Governance Structure:

Roles, Responsibilities and Scheme of Delegation

Signed:

Chair: S. Gribbin

CEO: R. Swindells

Date: 1st January 2025

Review date: July 2025

Governance Structure, Roles, Responsibilities and Scheme of Delegation
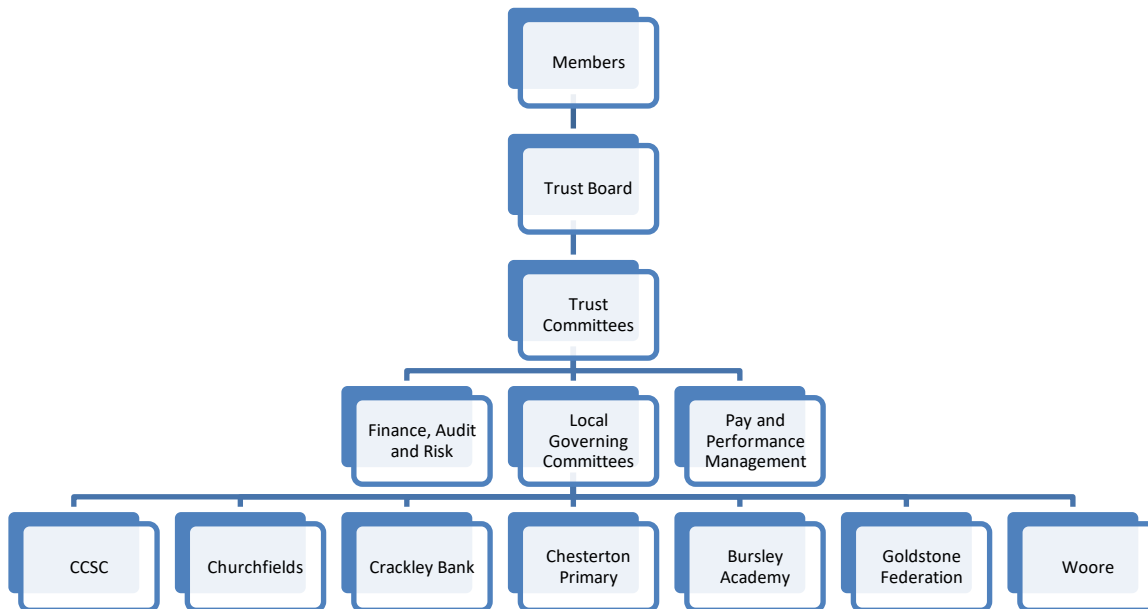
Contents

1.   Introduction

1.1.   Collective Vision Trust was formed on 1st December 2013. It is a multi-academy trust capable of operating and maintaining a number of academies, both primary and secondary.

1.2.   The Trust is a charitable company limited by guarantee and an exempt charity. The Trust's constitution and its charitable objective is set out in the Memorandum and Articles of Association.

1.3.   It is the Trust, not individual academies that is the autonomous legal entity. It has a single legal and moral purpose – to advance education for the public benefit.

1.4.   Trustees have an overriding duty to act freely and in the best interest of the Trust and the academies at all times.

1.5.   The purpose of this document is to provide clarity as to the roles, responsibilities and authority of those who contribute to the governance and oversight of the academies and the Trust itself.

1.6.   The Trustees reserve the right to review and alter this Scheme of Delegation and the level of delegated responsibility at any time and will be formally reviewed for its effectiveness annually.

2.   Accountability: Governance and Management Structures

2.1   There are three major tiers of Governance in the Trust:

- Members
- Trustees
- Committees of the Trust, including local school committees

2.2   A diagram summarising the governance structure of the Trust is set out below:

```
                        Members
                           |
                       Trust Board
                           |
                        Trust
                      Committees
         _____|_____
        |              |                |
  Finance, Audit     Local         Pay and
   and Risk        Governing     Performance
                   Committees     Management
  _____|_____
 |        |        |          |          |         |         |
CCSC  Churchfields  Crackley  Chesterton  Bursley  Goldstone  Woore
                     Bank      Primary     Academy  Federation
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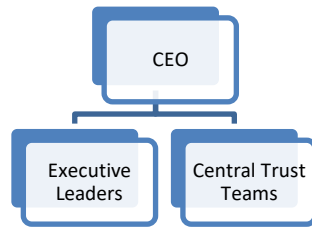
2.3   Leadership and management of the Trust has two major tiers:

- CEO (and Accounting Officer)
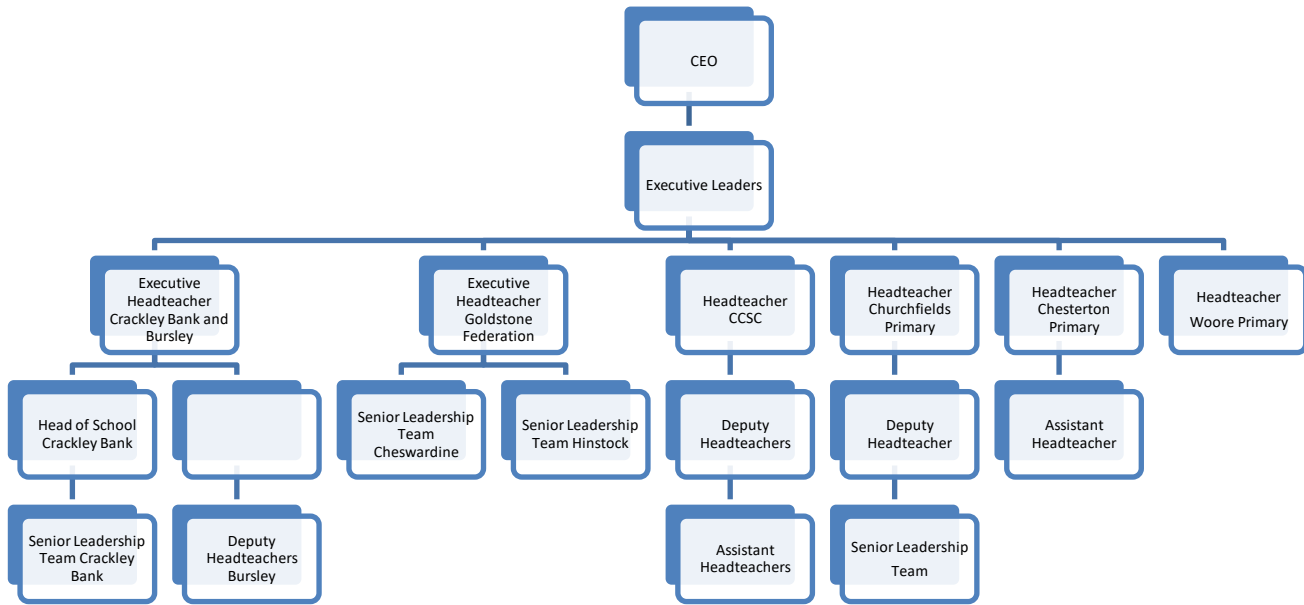- Executive Leaders and Central Trust Team

2.4   A diagram summarising the leadership and management structure of the Trust is set out overleaf (note all Executive Headteachers / Headteachers of trust schools have an Executive Trust role so are part of this structure):
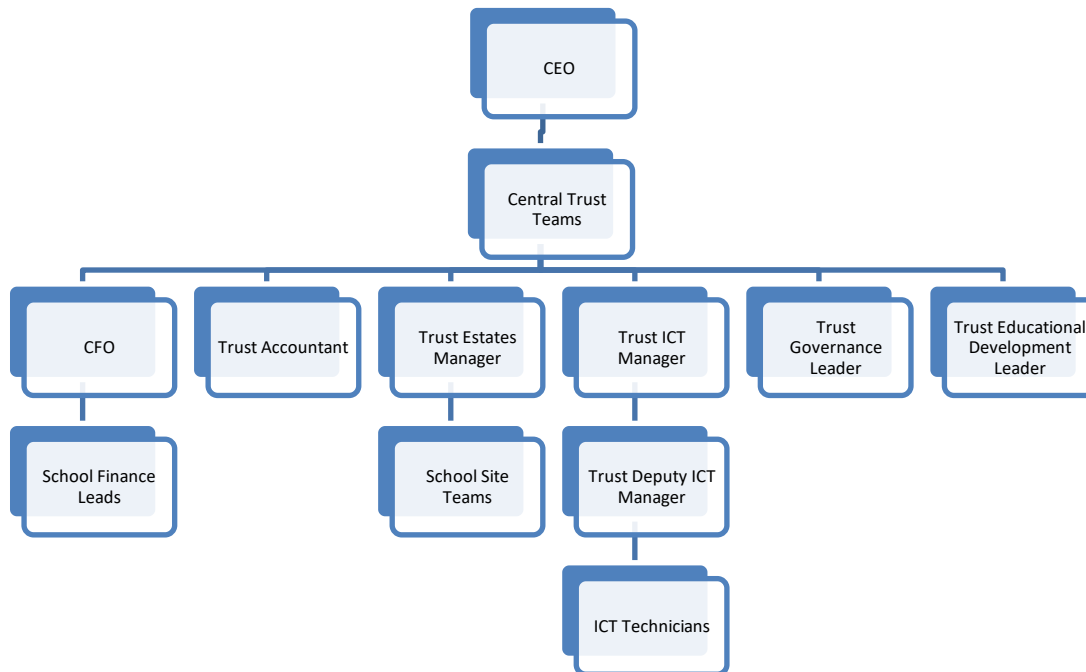
2.5   The diagram below shows the structure for the Executive Leaders Team.

2.6   The diagram below shows the structure for the Central Trust Team.

3. Role of Members

3.1 The members of the Trust are the first signatories to the Articles of Association which includes definition of the Trusts' charitable object and governance structure. They are the guardians of the trust's vision and values – the custodians of governance in the Trust.

3.2 Members have the following powers:

- may, by special resolution, amend the articles of association, subject to any restrictions created by the Trust's funding agreement or charity law
- may, by special resolution (requiring 75% of members to agree) appoint new Members or remove existing Members
- have powers to appoint trustees as set out in the Trust's articles of association, and have power under the Companies Act to remove any or all serving trustees
- may, by special resolution, issue direction to the trustees to take a specific action
- appoint the Trust's auditors and receive the Trust's annual audited accounts
- have power to change the name of the charitable company and ultimately, wind up the academy trust

3.3 Notwithstanding any provision of the Articles, the Members have formally delegated to the Trustees the power and responsibility to appoint and remove Trustees, and such appointments will be ratified at the next General Meeting of the Members. Any removal by the Trust Board of a Trustee appointed or ratified by the Members can only be undertaken by majority vote in a general meeting or by written resolution of a majority of Members.

3.4 Our members are:

- Sarah Gribbin
- Roy Dutton
- Ian Sharp
- Louise Davenport
- Joan Stokes

4. Role of Trustees

4.1 Trustees are both charity-law trustees and company-law directors. They must comply with the Trust's charitable object, with Company and Charity Law and with their funding agreement.

4.2 The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust.

4.3   The Trust Board will set the strategic direction of the Trust, maintain legal oversight, monitor all activities, assess the performance of the academies and establish and review material policies and practices governing the life of all its academies

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

- To determine the vision and ethos of the Trust whilst acknowledging the uniqueness of each individual academy and the needs of the communities they serve
- To, in conjunction with the Chief Executive Officer (CEO), develop a strategic plan for the Trust and to ensure the effective communication of that plan so it can be implemented across the Trust and in all the academies
- To establish and maintain the academies (including considering expansion)
- To determine and ensure the implementation of material policies and procedures. The purpose of which is to ensure a consistently high standard of education, financial prudence and value for money across all areas of the Trust
- To make or ratify suitable appointments of individuals who serve or will serve on the Local Governing Committees of its academies, including removing such individuals who fail to fulfil the expectations of the role
- To approve the overall trust budget and budgets of each academy, having regard to any recommendations of the Finance Committee which will be responsible for conducting a thorough review of all budget proposals
- To formally appoint the CEO
- To provide challenge and support to the CEO and through him to the academies
- To undertake the performance management of the CEO and to set relevant goals for him.
- To hold the CEO to account for effectively overseeing the objectives and outcomes of each of the academies
- To ensure appropriate performance management systems are in place and are effective across the Trust with linked professional development for all staff
- To regularly receive and review key performance indicators from the academies
- To oversee the collaborative working, common approaches and common systems across the academies
- To ensure there are robust financial systems and procedures in place that are adhered to by the Trust and each academy
- To oversee the performance and delivery of all Trust central services and contracts
- To ensure that proper advice is available to the Trust in relation to legal and compliance matters
- To ensure a comprehensive risk management framework and appropriate risk management strategies are put in place and maintained across the Trust
- To ensure that the Trust's estates are well maintained and managed.

4.5   With regard to individual academies the specific responsibilities of the Trust Board are to:
- Approve the academy development plan, ensuring compliance of the curriculum and making sure the longer-term budget plans take account of and deliver it.
- Reviewing the academy improvements in terms of quality of curriculum and teaching
- Approving specific academy policies
- Approve the academy budget
- Monitoring financial performance against the approved budget and approving or recommending changes or additions to the planned expenditure within the financial limits set by this scheme of delegation

4.6   The Trust Board will hold at least three meetings per year, one per term, but reserves the right to call additional meetings if it needs too. A quorum for a meeting is three Trustees.

4.7   Our Trustees are:

- Sarah Gribbin (Chair)
- Roy Dutton (Vice-chair)
- Rob Swindells (CEO)
- Emma Searl
- Sue Phillips
- Rosemarie Patrick
- Helen Smith

5.   The role of the Chair

5.1   The Chair has a fundamental role in leading the business of the Trust and is a vital link between the Board and the CEO

5.2   The Chair is first amongst equals but has no defined individual power, except in emergencies or where there is a tied vote on the Board, where they hold a casting vote.

5.3   The specific tasks and responsibilities of the Chair are as follows:

- To ensure the Board provides a strategic focus to the Trust and its academies
- Manage the business of the Board in between meetings
- Build the Trustee team, taking account of recruitment, succession and professional development needs
- Work in partnership with CEO, developing a professional relationship which provides appropriate encouragement, challenge and support
- Promote a culture of robust evaluation and continuous improvement across the Trust with the purpose of advancing the education and life chances of the children and young people in its care
- Ensure the Trust meets all its legal requirements by working closely with the Executive Directors
- To represent the Trust to key external partners

5.4   The Chair is Sarah Gribbin, and the Vice-chair is Roy Dutton

6.   The Role of the Clerk and Governance Professional

6.1   The Trust has appointed Lynn Jackson as the Trust Governance Leader, who will act as the Clerk and Governance Professional.

6.2   In addition Julia Revell, CFO, acts as Company Secretary to support this function

6.3 The role of the Governance Leader and the Company Secretary is to help the Board understand its role, functions and legal duties and to provide clear impartial advice to the Trust Board.

6.4 The Governance Leader is accountable to the Chair and CEO

6.5 Duties include:

- Supporting the Chair and Trust Board with organising meetings
- Circulating papers
- Minuting meetings
- Advising board on their compliance with the Articles of association, funding agreement and with relevant legislation and regulations
- Helping the Trust Board exercise its functions appropriately and confidently so that it can stay focussed on its core functions
- Ensuring that the Trust fulfils its legal policy obligations

7. The Role of the Chief Executive Officer (CEO) & Accounting Officer

7.1 The Academies Handbook states that the Trust Board must appoint a named Accounting Officer who is the senior executive leader – that is the CEO

7.2 The accounting officer is personally responsible to Parliament and must be able to assure Parliament and the public of high standards of probity in the management of public funds.

7.3 The CEO is responsible for managing the Trust and its academies on a day-to-day basis. The role, function, responsibility and authority of the CEO is delegated by the TBoard.

7.4 The specific tasks and responsibilities of the CEO are as follows:

- To support the Board in the formulation and development of its strategy
- To work as an Executive Headteacher or Headteacher (if required) and to undertake designated work as defined by the School Teachers Pay and Conditions
- To ensure that Board decisions are implemented in a timely and effective manner
- To actively promote the vision, ethos and values of the Trust through actions, policies and procedures
- To ensure that all across the Trust are striving to provide the children and young people with the highest standard of education to achieve their personal best
- To provide direction and oversight to all of the Trust's operations
- To line manage various staff members including each Executive Headteacher, Headteacher and Executive Leader

- To oversee the management of the Central Trust Team and the delivery of the key objectives of the functions delivered by this Team
- To provide strong and effective leadership to the Trust staff to achieve the highest levels of performance and ensure a culture of continuous improvement
- To work effectively with a range of stakeholders, including communities, parents, government, funding and regulatory bodies
- To ensure the highest standards of safeguarding and child protection are maintained across the Trust and in each academy
- To oversee the effective management of risk within the Trust
- To ensure, as Accounting Officer, robust financial systems are in place so that the Trust's funds are used properly, efficiently and effectively
- To ensure the Trust's internal communications with all stakeholders (staff, pupils, parents and governors) are effective
- To be the contact and communicator for the Trust with the external regulatory bodies with which it works, including the Department for Education, the Education and Skills Funding Agency, the Regional Schools Commissioner and Ofsted
- To ensure that the Trust's estates are well managed and maintained.

7.5   The CEO and Accounting Officer is Rob Swindells

8.   The role of the Chief Finance Officer

8.1   The CFO is responsible for the financial systems and structures within the Trust.

8.2   The CFO will be the contact and communicator for the Trust with the financial regulatory bodies e.g. Department of Education, ESFA and Regional Schools Commissioner

8.3   The CFO works alongside the Trust accountant to ensure that there is full compliance with the academy handbook and that the Trust can demonstrate that it uses public money effectively and provides good value for money

8.4   The CFO is line managed by the CEO

8.5   The CFO is Julia Revell, and the Trust Accountant is Yvonne Jennings.

9.   The Role of the Executive Leaders Team and Central Trust team

9.1   The Trust has two interlocking Executive Branches – The Executive Leaders Team and the Central Trust Team.

9.2   The Executive Leaders Team consists of the Executive Headteachers, Headteachers and Heads of School of the individual academies in the Trust – see the diagram in 2.5.

9.3   The Central Trust Team consists of the CFO, Trust Accountant, Trust Estates Manager, Trust ICT Manager, Trust Governance Leader and Trust Educational Development Leader– see the diagram in 2.6.

9.4   Both will work to ensure the Trust's strategic plan is being implemented and the required outcomes are achieved in accordance with the strategy and vision of the Trust Board. The individuals who form these teams operate under the leadership and direction of the CEO.

9.5   The Executive Leaders Team as a body have no executive authority but have a collective responsibility for the performance of all academies and the Trust as a whole.

9.6   The Executive Leaders Team will seek input and advice from internal and external experts and may on occasion seek to utilise and/or deploy staffing resources (on a temporary or permanent basis) for the benefit of the Trust as a whole.

9.7   The Central Trust Team supports the CEO in delivering the following specific tasks and responsibilities:

- To advise on, facilitate, supplement or provide (as necessary) any operational or managerial support to each academy, with regard to the core functions overseen by the Team in accordance with the requirements of the Trust Board
- To specify management controls and management reporting requirements, audit the associated processes, procedures and outcomes in each academy and identify and ensure the delivery of appropriate training and support
- To provide operational and management support to the Executive Headteachers, Headteachers and SLTs within the academies
- To assist the Trust by supporting the Directors to achieve the collective strategic aims and objective of the academies
- To advise on staffing structures with each academy, identifying areas and implementing plans where collaboration will lead to improvements in efficiencies
- To implement and review systems of benchmarking of the academies in the Trust, developing systems and supporting the CEO in maximising the opportunities for resource sharing and collaboration
- To build and keep under review a risk management framework, ensuring risk management strategies are executed appropriately across the Trust in each academy (including the adequacy of insurance)
- To undertake the strategic management of the Trust's estate, including asset planning which identifies areas in need of expansion and/or development
- To take a lead on any capital bids and allocations, supporting each academy's premises team to carry out works safely and cost effectively
- To support each academy in the development of its financial planning and reporting in the context of the respective academy's strategic goals and vision and strategy of the Trust
- To seek out and apply for grant funds for the Trust and each academy and to raise further discretionary funds from the DfE/LA and third-party sources
- To aid the CEO in reporting appropriately to the Trust Board

9.8   The Executive Leaders Team supports the CEO in delivering the following specific tasks and responsibilities:

- To support academies to improve educational outcomes through the provision of academy improvement services

- To provide educational and management support to Executive Headteachers, Headteachers, Heads of School and SLTs within the academies
- To assist the Trust in achieving the collective strategic aims and objective of the academies
- To advise on staffing structures with each academy, identifying areas and implementing plans where collaboration will lead to improvements in teaching and learning
- To improve and sustain the standards of teaching and learning across the Trust
- To develop the professional competence of the staff
- To consider succession planning and career development of the staff
- To share good practice regarding improvement and ensure collaboration delivers better outcomes for children

9.9   The Executive Leaders Teams and individuals within them will operate in line with the Trust's rationale and principles, specifically:

- Activities will promote the Trust's vision, ethos, values and strategic objectives
- Work will be taken in a way that ensures collaboration through effective communication that means that all are consulted
- Formal meetings will be minimised to ensure time efficiency and minimise bureaucracy.

9.10   For schools that have an Executive Headteacher and a Head of School. The Executive headteacher remains the person legally accountable for the school and has all the statutory functions associated with the role of 'headteacher'.

9.11   The Executive Leaders Team consists of:

- The CEO – Rob Swindells
- Headteacher Chesterton Community Sports College – Steph Waterhouse
- Executive Headteacher Crackley Bank Primary School and Bursley Academy – Sara Stevenson
- Executive Headteacher Goldstone Federation – Rachael Williams
- Headteacher Chesterton Primary School – Helen Swindells
- Headteacher Churchfields Primary School - Diane Beardsmore
- Headteacher Woore Primary and Nursery – Michelle Ward
- Head of School Crackley Bank Primary School – Lisa Taylor

9.12   The Central Trust Team consists of:

- The CEO – Rob Swindells
- Trust Governance Lead – Lynn Jackson (responsible for governance, policy and legal compliance)
- CFO – Julia Revel (responsible for finance, HR and other administrative aspects of the Trust)
- Trust Accountant – Yvonne Jennings
- Trust Estates Manager – Garry Gribbin (responsible for development, management of the Trust's premises)
- Trust ICT Manager – David Lawton (responsible for ICT across the Trust and across other schools, buying into the service, including cyber security)
- Trust Education Development Leader – Stella Formosa – responsible for working directly with schools under the guidance of the CEO.

10. The Role of Trust Board Committees

10.1   In addition to Local Governing Committees, the Trust has the following committees:

- Finance, Audit and Risk
- Pay and Performance Management.

10.2   Membership of committees, remit, terms of reference and delegation is determined by the Trust Board and is reviewed annually. Members of committees do not have to be Trustees.

a) The Finance, Audit and Risk Committee Terms of Reference

10.3   The Finance Audit and Risk Committee membership is:

Roy Dutton (Chair)

Sarah Gribbin (Vice-chair)

Emma Searl

Sue Phillips

Rosemarie Patrick

Helen Smith

10.4   The following professionals also attend the Finance, Audit and Risk Committee meetings and provide the committee with information:

CEO

Chief Financial Officer

Trust Accountant

Executive Headteachers / Headteachers of all Academies

Trust Governance Leader

10.5   Other members of staff may be asked to attend if required.

10.6   Meetings will be held once each half term, with additional meetings being called at such other times as the Chair of the Committee shall deem appropriate. The quorum for a meeting will be three.

10.7   Information will be circulated via the Trust Teams Page with information (e.g. management accounts) being placed on the Teams Page as soon as they are available so that Committee Members can be kept up to date between meetings.

10.8   The Trust Governance Leader will take the minutes of the meeting which will include decisions taken and details of the scrutiny by the committee members, including questions raised in between meetings. Minutes will be circulated to committee members for approval and to Trustees via the Trust Teams Page as soon as possible after the meeting.

10.9   The committee's role is one of oversight. It is tasked with reviewing the overall financial position and risk profile of the Trust and receives the Auditors report (internal and external) before Board Approval.

10.10   The committee will make whatever recommendations to the Board that it deems appropriateness within the context of these terms of reference

10.11   The committee has the following objectives:

- External Auditors Report – The committee will receive and review the annual post audit report from the Auditors on any weakness/errors found during the course of the annual audit

- Internal Assurance – The committee will review reports and documentation in order to discuss potential control and risk issues which could represent a significant weakness in the Trust's internal control framework. In this regard the committee will take account of information from the external auditors undertaking the responsible officer function (Hardings) and other external advice (educational consultants).

- Risk Management – The committee will review the effectiveness of risk management systems within key areas of Trust operations. It will monitor the risk management process and ensure that risk registers are up to date and reflect the Board's desired risk appetite. This includes scrutiny of the risk awareness overviews for each academy. These overviews are updated at least termly and give a risk rating for all the potential risk areas across each individual academy.

- Business Continuity – To develop and continually monitor the effectiveness of a business continuity plan

- Finance –
    - to receive regular financial reports from the Academies within the MAT and report on its financial viability to the Board
    - to receive and recommend the annual budget to the Board

- to receive and recommend the Annual Financial Statements

10.12   The committee has the authority to conduct or authorise investigations into any matters within its scope of responsibility. It is empowered to:

- investigate any activity within its terms of reference
- seek any information that it requires from any employee and all employees are directed to cooperate with any requests made by the committee
- obtain outside legal or independent advice and such advisors may attend meetings as necessary

b) Pay and Performance Management Committee

10.13   The Pay and Performance Management Committee consists of:

- Sarah Gribbin
- Roy Dutton
- Ian Sharp
- Louise Davenport
- Joan Stokes

10.14   The committee will meet twice in the Autumn Term with additional meetings being called at such other times as the Chair of the Committee shall deem appropriate.

10.15   The committee has the following objectives:

- Policy – to annually review the pay policy for the Trust, taking advice from professional and national bodies e.g. School Teachers' Pay and Review Committee recommendations.

- Staff performance management – to review the policy and procedure for staff performance management in academies across the Trust and to oversee that appropriate CPD is provided for staff

- CEO performance management – to receive a report from an external consultant which gives an overview of the performance of the CEO and recommends targets for the coming year.

- Pay recommendations – to receive recommendations from Executive Headteachers / Headteachers regarding pay progression of staff with the academy. To uphold or reject these recommendations as appropriate. Also to receive recommendations from the CEO on pay recommendations for the Executive Headteachers / Headteachers in the individual academies. To make decisions on the CEOs pay, giving due regard to evidence provided by the external consultant, appropriate benchmarking information and any national guidelines.

10.16   These decisions are communicated to the Trust Board at their next meeting with information about staff below the Executive level anonymised and Executive staff information being treated as confidential.

11   The Role of Local Governing Committees

11.1   The Trust Board has determined to establish a 'Local Governing Committee' for each academy. The overarching purpose of an Academy Local Governing Committee is to monitor strategic direction and local representation in the relevant academy within the framework and parameters set by the Trust Board. These are committees of the Trust with the main aim of supporting the Trust to deliver its responsibilities. The Trust remains the legal instrument of Governance for all its academies.

11.2   Those serving on Local Governing Committees are accountable to the Trust Board and must ensure that at all times they act in good faith and in the best interests of the academies and the Trust, exercising reasonable care and skill having particular regard to personal knowledge and experience.

11.3   The core duties of Local Governing Committees are:

- Support and uphold the Trust's ethos and strategic direction
- Monitor and review the implementation of Academy Action plans and policies
- Support the Executive Headteacher / Headteacher / Head of School in delivering the best experience for all pupils.
- Feedback to the Trust Board, through the minutes of its meetings, the findings from monitoring and support.
- Serve on committees for admission applications or behaviour panels, as required.
- Provide hands on support to the school in wider extra-curricular activities.

11.4   To achieve their objectives the Local Governing Committee should follow the lead of the Trust Board to and address matters such as:

- Monitoring performance and achievement of objectives and ensuring that plans for improvement are acted on including the quality of provision
- Monitoring Policy implementation, including progress towards achieving educational targets.
- Ensuring the sound management and administration of the academy
- Ensuring compliance with legal requirements
- Helping the academy be responsive to the needs of parents and the community and making it more accountable through consultation and reporting

11.5   Specific areas which the Local Governing Committee will oversee include:

- Monitor progress towards the academy development plan.
- Monitoring and support the academy safeguarding and equalities procedures and compliance
- Monitor implementation and support of specific academy and Trust policies
- Monitoring the attainment of the academy against objectives that it has been set

11.6   The LGCs are a formal part of the Trust Structure and can:

- Support the effective operation of the Trust and its policies
- Provide a vehicle for Trust Board engagement with the school, its parents and local community, to help ensure the Trustees stay connected.
- Bring issues and risks to the attention of the Trust Board.
- Provide constructive feedback to the board where a policy may not be effective in the local context and suggest alternative approaches.
- Help ensure the Trust works as one entity in the interests of all its schools equally.

12. Scheme of delegation – table

Key:

1. Members
2. Trustees
3. CEO (Accounting Officer)
4. Chief Finance Officer / Trust Accountant
5. Local Governing Committee (recommended delegation although Trust may vary in specific cases, e.g. performance or financial concerns)
6. Academy Executive Headteacher / Headteacher (recommended delegation although Trust may vary in specific cases, e.g. performance or financial concerns)

Area		Task	1	2	3	4	5	6	Notes
Trust Governance	1	Approve changes to the MAT constitution, i.e. Articles of Association	✓						
	2	Recommend to Members changes to Articles of Association		✓					
	3	Approve and/or remove Trustees	✓						
	4	Establish and approve changes to Scheme of Delegation		✓					
	5	Appoint the Chair & Vice-chair of the Trust		✓					
	6	Appoint Chair of Trust Committees		✓					Includes Chairs of Local Governing Committees.
	7	Commission clerking to Trust and Committees		✓					Includes Local Governing Committees
	8	Set up Register of Trustees' and Governors' Business Interests			✓				
	9	Appoint CEO & Accounting Officer		✓					
	10	Consider/Approve all budget plans for the coming years		✓					
	11	Propose MAT expansion opportunities	✓	✓	✓	✓	✓	✓	
	12	Consider/Agree MAT expansion		✓					Following due diligence process
	13	Approve Trust Development Plan		✓					
	14	Review progress against Trust Development Plan		✓					
Oversight of Local Governance	15	Recommend appropriate Governors for Local Governing Committees (excluding staff/parent governors)	✓	✓	✓	✓	✓	✓	
	16	Approve local Governors for Local Governing Committees (excluding staff/parent governors)		✓					
	17	Approve the appointment of staff and parent governors to LGCs		✓					Having due regard to skillset as well as stakeholder views
	18	Review performance of Local Governing Committee		✓					
	19	Suspend and/or dismiss LGC Governors		✓					

	#	Description	1	2	3	4	5	Notes
	20	Propose changes to the Scheme of Delegated Authority	✓	✓	✓	✓	✓	All stakeholders able to propose changes. Approval lies with Trust (4)
Finance	21	Recommend Budget Plans for financial year		✓	✓		✓	
	22	Approve Forecast for Current Year and Budget Plan for following year	✓					
	23	Monitor Trust Budget and forecast and forecast for year at least monthly	✓	✓	✓			To meet requirements of Academies Financial Handbook. Monitoring via monthly management accounts on Trust Teams Pages
	24	Monitor School Budget and forecast for remaining year at least monthly	✓	✓	✓		✓	
	25	Monitor academy monthly expenditure		✓	✓		✓	
	26	Spending below £1,000					✓	May be delegated to appropriates Senior staff
	27	Spending between £1,000 to £5,000		✓	✓		✓	Must be discussed with CEO and CFO with evidence of appropriate price checking
	28	Spending between £5,000 to £20,000		✓	✓		✓	Must be agreed with CEO and CFO with quotes (see finance policy)
	29	Spending between £20,000 to £35,000	✓	✓	✓			Must be agreed by CEO and CFO and short tender process overseen by Trust (see finance policy)
	30	Spending above £35,000	✓	✓	✓			Must be approved by CEO and CFO and Trust Board and full tender process (see finance policy)
	31	Signing contracts for goods or services		✓	✓		✓	
	32	Tender and approve the appointment of auditors subject to relevant member approval	✓					
	33	Approve MAT banking arrangements	✓					
	34	Produce and review year end accounts	✓	✓				Annual meeting of Members and Directors receive the accounts.
Appointments	35	Approve Trust Senior Staff Appointments		✓	✓			All appointments must follow the policy and procedure for the Trust that begins with a conversation with the CEO.
	36	Approve other central staff appointments		✓	✓			
	37	Appoint Academy Executive Headteacher / Headteacher / Head of School		✓	✓			
	38	Appoint Academy Senior Leadership appointments		✓	✓		✓	
	39	Approve TLR appointments		✓	✓		✓	
	40	Approve Teacher appointments		✓	✓		✓	
	41	Approve all other academy appointments		✓	✓		✓	
Pay Determination, Performance and Pay Progression	42	Pay Determination, Performance Review and Pay Progression of CEO		✓				Trust approves recommendations from Pay and Performance Management Committee with regard to external consultant review
	43	Pay Determination, Performance Review and Pay Progression of Central Trust Staff		✓	✓			Pay and PM Committee approves pay determination and progression on CEO recommendation/ CEO must ensure all central staff PM is in line with Trust's policy
	44	Pay Determination, Performance Review and Pay Progression of Academy Executive Headteacher / Headteacher		✓	✓			Pay and PM Committee approves pay determination and progression on CEO recommendation. PM undertaken by CEO.
	45	Pay Determination, Performance Review and Pay Progression of Academy Senior Leadership		✓	✓		✓	Pay and PM Committee approves pay determination and progression recommended by CEO and Executive Headteacher/ Headteacher. PM undertaken by Executive Headteacher / Headteacher with advice from CEO in line with Trust's PM Policy.
	46	Pay Determination, Performance Review and Pay Progression of Academy Teachers		✓	✓		✓	Trust Pay Policy/job evaluation determines Teacher's salary.
	47	Pay Determination, Performance Review and Pay Progression of Academy Support Staff		✓			✓	Progression recommendations made by line manager to Executive Headteacher /Headteacher whose recommendations are ratified by Trust Pay and PM Committee. PM

									undertaken by line manager in line with Trust's PM Policy
Suspension	48	Suspension /end suspension of CEO		✓					In the **first instance in ALL cases** HR advice must be sought from the CEO and HR advisor. In cases involving CEO - Trust Board support will need to be sought. Before suspension is decided, all other alternatives must be considered including suspension from central duties. Outcomes must be placed in writing with clear reviews.
	49	Suspension /end suspension of Executive Headteacher / Headteacher			✓				
	50	Suspension /end suspension of Academy Staff					✓		
	51	Suspension/end suspension of Trust Staff			✓				
Hearing Panels and Dismissals	52	CEO		✓					In the **first instance in ALL cases** HR advice must be sought from the CEO and HR advisor. All hearings require a three-person panel. The panel Chair must be in accordance with this scheme of Delegation. When deciding who will form the panel there must be separation from those involved in the appeals panel.
	53	Trust Senior Staff		✓	✓				
	54	Other Central Staff		✓	✓				
	55	Academy Headteacher/Executive Headteacher		✓	✓				
	56	Academy Senior Leadership Team		✓	✓		✓		
	57	All other Academy staff		✓	✓		✓		
Appeals Panels	58	CEO	✓	✓					In the **first instance in ALL cases** HR advice must be sought from the CEO and HR advisor. All appeals require a three-person panel. The panel Chair must be in accordance with this scheme of Delegation.
	59	Trust Senior Staff	✓	✓					
	60	Other Central Staff	✓	✓	✓				
	61	Academy Headteacher/ Executive Headteacher	✓	✓	✓				
	62	Academy Senior Leadership Team	✓	✓	✓		✓		
	63	All other Academy staff	✓	✓	✓		✓		
Other HR level of Authority/Delegation	64	Approval of Trust wide HR Policies		✓					ALL HR Policies are Trust wide and use Staffordshire / Shropshire Policies as a guide in order to comply with TUPE regulations
	65	Management of employment relation cases		✓	✓				In the **first instance in ALL cases** HR advice must be sought from the CEO and HR advisor.
	66	Review and approval of TU Recognition Agreement		✓					
	67	Determining Terms and Conditions of Service and Employment Contracts		✓	✓				Contract template terms should only be amended on advice of CEO, CFO and HR advisor
	68	Revision to Trust standard contracts, pay and conditions		✓	✓				Led by CEO with HR advisor support
	69	Staffing restructures and re-organisation approval		✓	✓		✓		All restructures require a business case and from the outset advice must be sought from CEO and HR advisor
	70	Approval to make redundancies		✓	✓				Redundancy costs £50,000 or over require Trust Board and ESFA approval
	71	Approve settlement agreement payments equal to or below contractual notice		✓					In the **first instance in ALL cases** HR advice must be sought from the CEO, CFO and HR advisor. Above £50,000 requires ESFA and Trust Board approval and have to be reported in the annual accounts
	72	Approve settlement agreement payments above contractual notice but below six months' pay (and below £50,000)			✓				
	73	Approve settlement agreement payments above £50,000		✓					
	74	Approve compensation payments		✓	✓				These provide redress for loss or injury. All such should be considered and managed by the Central Team with advice from HR
	75	Re-grading/increase in hours – Academy salaries in excess of £50,000		✓					Must involve HR advice
	76	Authorisation of pension payments		✓	✓		✓		In the **first instance in ALL cases** HR advice must be sought from the CEO, CFO and HR advisor.
	77	Authorisation of redundancy/early retirement payments			✓				
	78	Approve Academy Development Plan		✓	✓				

	#	Description						Notes
	79	Review progress against Academy Development Plan	✓	✓				
	80	Report progress across the Trust against all Academy Development Plans		✓				Progress against KPIs/Success criteria to be reported to Trust
	81	Review progress across the Trust against all Academy Development Plans	✓	✓				
	82	Approval of curriculum policy	✓					CEO must be involved in curriculum intent, implement and impact of curriculums
	83	Establish and implement curriculum policy		✓			✓	
	84	Monitor performance and curriculum policies		✓			✓	
	85	Responsibility for standards of teaching					✓	Any concerns must involve Director of Teaching and Learning
	86	Provision of sex education					✓	
	87	Arrangements for collective worship					✓	
	88	Propose targets for pupil achievement					✓	
	89	Approve School targets for pupil achievement		✓				Trust will still scrutinise and challenge these as appropriate
	90	Monitor and support targets for pupil achievement				✓	✓	Trust through CEO will monitor
	91	Report, monitor and if necessary, intervene to support the delivery of pupil achievement		✓			✓	
Discipline	92	Approve pupil behaviour policies	✓					
Discipline	93	Monitor implementation of pupil behaviour policies			✓			
Discipline	94	Monitor issues implementation of pupil behaviour policies & take relevant actions arising from them			✓			
Discipline	95	Suspend a pupil up to 15 days				✓		
Discipline	96	Suspend a pupil above 15 days or exclude permanently			✓			Advice sought from CEO prior to HT recommending this
Admissions	97	Propose admissions policy	✓					
Admissions	98	Consult on admissions policy			✓			
Admissions	99	Approve admissions policy	✓					
Admissions	100	Approve PAN annually	✓					
Admissions	101	Admissions: application decisions			✓			
Premises/ Insurance	102	Approval of appropriate buildings and other relevant insurance	✓					
Premises/ Insurance	103	Develop and recommend to The Trust capital strategy			✓			CFO will assess capital stock, depreciation and future need. Trust will approve
Premises/ Insurance	104	Develop and recommend to the Trust the school maintenance strategy		✓			✓	
Premises/ Insurance	105	Approve Trust wide capital development strategy	✓					
Premises/ Insurance	106	Approve Trust school maintenance strategy	✓					
Premises/ Insurance	107	Approve academy premises related policies	✓	✓				CEO involved in policy development
Health and Safety	108	Approve local health and safety policy and procedures	✓					
Health and Safety	109	Monitor implementation of and compliance with health and safety policy and procedures				✓	✓	
Health and Safety	110	Review Trust-wide implementation/ compliance with school H&S policies	✓					
Health and Safety	111	Approve school risk management plan	✓					
Health and Safety	112	Monitor school risk management plan				✓	✓	
Health and Safety	113	Monitor implementation of school risk management plans				✓	✓	
Health and Safety	114	Review Trust-wide implementation of schools' risk management plans		✓				
Health and Safety	115	Approve Trust risk management plan	✓					
Health and Safety	116	Monitor Trust risk management plan	✓					
Health and Safety	117	Approve business continuity plan	✓					
Health and Safety	118	Monitor implementation of school business continuity plans				✓	✓	
Health and Safety	119	Review Trust-wide implementation of school continuity plans		✓				
Organisation	120	Recommend dates of school terms and holidays (excluding training days)		✓				
Organisation	121	Approve dates of school terms and holidays (excluding training days)	✓					
Organisation	122	Recommend academy training days		✓			✓	
Organisation	123	Approve academy training days	✓					
Extended Provision	124	Recommend academy extended provision – outline and logistics					✓	Executive Headteachers / Headteacher will ensure that activities and effectiveness are reported to Trust. Trust may challenge on grounds of efficiency, value for money
Extended Provision	125	Approval of extended provision	✓					
Extended Provision	126	Monitoring delivery and effectiveness of extended provision				✓	✓	

Safeguarding	127	Complete and maintain Single Central Record						✓	CEO through CFO ensures all academy SCRs are compliant
	128	Appoint Safeguarding Governor					✓		
	129	Annual Approval of School Safeguarding Review (including ensuring all training is up to date)					✓	✓	
	130	Undertake annual review of School Safeguarding to Trust Board as required (including all training is up to date)		✓	✓				