on skills gap.</li> <li>.</li> </ul>	<ul style="list-style-type: none"> <li>New members can only be appointed by existing members.</li> <li>Governance Professional to liaise with Trust personnel to ensure; <ul style="list-style-type: none"> <li>- appropriate DBS and related checks made.</li> <li>- Details of Members and their interests are uploaded on Trust website.</li> </ul> </li> </ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
A2	Board matters							
4.	Appoint/ remove Trustees	Decide	<Advise				<ul style="list-style-type: none"> <li>• Governance Professional to advise and support with process.</li> <li>• Trustees to advise on skills gaps to inform decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• The Members can appoint up to 16 trustees.</li> <li>• Code of Conduct should be agreed and all Trustees should be required to sign it.</li> <li>• The Governance Professional to liaise with appropriate Trust personnel to ensure that; <ul style="list-style-type: none"> <li>• appropriate DBS and related checks are made.</li> <li>• Details of Trustees and their interests are uploaded on Trust website.</li> </ul> </li> <li>• Return must be filed at Companies House by the Governance Professional.</li> <li>• Chair of Board, Chief Executive and Governance Professional and others as appropriate to provide induction.</li> <li>• Governance Professional /Chief Finance and Operating Officer to place trustee information on Get information about schools (GIAS).</li> </ul>
5.	Complete Trust Board skills audit and training plan annually		Responsible	<Advise			<ul style="list-style-type: none"> <li>• Chair of Board to lead. <ul style="list-style-type: none"> <li>- Governance Professional/ CEO advise and support with process.</li> <li>- Governance Professional to advise on emerging training needs.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Board to follow up with Trustees on training requirements;</li> <li>• Details of skills gaps should be provided to those responsible for appointing Trustees when a vacancy arises.</li> </ul>
6.	Appoint/ Remove Chair of Trustees	Receive	Decide				<ul style="list-style-type: none"> <li>• Governance Professional to advise and support with process.</li> </ul>	<ul style="list-style-type: none"> <li>• Must not be an employee</li> </ul>
7.	Appointment Vice Chair of Trustees	Receive	Decide				<ul style="list-style-type: none"> <li>• Governance Professional to advise and support with process.</li> </ul>	<ul style="list-style-type: none"> <li>• Must not be an employee</li> </ul>



8.	Determine and allocate specific trustee portfolios		Decide				<ul style="list-style-type: none"> <li>Governance Professional/ CEO to advise based on skills audit.</li> </ul>	<ul style="list-style-type: none"> <li>There will be an appointed trustee with a specific responsibility for safeguarding/ child protection. Other roles will be determined as and when required.</li> <li>Trustees with specific portfolios should liaise with local governors in similar roles.</li> <li>Link trustee roles to be allocated and reviewed on an annual basis alongside role descriptor.</li> </ul>
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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
9.	Confirm Accounting Officer		Decide				<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support and notify Secretary of State.</li> </ul>	<ul style="list-style-type: none"> <li>The Accounting Officer to be the Chief Executive (the role will be heavily supported by the Chief Finance and Operating Officer and the Academy Head Teachers).</li> <li>Has responsibility for regularity, propriety and value for money. Also responsibility for ensuring that proper financial records and accounts are kept.</li> </ul>
10.	Appoint/remove Company Secretary		Decide	<Advise			<ul style="list-style-type: none"> <li>CEO to advise and support.</li> </ul>	<ul style="list-style-type: none"> <li>Should have relevant experience in school/company/charity governance.</li> <li>Reports directly to the Board.</li> <li>Company Secretary duties to be carried out by the Governance Professional.</li> </ul>
11.	Determine Scheme of Delegation		Decide	<Advise	<Advise	<Advise	<ul style="list-style-type: none"> <li>Governance Professional and Chief Executive to advise and support.</li> <li>LGBs and other Committees to provide advice on amendment based on experience of operation.</li> <li>Head Teacher board to advise and make recommendations where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>The document will be reviewed every year or more frequently where the Trustees deem this to be desirable.</li> <li>Where practicable, the Board will give the LGB and Committees an opportunity to comment before determining the Scheme of Delegation.</li> <li>The Scheme will comply with the Memorandum and Articles of Association and other legal requirements, including any matters that are reserved to Members from time to time.</li> </ul>
12.	Board of Trustees' Annual Schedule of Business		Decide	<Advise	Receive		<ul style="list-style-type: none"> <li>Chair of Board to lead, with Governance Professional advice and support with process.</li> <li>Appropriate advice and input from Chief Executive and those responsible for planning LGB/other Committee Annual Schedule of Business.</li> </ul>	<ul style="list-style-type: none"> <li>Should be shared with LGB and other Committees to inform their work.</li> <li>Chair of Board and Governance Professional to use to inform agenda setting.</li> <li>Trustees should meet at least three times a year.</li> </ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
13.	Determine policy review process and schedule		Decide	<Advise	<Advise	<Advise	<ul style="list-style-type: none"> <li>Governance Professional to advise and support with process.</li> <li>Appropriate advice and input from Chief Executive (and other key employees) and those responsible for LGB/other Committee policy review.</li> </ul>	<ul style="list-style-type: none"> <li>Needs to dovetail with annual schedule of business (see above).</li> <li>Should specify what policies there are to be, the lead member of staff responsible for the policy, the approving person/body and when the review will take place.</li> <li>Review of policies to be conducted in accordance with process and schedule.</li> </ul>
14.	Annual Review of Governance and Trust Board Effectiveness		Responsible				<ul style="list-style-type: none"> <li>Chair of Board to lead.</li> <li>Governance Professional and Chief Executive to advise and support with process.</li> </ul>	<ul style="list-style-type: none"> <li>This should dovetail with the Committees' (including LGB's) reviews of their own effectiveness (see below).</li> <li>The outcome of the review may impact on the level of delegation to LGBs and others under the Scheme of Delegation or otherwise.</li> <li>Trustees to consider whether an external review of governance should take place.</li> </ul>
15.	Annual Report and Financial Statements	Receive and scrutinise	Approve	<Advise, Approve			<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to co-ordinate draft, with input from Chief Executive and Governance Professional.</li> <li>Auditors to review and sign off.</li> <li>Trustees and Accounting Officer must approve relevant sections.</li> </ul>	<ul style="list-style-type: none"> <li>The Members should receive and scrutinise the accounts at their AGM.</li> <li>The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.</li> </ul>
16.	Other company returns		Approve	Approve			<ul style="list-style-type: none"> <li>Trust staff to advise as appropriate e.g. HR Director, Chief Finance and Operating Officer, Governance Professional.</li> </ul>	<ul style="list-style-type: none"> <li>To include key Companies House filings and DfE returns.</li> <li>Governance Professional to submit the confirmation statement.</li> </ul>
17.	Supplemental Reports to Members	Receive and scrutinise	Approve	Advise			<ul style="list-style-type: none"> <li>The Chief Executive should co-ordinate the reports for input and approval by the Trustees.</li> <li>The Chief Executive and the Trustees will be supported by others as appropriate e.g. Governance Professional, Chief Finance and Operating Officer.</li> </ul>	<ul style="list-style-type: none"> <li>The Members should agree with the Trustees what additional reports are required, the required frequency and the content of those reports.</li> <li>The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up.</li> </ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
A3	LGB and other committee matters							
18.	Determine and keep under review Committee framework including but not limited to composition and terms of reference		Decide	<Advise	<Advise	<Advise	<ul style="list-style-type: none"> <li>Chief Executive, Academy Head Teachers and Governance Professional to advise and support.</li> </ul>	<ul style="list-style-type: none"> <li>Consideration will need to be given as to:               <ul style="list-style-type: none"> <li>what Committees are required (under the Articles of Association/Funding Agreements/Academy Trust Handbook e.g. Audit/Finance, LGB).</li> <li>What additional Committees (board and/or LGB and/or shared) would be useful given the size of the MAT and the decision making functions that take place at each level of governance.</li> <li>Membership, terms of reference, reporting requirements, decision making and other procedures etc. of each Committee (please see below)</li> </ul> </li> <li>Under the Articles of Association:               <ul style="list-style-type: none"> <li>The constitution, membership and proceedings of any committee must be determined by the Trustees.</li> <li>The establishment, terms of reference, constitution and membership of any committee shall be reviewed at least once in every twelve months.</li> <li>The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the LGBs) a majority of members of any such committee shall be Trustees.</li> <li>Except in the case of a LGB, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees.</li> </ul> </li> <li>Academy trusts are required to establish a Trustee committee to provide assurance over the suitability of, and compliance with, its financial systems and operational controls. All Trusts with an annual income over £50 million must have a dedicated audit committee. The majority of members must be Trustees.</li> <li>Ironstone trustees have established a trust Finance,</li> </ul>

								Audit and General Purposes Committee, Curriculum, Standards and Pupil Welfare Committee and has established local governing bodies.
19.	Appointing LGB governors (Non-elected)		Decide	<Advise and Recommend	<Advise and recommend		<ul style="list-style-type: none"> <li>Governance Professional to advise and support with process.</li> <li>Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct should be agreed and all Local Governors should be required to sign it annually.</li> <li>Governance Professional to liaise with appropriate staff to ensure: <ul style="list-style-type: none"> <li>appropriate DBS and related checks are made.</li> <li>Details of Local Governors and their interests are uploaded on Academy website.</li> </ul> </li> <li>Governance Professional, Academy Head Teacher and Chair of LGB (and others as appropriate) to lead induction.</li> </ul>
20.	Appointing LGB governors (elected)		Receive and Ratify	Decide and Report to board of trustees	<Advise and recommend		<ul style="list-style-type: none"> <li>Governance Professional to advise and support with process.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct should be agreed and all Local Governors should be required to sign it</li> <li>Governance Professional to liaise with appropriate staff to ensure: <ul style="list-style-type: none"> <li>appropriate DBS and related checks are made</li> <li>Details of Local Governors and their interests are uploaded on Academy website</li> </ul> </li> <li>Governance Professional, Academy Head Teacher and Chair of LGB (and others as appropriate) to lead induction.</li> </ul>
21.	Carry out staff and parent elections for LGB				Responsible	<Advise	<ul style="list-style-type: none"> <li>Governance Professional and Academy Head Teacher advise and support with process.</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with any relevant provisions in Articles of Association, Scheme of Delegation and LGB Terms of Reference.</li> <li>LGB to appoint, subject to trustee ratification in the event no-one puts themselves forward for election.</li> </ul>
22.	Appoint Chair of LGB		Approve	<Advise and Recommend	Recommend		<ul style="list-style-type: none"> <li>Governance Professional to advise and support with process.</li> </ul>	<ul style="list-style-type: none"> <li>Must not be an employee.</li> </ul>
23.	Appoint vice Chair of LGB			<Advise and Recommend	Decide		<ul style="list-style-type: none"> <li>Governance Professional to advise and support with process.</li> </ul>	<ul style="list-style-type: none"> <li>Must not be an employee</li> </ul>
24.	Allocate specific local governor roles		Advise>	Advise>	Decide	<Advise	<ul style="list-style-type: none"> <li>Chair of LGB to lead, based on skills.</li> <li>Trustees to specify certain required roles to dovetail with own Link Trustees (if applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Allocated LGB members should work with Trustees allocated with specific responsibilities in their areas.</li> <li>LGB may choose to allocate additional link roles [e.g. Safeguarding/Child Protection, Health and Safety, Special Educational Needs, Pupil Premium].</li> <li>All LGB members continue to have responsibility for these areas, despite any allocation of specific roles.</li> </ul>

25.	Determine LGB annual schedule of business		Advise	<Advise>	Responsible	<Advise	<ul style="list-style-type: none"> <li>Chair to lead with Governance Professional advice and support with process.</li> <li>Appropriate advice and input from Chief Executive, Academy Head Teachers and those responsible for planning other Annual Schedules of Business.</li> </ul>	<ul style="list-style-type: none"> <li>This needs to dovetail with the Board of Trustees' Schedule of business.</li> <li>Chair and Governance Professional to use to inform agenda setting.</li> <li>LGB should meet at least once each term.</li> </ul>
26.	Academy level Reporting to Trustees		Receive, Scrutinise	<Advise	Responsible		<ul style="list-style-type: none"> <li>Governance Professional to advise.</li> </ul>	<ul style="list-style-type: none"> <li>LGB minutes will be provided to Trustees as standard. The co-ordinated schedule of business should mean that this enables LGB advice to get to the Board in a timely manner to inform their decision making.</li> <li>The content and frequency of any additional LGB reports shall be specified by the Trustees.</li> <li>Additional Academy level reporting should be included in Chief Executive reports as appropriate (see above).</li> <li>The Trustees should receive the minutes and any additional reports at Board Meetings to enable appropriate discussion and scrutiny.</li> </ul>
27.	Review of LGB effectiveness		Receive, Scrutinise	<Advise	Responsible	<Advise	<ul style="list-style-type: none"> <li>Chair of LGB to lead, Governance Professional advice and support with process</li> </ul>	<ul style="list-style-type: none"> <li>This should dovetail with the Board's reviews of their own effectiveness (Trustees may set a template).</li> <li>Conclusions should be fed into the Board's review of governance effectiveness and may impact on future levels of delegation pursuant to the Scheme of Delegation.</li> <li>LGB to participate as required in any external review of governance required by the Trustees.</li> </ul>
28.	LGB skills audit		Receive, Scrutinise	<Advise	Responsible	<Advise	<ul style="list-style-type: none"> <li>Governance Professional advice and support with process</li> </ul>	<ul style="list-style-type: none"> <li>Trustees may set a template.</li> <li>Trustees to receive details and may impact on areas of delegation.</li> <li>Details of skills gaps should be provided to those responsible for appointing local governors when a vacancy arises.</li> </ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
A4	Miscellaneous							
29.	Determine governance policies and procedures for Trustees and Local Governors		Approve				<ul style="list-style-type: none"> <li>Governance Professional to advise and support.</li> </ul>	<ul style="list-style-type: none"> <li>E.g. appointment, Induction, expenses, Interests (conflicts, payments, contacts etc), Code of Conduct.</li> <li>Policies must be in accordance with Articles of Association</li> <li>If there is a business need for a policy the CEO will determine. These policies will go to trustees for ratification.</li> <li>In absence of pre-determined policy agreed by trustees, responsibility rests with CEO who will solely amend existing policies and procedures should it come to light that does not reflect current statutory requirements and legislation.</li> </ul>
28.	Complete register of interests and keep under regular review	To complete	Responsible	To complete	To complete	To complete	<ul style="list-style-type: none"> <li>Governance Professional to advise and support with process. Governance Professional to liaise with appropriate Academy personnel to ensure uploaded on website.</li> </ul>	<ul style="list-style-type: none"> <li>Register of Interests should be brought to the attention of decision makers as appropriate.</li> <li>Relevant staff members should also be identified and asked to complete.</li> <li></li> </ul>
A5	Website reporting (See H1 Below)							

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HTs	ADVICE	COMMENTS
<b>B.</b>	<b>Strategy and Leadership</b>							
<b>B1</b>	<b>Strategic planning and oversight</b>							
<b>1.</b>	<b>Set Trust vision and ethos statement</b>		Decide	<Advise			<ul style="list-style-type: none"> <li>Chief Executive leading role in formulating for Trustee scrutiny.</li> <li>Head Teachers board to advise where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive responsible for implementation</li> <li>In accordance with memorandum and objectives of the trust.</li> </ul>
<b>2.</b>	<b>Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process</b>		Decide	<Recommended			<ul style="list-style-type: none"> <li>Chief Executive leading role in formulating for Trustee scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive responsible for ensuring objectives are met and for progress against Development Plan</li> <li>Development Plan must be in line with strategic objectives</li> </ul>
<b>3.</b>	<b>Set Academy vision and ethos statement</b>		Advise>	Advise>	Decide	<Advise	<ul style="list-style-type: none"> <li>Academy Head Teacher leading role in formulating for LGB scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>Must fit with Trust vision and ethos (Chief Executive to ensure)</li> <li>Academy Head Teacher responsible for implementation</li> </ul>
<b>4.</b>	<b>Set Academy's strategic objectives and determine Academy Development Plan and review process</b>		Receive	<Advise>	Responsible	<Advise	<ul style="list-style-type: none"> <li>Academy Head Teacher leading role in formulating (in conjunction with the Chief Executive) for LGB scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>Must fit with Trust strategic objectives, KPIs and Plan (Chief Executive to ensure) and reflect Ofsted outcomes</li> <li>Development plan must be in line with strategic objectives</li> <li>Board of Trustees may provide templates</li> </ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
5.	Complete Academy Self-Evaluation		Receive	Scrutinise	Responsible	<Advise	<ul style="list-style-type: none"> <li>Academy Head Teacher leading role in formulating for LGB scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>Self-evaluation to reflect progress against Development Plan</li> <li>Trust board may provide templates</li> <li>Chief Executive to scrutinise and report on outcomes to the Board</li> </ul>
6.	Involvement in Ofsted inspections		Responsible	Responsible	Responsible	Responsible		<ul style="list-style-type: none"> <li>Trustees and LGB members will be involved as appropriate in Ofsted inspections</li> <li>The Academy Head Teacher will notify the Chief Executive, Chair of the Board and the Chair of the LGB that an inspection has been notified and what involvement is needed from the Board and the LGB.</li> </ul>
B2	Trust Growth							
7.	Determine protocol for considering taking on new academies/free schools (including due diligence arrangements)		Decide	<Advise			<ul style="list-style-type: none"> <li>Chief Executive leading role in formulating for Trustee scrutiny.</li> <li>Chief Finance and Operating Officer to support and advise.</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive to manage process in accordance with agreed protocol</li> <li>This should include the need for a conversion plan to deal with pre and post conversion matters, with an overall project manager identified, and the need for appropriate HR, Finance, buildings, legal etc advice</li> </ul>
8.	Decide to take on a new academy/open a free school	Receive	Decide	<Advise			<ul style="list-style-type: none"> <li>Trustees to obtain appropriate legal, HR, Finance, buildings etc advice</li> </ul>	<ul style="list-style-type: none"> <li>Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on/free school established, given the impact that the decision may have on the academies already in the Trust</li> </ul>
9.	Approve legal documentation associated with academy conversions		Approve	<Advise			<ul style="list-style-type: none"> <li>Trustees will obtain appropriate Legal, HR, Finance, buildings etc advice</li> </ul>	<ul style="list-style-type: none"> <li>Trustees must understand the documentary framework and what is being agreed to by entering into it.</li> </ul>
10.	Agreeing significant changes to an academy (e.g. potentially contentious	Receive	Decide	<Advise	Consult	<Advise		<ul style="list-style-type: none"> <li>DfE consent may be required</li> <li>Trustees will obtain appropriate legal advice</li> </ul>



	proposals, changes to premises, change of age range, re-brokerage , academy amalgamation and closure )							
<b>B3 School Organisation</b>								
11.	<b>Determining school session and term dates</b>		Receive	Advise>	Decide	<Advise		<ul style="list-style-type: none"> <li>Trustees will monitor and from time to time issue instruction</li> </ul>
12.	<b>Collaboration and partnership agreements</b>		Decide (See comments)	Decide				<ul style="list-style-type: none"> <li>When requires entering into formal/ legal agreement, decision making would rest with trustees.</li> </ul>
<b>B4 Risk Management</b>								
12.	<b>Determine overall risk management policy and processes</b>		Decide	<Advise			<ul style="list-style-type: none"> <li>Chief Executive to lead, advise and co- ordinate input from Chief Finance and Operating Officer and other trust level staff.</li> <li>Finance &amp; General Purposes Committee to advise.</li> </ul>	<ul style="list-style-type: none"> <li>To include template risk register and frequency of review</li> </ul>
13.	<b>Review and complete Trust risk register</b>		Responsible	<Advise			<ul style="list-style-type: none"> <li>Chief Executive to lead, advise and co- ordinate input from Chief Finance and Operating Officer and trust level staff.</li> <li>Finance &amp; General Purposes Committee to advise.</li> </ul>	<ul style="list-style-type: none"> <li>Using agreed risk register template</li> <li>To reflect major Academy specific risks as appropriate</li> </ul>
14.	<b>Review and complete academy level risk register</b>		Receive	Oversee	Responsible	<Advise	<ul style="list-style-type: none"> <li>Academy Head Teacher to lead, advise and co- ordinate input from senior Academy staff</li> </ul>	<ul style="list-style-type: none"> <li>Using agreed risk register template</li> <li>To inform Trust risk register review</li> </ul>

15.	Ensuring adequate insurance arrangements in place to mitigate against identified risks – including insurance for land and trust & academy operations		Decide (Finance & General Purposes Committee to recommend)	Recommend <Advise		<Advise	<ul style="list-style-type: none"><li>• Chief Finance and Operating Officer to advise and support</li></ul>	<ul style="list-style-type: none"><li>• To include Trustee &amp; Officer cover, buildings and contents, business continuity, employers' and public liability insurance, motor vehicle cover etc. as required</li><li>• Chief Executive to ensure details of insurance policy requirements appropriately disseminated</li><li>• Must be in accordance with the Articles of Association</li></ul>
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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
<b>C.</b>	<b>Staffing</b>							
<b>C1</b>	<b>Staffing structures</b>							
<b>1.</b>	<b>Determining staffing structure– Trust level (including organisational restructuring)</b>		Decide	<Advise			<ul style="list-style-type: none"> <li>Chief Executive and Chief Finance and Operating Officer to advise</li> <li>Advice from head teacher board</li> <li>Trust Board’s Finance, Audit and General Purposes Committee to support the board</li> <li>HR provider to advise</li> </ul>	<ul style="list-style-type: none"> <li>This relates to determining the Trust level staff structure. Please see below in relation to appointment to those positions.</li> </ul>
<b>2.</b>	<b>Determining staffing structure – Academy level (including organisational restructuring)</b>		Decide	<Advise>	Recommend	<Advise	<ul style="list-style-type: none"> <li>Chief Executive to lead and advise with academy level input</li> <li>Chief Finance and Operating Officer advises</li> <li>Trust Board’s Finance and Resources Committee to support Board</li> </ul> <p>HR provider to advise</p>	<ul style="list-style-type: none"> <li>This relates to determining the Academy level staff structure. Please see below in relation to appointment to those positions.</li> <li>The academy head teacher can appoint to fixed term and temporary staff.</li> <li>The Trustees will approve a restructure at a Trust School.</li> <li>The HT or Exec HT will identify a panel from the LAC who would be responsible for scoring skills audits and recording outcomes. The panel must not be employees who are involved in the process.</li> <li>A second, separate group will consider appeals relating to the skills audits, should there be unsuccessful employees who are unhappy with the outcome. They must not be employees who are involved in the process, they may be from the LAC (or Trustees may appoint individuals from another LAC, if there are insufficient numbers within one school).</li> </ul>

3.	Setting terms and conditions of employment, Trust wide HR policies and procedures and staff handbook including appraisal and capability procedures		Decide	<Advise			<ul style="list-style-type: none"> <li>Chief Executive to lead and advise</li> <li>Trust Board's Finance and Resources Committee to support Board</li> <li>HR provider to advise</li> </ul>	<ul style="list-style-type: none"> <li>Need to ensure local differences and TUPE considerations taken into account</li> <li>Policies to include e.g. recruitment, probation and induction, pay, appraisal, conduct and disciplinary, grievance, capability, absence management, professional development, equality, expenses</li> <li>Chief Executive to report to Trustees on any material concerns about operation of policies and procedures</li> </ul>
4.	Carry out and maintain central record of recruitment and vetting checks on staff		Scrutinise (Safeguarding Trustee)	Responsible – Trust level staff  Oversee – Academy staff	Scrutinise ACADEMY LEVEL (Safeguarding LGB member)	Responsible – Academy staff	<ul style="list-style-type: none"> <li>Chief Executive responsible for Trust wide staff, Academy Head Teacher responsible for Academy staff (Chief Finance and Operating Officer to advise and manage)</li> </ul>	<ul style="list-style-type: none"> <li>Individual schools to ensure all checks are carried out.</li> </ul>
C2	Trust level appointments							
5.	Appoint and dismiss of Chief Executive		Decide				<ul style="list-style-type: none"> <li>HR provider to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Head teacher board may be invited to engage with the recruitment process.</li> </ul>
6.	Performance Management and pay review of Chief Executive		Responsible				<ul style="list-style-type: none"> <li>Chair of the Board</li> <li>HR provider to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Panel of should be selected to carry out the performance management. Mr R Carter will be a trustee on the panel. Two governors from Normanby Primary School will also make up the panel.</li> </ul>
7.	Appoint and dismiss of Chief Financial Officer (or equivalent)		Decide	<Advise			<ul style="list-style-type: none"> <li>HR provider to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Line managed by Chief Executive</li> <li>To act as chief financial officer for delivery of Trust's detailed accounting requirements</li> <li>This individual should attend board meetings (and committee meetings as appropriate)</li> </ul>

8.	Appoint and dismiss of other senior trust wide posts		Decide	<Advise			<ul style="list-style-type: none"><li>• HR provider advice</li></ul>	<ul style="list-style-type: none"><li>• Must be in accordance with Trust approved HR policies</li><li>• Line managed by Chief Executive</li><li>• No other posts identifies at the moment. Presently school improvement expertise sourced from within the trust, according to identified strengths.</li></ul>
9.	Performance management and pay review of senior trust wide appointments		Receive	Responsible			<ul style="list-style-type: none"><li>• HR provider advice</li></ul>	<ul style="list-style-type: none"><li>• Must be in accordance with Trust approved HR policies</li></ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
C3	Academy level appointments							
10.	Appointment / dismissal of Academy Head Teacher		Decide	<Advise	Recommend		<ul style="list-style-type: none"> <li>HR Provider Adviser to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Chief Executive and trustee panel to interview and recommend. Chair of LGB (or nominated person) will sit on panel.</li> <li>Line managed by Chief Executive.</li> </ul>
11.	Performance management of Academy Head Teacher			Decide	<Advise		<ul style="list-style-type: none"> <li>HR Provider to support and advise</li> <li>Independent advisor should support appraisal process</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Advisory panel made up of LGB members to recommend to chief executive (also present)</li> </ul>
12.	Pay Review of Academy Head Teacher		Responsible	<Advise	<Advise		<ul style="list-style-type: none"> <li>HR Provider to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Pay Review Committee made up of 3 trustees</li> </ul>
13.	Appoint and dismiss senior academy leaders (including deputies and SENCO if part of the senior academy leaders)			Recommend >	Decide	< Recommend	<ul style="list-style-type: none"> <li>HR Provider to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>LGB panel plus Academy Head Teacher to interview and decide in liaison with CEO.</li> <li>Line managed by Academy Head Teacher</li> </ul>
14.	Pay Review/ Progression of Academy Senior leaders			Recommend >	Decide	<Advise/ recommend	<ul style="list-style-type: none"> <li>HR provider to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Subject to cross multi academy trust moderation</li> </ul>
15.	Appointment of academy business manager or equivalent			Advise >	Decide		<ul style="list-style-type: none"> <li>HR Provider, Chief Finance and Operating Officer and CEO to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Appointment Panel made up of LGB and Chief Finance and Operating Officer: <ul style="list-style-type: none"> <li>Head of Academy</li> <li>Chief Finance and Operating Officer</li> <li>Chair of Local Governors/Chair of Finance &amp; General Purposes Committee</li> </ul> </li> <li>Line managed by Academy Head Teacher</li> </ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
16.	Appointment other Academy staff positions				Receive	Decide	<ul style="list-style-type: none"> <li>HR provider to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Academy Head Teacher may invite LGB governors to sit on interview panels</li> <li>Line managed by Academy Head Teacher or other SLT member</li> </ul>
17.	Dismissal of other Academy staff positions					Decide	<ul style="list-style-type: none"> <li>HR provider to support and advise.</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>A panel of local governors may undertake if cannot be carried out by academy head teacher because of prior involvement.</li> </ul>
18.	Performance management and pay review of Academy level appointments (other than Academy Head Teacher)		Responsible (if outside of Pay Policy Guidelines)	Decide (unless outside Pay Policy Guidelines)	Recommend	Recommend	<ul style="list-style-type: none"> <li>HR Provider and External Advisor to support and advise.</li> <li>CEO to advise.</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies.</li> <li>Line manager to run process and submit recommendations to the Academy Head Teacher</li> <li>Where the Academy Head Teacher is not the line manager, the Academy Head Teacher may be involved in process (as appropriate).</li> </ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
<b>D. Pupil/Student matters</b>								
<b>D1 Education provision</b>								
1.	<b>Standards of teaching</b>		Oversee	Responsible (Trust wide) <Advise	Responsible	Responsible (Academy level) <Advise	<ul style="list-style-type: none"> <li>Advice and support from School Improvement Lead as required</li> <li>Analysis of standards information to be provided by Academy Head Teacher to LGB and Chief Executive to enable appropriate scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>Academy Head Teacher responsible for observing and evaluating performance at Academy level and securing improvement, under oversight of Chief Executive.</li> <li>Trustees &amp; Members to receive agreed level of reporting (see section A above).</li> <li>CEO to chair weekly HT board meetings and ensure strong focus on pupil outcomes and liaise with Governance Professional to ensure dispersal of info and agenda items.</li> </ul>
2.	<b>Pupil progress and attainment</b>		Responsible	Responsible <Advise	Oversee	Responsible <Advise	<ul style="list-style-type: none"> <li>Advice and support from School Improvement Lead as required</li> <li>Analysis of progress and attainment to be provided by Academy Head Teacher to LGB and Chief Executive to enable appropriate local scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>Academy Head Teacher responsible for progress and attainment and securing improvement at Academy level, under oversight of Chief Executive and LGB.</li> <li>Trustees &amp; Members to receive agreed level of reporting (see section A above)</li> <li>Key role for Trust Curriculum, Standards and Pupil Welfare Committee.</li> </ul>
3.	<b>Agree curriculum policy and provision</b>		Oversee	Approve	Recommend	<Advise	<ul style="list-style-type: none"> <li>Advice and support from School Improvement Lead as required</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum must be balanced and broadly based and comply with the terms of any curriculum policy/requirements determined by the Board</li> <li>Academy Head Teacher is to implement the policy</li> </ul>
4.	<b>Collective Worship and Sex Education curriculum</b>		Oversee	Approve	<Advise			<ul style="list-style-type: none"> <li>Policies may vary depending on needs of academy, providing statutory requirements are met</li> </ul>



	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
5.	Examinations				Monitor	Responsible		<ul style="list-style-type: none"> <li>Academy Head Teacher to ensure appropriate arrangements put in place for examinations.</li> <li>LGB to monitor teaching and learning provision overall.</li> <li>LGB to ensure assessments are administered in their school according to this ARA (assessment and reporting arrangements).</li> </ul>
6	Careers advice provision				Oversee	Responsible		
7.	Community and after school provision (extended schools)				Oversee	Responsible	<ul style="list-style-type: none"> <li>See section G below in relation to use of school premises</li> </ul>	
D2	Behaviour, attendance and welfare							
8.	Determining behaviour and discipline policy (including exclusions)		Approve	Oversee	<Advise	Recommend		<ul style="list-style-type: none"> <li>Academy Head Teacher to implement, overseen by Chief Executive</li> <li>Chief Executive to report to Trustees on any material concerns about operation of policy</li> <li>Trustees agree general behaviour principles</li> </ul>
9.	Exclusions – decision to exclude and notification of exclusions			Receive	Receive	Responsible		<ul style="list-style-type: none"> <li>Must be in accordance with the Exclusions Guidance.</li> <li>CEO to be notified of an exclusion or suspension by Academy Head Teacher.</li> </ul>
10.	Exclusions – to review overall pattern and use of exclusions		Receive (trust level monitored by Curriculum Committee)	Oversee	Responsible	<Advise		<ul style="list-style-type: none"> <li>Trustees to receive agreed level of reporting</li> <li>Academy Head Teacher to report exclusions to CEO</li> </ul>
11.	Exclusions – arrange alternative provision				Oversee	Responsible		<ul style="list-style-type: none"> <li>Arrange alternative provision in accordance with Exclusions Guidance</li> </ul>

12.	Exclusions – to review exclusion decisions and consider reinstatement in applicable cases				Responsible			<ul style="list-style-type: none"> <li>Can be delegated to sub-committee of at least 3 LGB members</li> <li>Can be delegated to Chair of LGB where permitted by statutory guidance</li> </ul>
13.	Exclusions – Determine Arrangements for independent appeals panel		Responsible	<Advise			<ul style="list-style-type: none"> <li>Advice and support from Governance Professional.</li> </ul>	<ul style="list-style-type: none"> <li>Must be in line with exclusions statutory guidance</li> </ul>
14.	Pupil attendance		Receive (trust level monitored by Curriculum Committee)	Oversee	Oversee	Responsible		<ul style="list-style-type: none"> <li>Trustees to receive agreed level of reporting</li> </ul>
15.	Attendance Policy		Decide	< Recommend	Oversee	Implement	<ul style="list-style-type: none"> <li>Advice from head teacher board.</li> </ul>	
16.	Safeguarding and child protection policy		Approve	Recommend Oversee	Oversee ACADEMY LEVEL	Implement		<ul style="list-style-type: none"> <li>Academy Head Teacher to implement at academy level, overseen by Chief Executive</li> <li>Chief Executive to report to Trustees on any material concerns about operation of policy</li> </ul>
17.	Home School Agreement		Receive	Advise	Approve	< Recommend	<ul style="list-style-type: none"> <li>Head teacher board to advise and support.</li> </ul>	<ul style="list-style-type: none"> <li>Academy Head Teacher responsible for coordinating and managing.</li> </ul>
D3	School meals							
18.	Provision of school meals				Oversee	Responsible		<ul style="list-style-type: none"> <li>Must include provision of free school meals to those eligible.</li> <li>Must be in accordance with nutritional standards.</li> </ul>
D4	Admissions							
19.	Determining admissions policy		Approve	<Advise	<Advise	<Advise	<ul style="list-style-type: none"> <li>Head teacher board to advise.</li> <li>Governance Professional to advise.</li> </ul>	<ul style="list-style-type: none"> <li>Must be in line with the Statutory Code of Practice.</li> </ul>

20.	Admissions application decisions				Responsible	<Advise		<ul style="list-style-type: none"> <li>Academy Head Teacher responsible for coordinating and managing process.</li> <li>Must be in accordance with published admission arrangements.</li> <li>Can be carried out by LGB sub-committee.</li> <li>Academy Head Teacher to decide on admissions over PAN (max 10%). Above requires discussion with CEO. Requirement to submit budget planning.</li> </ul>
21.	Arrangement of independent appeals panel			Advise>	Responsible	<Advise	<ul style="list-style-type: none"> <li>Support and advice is provided by Redcar and Cleveland admissions team</li> </ul>	<ul style="list-style-type: none"> <li>Must be an independent panel established in accordance with the Admissions Appeals Code.</li> </ul>
22.	Appeals against LA directions to admit pupils			Advise >	Responsible	<Advise		<ul style="list-style-type: none"> <li>Academy Head Teacher responsible for managing process and in accordance with published admission arrangements.</li> </ul>

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

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
<b>F. Finance and procurement</b>								
1.	<b>Appoint/remove auditors</b>	Decide	Recommend				<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to advise and manage process</li> </ul>	<ul style="list-style-type: none"> <li>Key role for Finance, Audit and General Purposes Committee</li> <li>To be appointed annually at the AGM</li> </ul>
2.	<b>Appoint responsible officer/internal auditor/agreement of additional assurance support from auditors or other third party</b>		Decide (Finance, Audit & General Purposes Committee to recommend)				<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to advise and manage process</li> </ul>	<ul style="list-style-type: none"> <li>Key role for Finance, Audit and General Purposes Committee</li> <li>Finance, Audit and General Purposes Committee to determine the scope of work for Internal &amp; External Audit/Responsible Officer/Additional Assurance report, ensure relevant standards are met and is compliant with relevant guidelines.</li> </ul>
3.	<b>Respond to auditors' report/advice</b>		Oversee (Trust level)  Responsible (Finance, Audit & General Purposes Committee)	Responsible (Trust level) <Advise	Oversee (Academy level matters)	Responsible (Academy level matters) <Advise	<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support, with assistance from Academy Finance Manager at Academy level</li> </ul>	<ul style="list-style-type: none"> <li>Key role for Finance, Audit and General Purposes Committee.</li> </ul>
4.	<b>Annual Report and Accounts</b>	Receive, scrutinise	Approve (Finance, Audit & General Purposes Committee to scrutinise and recommend )	<Advise, Approve			<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to co-ordinate draft, with input from Chief Executive and Governance Professional</li> <li>Auditors to review and sign off</li> <li>Trustees and Accountable Officer must approve relevant sections</li> </ul>	<ul style="list-style-type: none"> <li>Key role for Finance, Audit and General Purposes Committee</li> <li>The Members should receive and scrutinise the accounts at their AGM</li> <li>The document should be filed with Companies House and the DfE and uploaded onto the Trust's website</li> </ul>

5.	Establish financial policies, procedures, regulations and internal financial controls		Approve (Finance, Audit & General Purposes Committee to recommend)	Recommend <Advise			<ul style="list-style-type: none"> <li>Trust Finance and Business Officer to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Including financial delegations, investment policy, procurement policy, borrowing, charging and remissions policy, reserves policy, expenses policy etc and reflect who can sign off on financial reporting etc.</li> <li>Key role for Finance, Audit and General Purposes Committee to provide assurance to Trust Board on compliance with AFH</li> <li>Academy Head Teachers to implement at Academy level, overseen by Chief Executive</li> <li>Chief Executive to report to Trustees on any material concerns about operation of policy</li> </ul>
6.	Agree a funding model for Trust (including academies)		Approve	Recommend	<Advise	<Advise	<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Key role for Finance, Audit and General Purposes Committee</li> <li>LGB and Trust Board to consider and assess implications of DfE indicative funding of Academies when agreeing a funding model.</li> </ul>
7.	Set Trust budget		Approve	<Advise			<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Key role for Finance, Audit and General Purposes Committee</li> </ul>
8.	Monitor trust wide expenditure		Responsible	<Advise			<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Key role for Finance, Audit and General Purposes Committee</li> </ul>
9.	Set academy budget		Approve	<Advise	Recommend	<Advise	<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support and advise</li> <li>LGB to make recommendations with support and advice from academy business managers</li> </ul>	<ul style="list-style-type: none"> <li>Must be in line with overall Trust budget</li> <li>Key role for Finance, Audit and General Purposes Committee Trust Board to approve budget headings and areas of expenditure, including the level and use of contingency funds or balances.</li> </ul>
10.	Monitor academy expenditure		Oversee	<Advise	Responsible	<Advise	<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Expenditure must be in line with agreed budget</li> <li>Regular reporting to take place by Chief Finance and Operating Officer to inform Trust wide monitoring</li> </ul>
11.	Determine central services provision, establish own central operations and/or procure from third parties		Approve	<Advise	Recommend	<Advise	<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>Key role for Finance, Audit and General Purposes Committee</li> <li>LGB to recommend services they wish to procure from third parties as part of their budget recommendations.</li> </ul>

12.	Agree banking arrangements		Approve				<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support and advise</li> </ul>	<ul style="list-style-type: none"> <li>All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations</li> </ul>
13.	Agree corporate and trust wide contracts for services		Approve	Recommend				<ul style="list-style-type: none"> <li>Head Teacher board to advise on requirements and specification</li> </ul>
14.	Agree local academy contracts or other binding agreements		Approve	<Advise	Recommend			<ul style="list-style-type: none"> <li>Authorities and limits as contained in the MAT Financial Regulation Manual</li> </ul>
15.	Approve Capital Programme and funding bids		Receive	Responsible	<Advise			<ul style="list-style-type: none"> <li>Key role for Finance, Audit and General Purposes Committee to monitor and advise</li> </ul>
16.	Asset register			Responsible – TRUST WIDE		Responsible – ACADEMY LEVEL	<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to support and advise</li> </ul>	
17.	Authorising purchases up to £1,000					Alerted to purchase	<ul style="list-style-type: none"> <li>The School Business Manager and Budget holder can authorise expenditure up to £1,000</li> </ul>	
18.	Authorising expenditure up to £10,000			Responsible – TRUST WIDE		Responsible – ACADEMY LEVEL		

19.	Authorising expenditure up to £50,000							
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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
<b>G. Health and safety, Premises and Extended Schools</b>								
1.	Approval of Health and safety policy and arrangements		Approve, Oversee (Finance & General Purposes Committee to recommend )	Responsible	Oversee	Responsible		<ul style="list-style-type: none"> <li>Chief Executive responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively</li> <li>Academy Head Teachers to implement policy at Academy level and oversee operation of procedures (overseen by Chief Executive and advising Chief Executive in relation to significant issues).</li> <li>Policy to include appropriate reporting mechanisms at Member, Trustee and LGB level.</li> </ul>
2.	Agree site strategy and development plan		Decide	<Advise	Advise	<Advise	<ul style="list-style-type: none"> <li>CEO and Chief Finance and Operating Officer to advise and support</li> </ul>	
3.	Maintenance of premises		Monitor		Oversee	Responsible		
4.	Maintain academy Premises management documents (e.g. asbestos, fire safety, statutory testing)		Oversee	Oversee	Oversee	Responsible		<ul style="list-style-type: none"> <li>Academy Head Teachers to ensure appropriate documents in place (overseen by the Chief Executive).</li> <li>Chief Executive to report any material concerns to Trust Board and LGB</li> </ul>
5.	Approving Capital projects/building works		Decide		<Advise		<ul style="list-style-type: none"> <li>CEO to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>LA lease should be checked prior to any works on LA land and any necessary consents obtained</li> <li>All necessary DfE approvals should be obtained</li> </ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
6.	Managing Academy capital projects/building works/maintenance				Decide	<Advise	<ul style="list-style-type: none"> <li>CEO/ Chief Finance and Operating Officer/ Academy Business Managers to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>All necessary DfE processes should be followed</li> </ul>
7.	Security of Premises and equipment: oversee and monitor Academy activities				Responsible	Responsible		<ul style="list-style-type: none"> <li>Chief Executive to oversee overarching arrangements across Trust.</li> </ul>
8.	Acquiring and disposing of land (including leases, licenses and easements)		Decide	<Advise	Recommend (Academy specific)	<Advise	<ul style="list-style-type: none"> <li>Chief Finance and Operating Officer to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>LA lease should be checked prior to making any disposal of LA land</li> <li>All necessary DfE approvals should be obtained</li> </ul>
9.	Determining permissible external and community use policy (letting/licensing/ shared use arrangements)			Decide		Implement Policy		<ul style="list-style-type: none"> <li>Policy should reflect requirement to obtain any necessary DfE/LA/site trustee consents</li> <li>Policy should reflect what happens to any revenue generated from such use.</li> </ul>
10.	Managing external and community use			Oversee	Oversee	Responsible	<ul style="list-style-type: none"> <li>Local business manager to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with agreed policy</li> </ul>

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HT	ADVICE	COMMENTS
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<b>H.</b>	<b>Communications, Information and Complaints</b>							
<b>H1</b>	<b>Communications</b>							
<b>1.</b>	Trust prospectus		Oversee	Responsible				
<b>2.</b>	School prospectus/ or website			Accountable	Oversee	Responsible	<ul style="list-style-type: none"> <li>Trust will provide advice and support for the schools to audit</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive to ensure prospectus in line with Trust requirements (templates will be provided)</li> </ul>
<b>3.</b>	Trust website		Oversee	Responsible			<ul style="list-style-type: none"> <li>Governance Professional to support on compliance</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive to ensure legally compliant and that it dovetails appropriately with Academy websites</li> </ul>
<b>4.</b>	Academy website			Oversee	Oversee	Responsible	<ul style="list-style-type: none"> <li>Governance Professional to support on compliance</li> </ul>	<ul style="list-style-type: none"> <li>Academy Head Teacher to ensure legally compliant, overseen by Chief Executive</li> <li>Chief Executive to ensure dovetails appropriately with Trust website.</li> </ul>
<b>5.</b>	Freedom of Information policy, publication scheme and guide to information		Approve	Recommend			<ul style="list-style-type: none"> <li>DPO to support and advise</li> </ul>	
<b>6.</b>	Approving press statements		Approve (Chair, as appropriate)	Approve (Trust matters)		Approve (Academy matters)		<ul style="list-style-type: none"> <li>Press statements that are of a controversial nature should be referred to the CEO for their approval (and the Chair where appropriate)</li> </ul>
<b>7.</b>	Engagement with stakeholders		Oversee and Agree processes	Responsible (Trust wide)	Oversee and Agree processes	Responsible (academy)		<ul style="list-style-type: none"> <li>Report to LGB termly</li> </ul>

H2	Complaints							
8.	Determining complaints policy and procedure statement		Approve	Recommend				<ul style="list-style-type: none"> <li>Policy to provide for local management of complaints, with escalation to Trust Board where necessary.</li> <li>Policy to include appropriate reporting at Trustee and LGB level.</li> </ul>
9.	Implementation of complaints policy and procedures			Responsible Oversee (Trust wide)	Oversee (Academy level)	Responsible (Academy level)		<ul style="list-style-type: none"> <li>Chief Executive to implement in relation to trust wide complaints, Academy Head Teacher to implement in relation to Academy complaints, overseen by Chief Executive</li> <li>Chief Executive to report to Trustees on any material concerns about operation of policy</li> </ul>
10.	Information reporting – e.g trends to inform other policies		Receive and review	Report to Trustees (trust wide)	Receive	Report to LGB (academy level)	<ul style="list-style-type: none"> <li>Governance Professional to support process</li> </ul>	<ul style="list-style-type: none"> <li>Governance Professional to support process for managing and hearing complaints</li> </ul>
3.	Information Management							
11.	Data protection and document management policy		Approve	Recommend <Advise			<ul style="list-style-type: none"> <li>DPO to advise</li> </ul>	<ul style="list-style-type: none"> <li>Policy to include appropriate reporting at Trustee and LGB level.</li> </ul>
12.	Implementation of data protection policy and procedures		Oversee	Responsible Oversee	Oversee (Academy level)	Responsible (Academy level)	<ul style="list-style-type: none"> <li>DPO to support and advise.</li> </ul>	<ul style="list-style-type: none"> <li>Academy Head Teacher to notify LGB and Chief Executive of any material concerns/breaches to Chief Executive.</li> <li>Chief Executive to report any material concerns/breaches to Trust Board</li> </ul>
13.	Pupil records (including attendance register)			Oversee	Oversee	Responsible	<ul style="list-style-type: none"> <li>DPO to support and advise.</li> </ul>	