

Scheme of delegation

May 2024

Leadership and Governance Structures

Scheme of Delegation Matrix

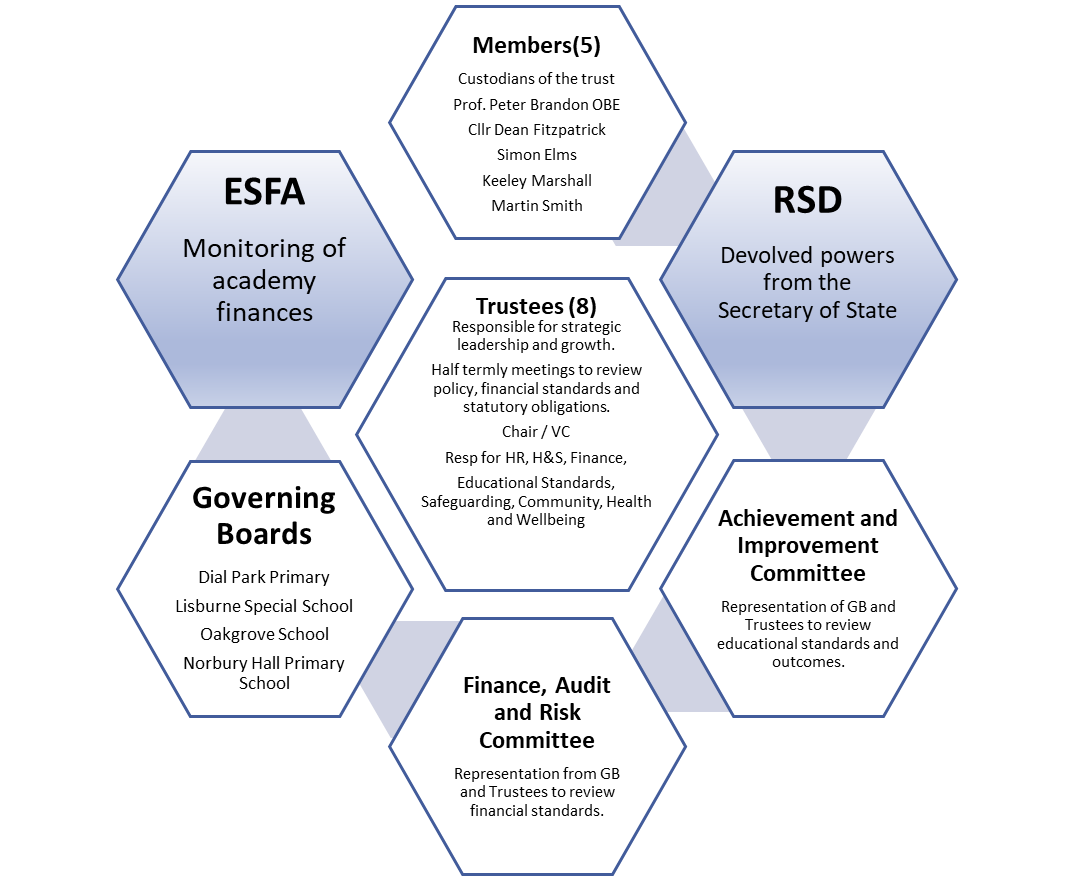
As a Multi Academy Trust (MAT), the Trust Board of Four Rivers Family of Schools is accountable, in law, for all major decisions concerning the academies and subsidiary companies.

The Trust Board is not required to carry out all the Trust’s governance functions and many can, and should, be delegated to the CEO & Executive Team, the Trust Board’s Committees and the Academy Committees. The decision to delegate a function is made by the Trust Board. Without such delegation, the individual or Committee has no power to act.

The Scheme of Delegation (SoD) is the key document that defines lines of responsibility and accountability in a MAT to ensure that the Members, Trustees, Trust Board Committees, Academy Committees, Executive Leadership and Academy Headteachers understand their role and responsibilities.

This overarching SoD for decision making in the Trust should be referred to in conjunction with the written Scheme of Delegation of Financial powers referred to in the ESFA Academy Trust Handbook.

**Governance Structure and Accountability**

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The Trust Board is responsible for the three core governance functions set out in the DfE’s Governance Handbook:

• Ensuring clarity of vision, ethos and strategic direction

• Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff

• Overseeing the financial performance of the organisation and making sure its money is well spent

The Trust Board appoint the Chief Executive (CEO), to whom it delegates responsibility for delivery of the vision and strategy of the Trust. The CEO is held to account for the conduct, financial management and performance of the Trust and the academies within it.

The CEO manages the Trust Directors for Education, Finance, Estates, and HR carrying out their performance management and setting their targets.

The Trust Board has established Board Committees with delegated powers for Finance & Resources, Educational Outcomes and Strategy, Personnel and Audit & Risk Management.

At least three Trustees sit on each Board Committee. Committees have a clear Terms of Reference.

The Trust Board delegates some academy level monitoring and scrutinising functions to the Academy Committees (Local Governing Boards). These committees also promote

stakeholder engagement as a point of consultation and representation. The Academy Committees have clear Terms of Reference detailing the committees’ remit and meeting requirements each term.

Academy Committee Chairs are invited to meet with the Chair of Trustees and CEO each

term.

Academy Headteachers are line managed by the Trust Education Directors reporting to the CEO.

The Members of the Trust are the guardians of the governance of the Trust and as such have a different status to Trustees. Their primary role is to hold the Trust Board to account.

**Roles and Responsibilities**

**Members**

The Members Board appoints Trustees to ensure that the Trust’s objectives are carried out. They are able to remove Trustees if they fail to fulfil this responsibility. Members are responsible for approving any amendments made to the Trust’s Articles of Association.

Four Rivers Family of Schools has five Members. There must be separation of powers between the Members and the Trust Board. Members are not permitted to be employees of the Academy Trust.

The DfE Governance Handbook states that each Trust determines how best to keep Members informed so they can be assured that the Board is exercising effective governance and leadership of their Trust.

Four Rivers Family of Schools holds a termly meeting between CEO and Members to keep Members informed and engaged.

**Trustees – Members of the Trust Board**

The Trustees are responsible for the general control and management of the administration of the Trust and, in accordance with the provisions set out

in the Memorandum and Articles of Association, its Funding Agreement and the Academies Trust Handbook, they are legally responsible and accountable

for all statutory functions, for the performance of all schools within the Trust, and for the approval of a written Scheme of Delegation of financial powers that maintains robust internal control arrangements. The Trust Board is legally responsible and accountable to the Department for Education.

The Board of Trustees has the right to review and adapt its governance structure at any time.

**Trust Board Committees**

The Trustees establish Committees to carry out some of their governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees) and responsibilities of Board Committees are set out in each Committee’s Terms of Reference. It is usual for the Trust Board to appoint Board Committee Chairs and Committee members according to their skills.

The Trust Board Committees are:

**Finance, Audit & Risk Management Committee -** The Finance, Audit and Risk Committee is responsible for financial oversight and scrutiny, ensuring that the Trust complies with its policies and procedures with a focus on financial planning, risks, reporting, and monitoring.

**Achievement and Improvement Committee -** The Achievement and Improvement Committee is responsible for the monitoring and scrutiny of educational standards and performance within the Trust.

**Scheme of Delegation Matrix**

**To support the matrix, we use the following terms.**

* **Approve** – the individual/group that has the legal or delegated authority to approve the relevant procedure or policy.
* **Accountable** – the individual/group with accountability for ensuring the particular task is completed and approved by Trustees with regular reviews as appropriate.
* **Responsible** – the individual/group with responsibility for undertaking the particular delegated task to them and reporting on its progress and delivery at agreed intervals.
* **Consult** – the individual/group that should be consulted for views as part of the process of completing a particular task.
* **Support and challenge** – the individual/group that offers support or challenge to a process, procedure, or provision.

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| 1. **Corporate Governance** | **Members** | **Trustees** | **LGB** | **CEO** | **Headteachers** |
| **Appointment of Members** – ensuring processes in place for appointment of Members that have the relevant skills and expertise. | Approve |  |  | Consult |  |
| **Appointment of Trustees** – ensuring processes in place for appointment of Trustees that have the relevant skills and expertise. | Approve |  |  | Consult |  |
| **Removal of Members** | Approve |  |  | Consult |  |
| **Removal of Trustees** | Approve |  |  | Consult |  |
| Approval of the **Trust governance framework**, including amendments to Articles of Association. | Approve | Accountable |  | Responsible |  |
| Major changes to the **Trust’s legal structure** or leadership and control structure. | Approve | Accountable |  | Responsible |  |
| Changes to the structure, size, and **composition of the Trust Board.** | Approve | Accountable and responsible |  | Support and challenge |  |
| Undertaking **reviews of Board performance** and that of individual Trustees and sub-committees in line with the Academies Financial Handbook and Trustee Code of Conduct. | Approve | Accountable and responsible |  | Support and challenge |  |
| Report - to the Trust Board on the performance of **Local Governing Bodies.** |  | Approve | Support and challenge | Accountable | Responsible |
| Review – annually the size, structure and composition of **Local Governing Bodies** |  | Approve |  | Accountable | Responsible |
| **Register of Pecuniary and other Interests.** |  | Accountable |  | Responsible | Responsible at school level |

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| Electing and removing **Chair of Members**. | Accountable and responsible |  |  | Support and challenge |  |
| Electing and removing **Chair of Trust Board**. |  | Accountable and responsible |  | Support and challenge |  |
| Electing and removing **Vice Chair of Trust Board**. |  | Accountable and responsible |  | Support and challenge |  |
| Election of other **Board positions** i.e. Safeguarding lead, inclusion lead etc. |  | Accountable and responsible |  | Support and challenge |  |
| Electing and removing **Chairs of Trust** committees. |  | Accountable and responsible |  | Support and challenge |  |
| Appointment/removal of **Chair of Local Governing Body.** |  | Approve | Consult | Accountable and responsible | Consult |
| Appointment/removal of **Local Governing Body Leads** i.e. Safeguarding lead etc |  |  | Accountable and Responsible |  |  |
| Appointment/removal of **Clerk to the Trust Board**. |  | Accountable and responsible |  | Support and challenge |  |
| Appointment/removal of **Clerk to Local Governing Body** |  |  | Accountable and responsible | Consult |  |
| Maintain **Single Central Register** in line with KCSIE 2023 |  | Accountable |  | Responsible | Responsible at school level |
| Produce **Annual Report** on performance of Trust. |  | Accountable and responsible |  | Support and challenge |  |
| Sign off of **Annual Report** | Approve |  |  |  |  |

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| 1. **Strategy and Leadership** | **Members** | **Trustees** | **LGB** | **CEO** | **Headteachers** |
| Set **strategic Trust objectives and long-term strategy**. Ensure the Trust’s strategic development plan is robust, accountable and promotes outstanding teaching and learning |  | Approve | Consult | Accountable and Responsible | Support and Challenge |
| To ensure that each school maintains its own ethos linked to that of the MAT and doesn’t lose its sense of identity - this is to be done through the school. |  | Support and Challenge | Accountable | Support and Challenge | Responsible |
| Promote collaboration within the Trust. Identify and support the development of strategic **external partnerships** that support the vision of the Trust. |  | Accountable | Consult | Responsible | Responsible at school level |
| Develop **the character, vision, values and culture** of the Trust and its schools. |  | Accountable | Support and Challenge | Responsible | Responsible at school level |
| Produce, monitor, and evaluate **Trust Strategic Development plan** |  | Accountable |  | Responsible | Support and Challenge |
| **Risk management** - consider strategic threats and opportunities in relation to schools, assessing the impact on premises, curriculum, resources, and admissions.    No expansion or contraction of any school will be permitted without the Trust Board’s full consent. |  | Accountable | Consult | Responsible | Responsible at school level |
| **Risk management** - consider the strategic threats and opportunities in relation to schools, assessing the progress and improvement in relation to safeguarding, stakeholder engagement and standards. |  | Accountable | Consult | Responsible | Responsible at school level |
| **Scrutiny: Performance** – review and challenge progress of the Trust and its schools against strategic objectives, KPIs and national benchmarking data |  | Accountable | Support and Challenge | Responsible | Responsible at school level |
| **Scrutiny: Values** – operation of the Trust and its schools against the agreed character, mission, values, beliefs, behaviours, principles and culture. |  | Accountable | Consult | Responsible | Responsible at school level |
| **Compliance: Funding Agreement** – comply with all statutory and mandatory obligations i.e. the Academies Financial Handbook, ESFA, DfE. |  | Accountable |  | Responsible – CEO as Accounting Officer | Responsible at school level |
| **Compliance: Regulatory** – with all regulations affecting the Trust (company law, employment law and health and safety). |  | Accountable |  | Responsible – CEO as Accounting Officer | Responsible at school level |
| **Compliance: Financial Oversight** – ensure that there are appropriate internal financial controls so that there is regularity, probity, and value for money in relation to the management of public funds |  | Accountable |  | Responsible – CEO as Accounting Officer | Responsible at school level |
| **Conflicts of Interest** – put in place a procedure to deal with any conflicts of interest and connected party transactions. |  | Accountable |  | Responsible – CEO as Accounting Officer | Responsible at school level |
| Planning **annual schedule of work for the Trust Board.** |  | Accountable and Responsible |  | Support and Challenge |  |
| Planning **annual schedule of work for Board committees.** |  | Accountable and Responsible |  | Support and Challenge |  |
| Quality assuring the **schedule of work for committees** |  | Accountable and Responsible |  | Support and Challenge |  |
| Setting the annual cycle of **Local Governing Body meetings**, the composition of the meeting agenda and approval of minutes. |  | Approve | Responsible | Consult | Accountable |
| Prepare and review **Terms of Reference for Trust Committees and establish Governance Charter and Scheme of Delegation** to be reviewed annually. |  | Accountable |  | Responsible |  |
| **Policies** – adoption of Trust Policies e.g. admissions, DBS charging and remissions, health and safety, safeguarding and child protection. |  | Approve |  | Accountable and Responsible | Responsible at school level |
| **Policies** – review of Trust Policies e.g. admissions, DBS, charging and remissions, health, and safety, safeguarding and child protection. |  | Approve |  | Accountable and Responsible | Support and Challenge |
| Advice to the Board on DfE, ESFA, and Charities Commission **statutory compliance** regulations and guidance. |  |  |  | Accountable and Responsible |  |
| Intervene in the management of a school where necessary. |  | Approve |  | Accountable and Responsible |  |
| Annual **Training programme for Trustees** and Local Governing Body members. |  | Accountable | Consult | Responsible | Support and challenge |
| Assist with the **promotion of a public face** for the Trust with external partners and stakeholders. |  | Accountable | Consult | Responsible | Responsible at school level |
| Monitor and assess **complaints** coming into the Trust and support headteachers as appropriate. |  | Accountable | Consult | Responsible | Responsible at school level |
| Ensure that Trust and schools is compliant with all regulations re: the **publishing of information** and website content. |  |  |  | Accountable and Responsible | Responsible at school level |

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| 1. **School Improvement** | **Trustees** | **LGB** | **CEO** | **Headteachers** |
| Development of the **Trust’s School Improvement Model** | Approve |  | Accountable and Responsible | Support and challenge |
| Development of the **Trust curriculum** which meets the needs of all schools and has regard to:   * Any nationally recognised curriculum priorities and initiatives. * The obligation to provide religious education, relationships education and physical education. * Pupils with special educational needs. * National testing and age-related expectations. * Any teaching objectives and priorities adopted by the Trust Board for all schools. | Approve |  | Accountable and Responsible | Responsible at school level |
| **Quality of Teaching**   * ensure appropriate levels of support, challenge, and intervention. | Approve | Support and challenge | Accountable and Responsible | Responsible at school level |
| **SEND**   * ensure that the legal requirements for children with additional needs are met and that they are given appropriate support for learning. | Approve | Support and challenge | Accountable and Responsible | Responsible at school level |
| **Pupil Premium**   * review and challenge the value for money of pupil premium spend in impact terms i.e. improved educational outcomes and narrowed achievement gaps. * Ensure Pupil Premium information is up-to-date on school websites. | Approve | Support and challenge | Accountable and Responsible | Accountable and Responsible at school level |
| **Safeguarding KCSIE**  Leadership and accountability for ensuring compliance with statutory safeguarding children requirements. | Approve | Responsible at school level | Accountable and Responsible | Accountable and Responsible at school level |
| **Safeguarding and child protection (PREVENT)**   * ensure all schools have appointed Designated Safeguarding Leads, ensure compliance with statutory guidance and maintenance of single central record. | Approve | Responsible at school level | Accountable and Responsible | Accountable and Responsible at school level |
| Produce **Trust Annual Safeguarding Report.** | Approve |  | Accountable and Responsible | Responsible at school level |
| Establish, monitor, and review Trust **DBS Policy and procedures.** | Approve |  | Accountable and Responsible | Responsible at school level |
| **Parental and Stakeholder Engagement**:   * Promote partnership working between parents/carers, and schools to influence high standards of attendance, behaviour and learning by pupils * Undertake consultation with pupils, parents/carers and other stakeholders as part of a programme of regular self-evaluation to assess performance against stated vision, aims and objectives * Ensure that feedback is used to improve practice and the quality of the overall pupil experience. | Approve | Responsible | Accountable | Accountable and Responsible at school level |
| **Admissions Policy**.  **In line with LA Policy** | Approve | Consult | Accountable and Responsible | Support and Challenge |
| Adopt a Trust wide **Admissions Policy**. |  |  | Accountable and Responsible | Accountable and Responsible at school level |
| Expansion or reduction of academy Published Admission Number | Approve |  | Accountable | Responsible |
| Change of Age range - **ESFA approval required** | Approve |  | Accountable | Responsible |
| Extension of Academy provision to include Nursery age children - **ESFA approval required** | Approve |  | Accountable | Responsible |
| **Review – monitoring and evaluating performance of schools by:**   * review progress against agreed KPIs. * hold senior leaders to account for academic performance, quality of care and provision. * monitor the overall effectiveness and efficiency of leadership and management. * receive reports on the quality of teaching and learning and making recommendations to Trust Board. * analyse and respond to pupil and other performance data. |  | Consult | Accountable and Responsible | Accountable and Responsible at school level |
| **School improvement** – analyse school improvement priorities, data, and information from individual schools. Provide challenge and support to school rapid action plans. |  | Consult | Accountable and Responsible | Accountable and Responsible at school level |
| Termly report to the Trust Board on **school improvement and pupil performance.** | Approve |  | Accountable and Responsible | Accountable at school level |
| Monitor and evaluate **pupil behaviour, health and safety and wellbeing.** |  | Consult | Accountable and Responsible | Accountable and Responsible at school level |
| Determine **school hours, term dates and length of school day** – setting the opening and closing times of schools | Approve | Consult | Accountable and Responsible | Support and Challenge |
| Ensure adherence to statutory guidance for those with legal responsibilities in relation to exclusions. | Accountable |  | Responsible | Accountable and Responsible at school level |
| **Fixed Term Exclusions.** |  |  |  | Accountable and Responsible |
| **Permanent Exclusions.** |  |  | Approve | Accountable and Responsible |
| Hear **Exclusion Appeals.** | Accountable | Responsible |  |  |
| **Ofsted Summary Evaluation Visit Outcome – Trust**   * Board chair will liaise with Ofsted where the Trust receives a summary evaluation visit * CEO will ensure Trust is prepared for visit and manage the process | Support and Challenge | Consult | Accountable and Responsible | Responsible at school level |
| **Ofsted Inspection Outcome – School**   * Trust Executive Leadership Team will support headteachers for individual School inspections. | Support and Challenge | Consult | Accountable | Accountable and Responsible at school level |

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| 1. **Pupils, Parents and Community** | **Trustees** | **LGB** | **CEO** | **Headteachers** |
| Ensure that pupils and parents/carers have **a voice** in decisions that impact on them. | Accountable | Support and challenge | Responsible | Responsible at school level |
| LGBs at each school to ensure that they fully interact with the community and gain clear engagement. | Support and Challenge | Accountable and responsible | Support and Challenge | Responsible at school level |
| Responsibility for **consultations** and engagement with parents/carers and the wider community. | Accountable | Support and challenge | Responsible | Responsible at school level |

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| 1. **Financial Management** | **Members** | **Trustees** | **LGB** | **CEO** | **Headteachers** |
| **Trust Annual Budget and Forecasts** – formulate and set for the Trust. |  | Approve | Support and Challenge | Accountable and Responsible | Support and Challenge |
| **Approve Annual Accounts**. | Approve | Accountable |  | Responsible |  |
| **School Funding Model** – agree and implement a funding model across the Trust. |  | Approve | Support and Challenge | Accountable and Responsible | Support and Challenge |
| **Individual School Annual Budget Allocation** – formulate and determine the proportion of the Trust overall budget to be delegated to each school (including uses of contingency funds / balances). |  | Approve | Support and Challenge | Accountable and Responsible | Support and Challenge |
| **Trust Scheme of Delegation and Internal Financial Controls policy and procedures** – establish policies to ensure compliance with the Trust’s financial reporting requirements and Academies Financial Handbook 2023. |  | Approve |  | Accountable and Responsible |  |
| Ensure internal controls, audit and financial procedures are implemented effectively. |  | Support and Challenge |  | Accountable and Responsible | Accountable and Responsible at school level |
| Set **Trust procurement policies and procedures** i.e. for suppliers, auditors, HR, payroll providers and legal support in accordance with the Funding Agreement, Academies Financial Handbook 2023 and Trust’s Procurement Policy. |  | Approve |  | Accountable and Responsible | Consult |
| Monitor and evaluate **value for money** at each Trust school. |  | Support and Challenge |  | Accountable and Responsible | Accountable and Responsible at school level |
| Maintain accurate, reconciled and up to date records to provide **financial and statistical information**. |  | Support and Challenge |  | Accountable and Responsible | Accountable and Responsible at school level |
| Establish and maintain **asset registers** in accordance with financial procedures. |  | Support and Challenge |  | Accountable and Responsible | Accountable and Responsible at school level |
| Ensure that any **disposal of assets** complies with the Trust’s financial procedures and is reported to the Trust. |  | Approve |  | Accountable and Responsible | Accountable and Responsible at school level |
| Maintain a **register of pecuniary and other interests** of Members, Trustees, and staff. |  | Accountable |  | Responsible | Responsible at school level |
| Ensure appropriate **insurance arrangements** in accordance with the Academies Financial Handbook 2020 and Trust financial procedures |  | Accountable |  | Responsible |  |
| **Financial Reporting** – monitor monthly budget and key performance indicator reports. |  | Accountable |  | Responsible |  |
| **Financial Reporting** - review school specific funding and spend i.e Pupil / Sport Premium |  |  | Support and Challenge | Accountable | Responsible |
| Determine **central services** provided to schools by the Trust. |  | Approve |  | Accountable and Responsible | Support and Challenge |
| Oversee the **effectiveness of services** provided to the schools by the Trust. |  | Accountable |  | Responsible | Support and Challenge |
| Ensure **writing off of debts** complies with Trust’s financial procedures and Academies Financial Handbook 2023. |  | Approve |  | Accountable and Responsible |  |
| **Bank Accounts** – authorise the establishment of bank accounts and bank mandates in the name of the Trust. |  | Approve |  | Accountable and Responsible |  |
| Compliance with **VAT and CIT** regulations. |  | Approve |  | Accountable and Responsible |  |

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| 1. **Operations** | **Trustees** | **LGB** | **CEO** | **Headteachers** |
| **Public Relations -** oversee public relations activities to project the profile of the Trust and schools to the wider community. | Support and Challenge | Consult | Accountable and Responsible | Accountable and Responsible at school level |
| Approval of **Trust communication strategy** and plans in relation to matters of education, governance and/or reputational significance. | Approve |  | Accountable and Responsible | Support and Challenge |
| **Trust website.** | Approve |  | Accountable and Responsible | Support and Challenge |
| Individual **school websites.** |  | Consult | Accountable and Responsible | Accountable and Responsible at school level |
| **Information Management** – adopt and follow policies and procedures for information security and compliance with Freedom of Information (FOI) and Data protection Act (DPA) legislation and maintain accurate records. | Approve |  | Accountable and Responsible | Accountable and Responsible at school level |
| Understand **GDPR compliance** responsibilities and support the Data Protection Officer (DPO) with delivery. |  |  | Accountable and Responsible | Accountable and Responsible at school level |
| **GDPR and information security staff training** requirements. |  |  | Accountable and Responsible | Accountable and Responsible at school level |
| **Document management** policy and procedures. | Approve |  | Accountable and Responsible | Accountable and Responsible at school level |

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| 1. **Risk Management** | **Members** | **Trustees** | **LGB** | **CEO** | **Headteachers** |
| Ensure appropriate **risk management policies and risk register** are in place and used effectively to monitor and mitigate risk. |  | Approve | Support and challenge | Accountable and Responsible | Accountable and Responsible at school level |
| Establish and maintain procedures for effective audit in accordance with legal and DfE requirements. |  | Approve |  | Accountable and Responsible | Accountable and Responsible at school level |
| Appointment of **External Auditors.** | Approve | Accountable |  | Responsible |  |
| Appointment of **Internal Auditors.** |  | Approve |  | Accountable and Responsible |  |
| Receipt of reports from external audit inspections - **production of resulting Action Plan.** |  | Approve |  | Accountable and Responsible |  |
| Receipt of reports from internal audit. Ensure delivery of agreed actions. |  | Approve |  | Accountable and Responsible | Responsible at school level |

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| 1. **Premises and Estates** | **Members** | **Trustees** | **LGB** | **CEO** | **Headteachers** |
| Establish and implement a **Buildings Maintenance Strategy.** |  | Approve |  | Accountable and Responsible | Support and Challenge |
| **Establish and implement Asset Strategy** – determining use of school’s premises and managing risk. |  | Approve |  | Accountable and Responsible | Support and Challenge |
| Develop and implement **Critical Incidents and Lockdown** policy and procedures. |  | Approve | Support and Challenge | Accountable  and Responsible | Accountable and responsible at school level |
| Acquire and dispose of **Trust land**. |  | Approve |  | Accountable  and Responsible | Consult |
| Change use of **Trust assets.** |  | Approve |  | Accountable and Responsible | Consult |
| Effective **Health and Safety Policy** and procedures |  | Approve | Support and Challenge | Accountable  and Responsible | Accountable and responsible at school level |
| Obtain **insurance for land** and Trust and school operations. |  | Approve |  | Accountable and Responsible |  |
| Maintain school **premises management documents** e.g. asbestos, fire safety, statutory testing. |  | Approve |  | Accountable and Responsible | Accountable and responsible at school level |
| Approve **school capital projects** / building works |  | Approve |  | Consult | Consult |
| Lead and manage **school capital projects** / building works / maintenance. |  |  |  | Accountable and Responsible | Accountable and Responsible at school level |
| Effective school **site security**. |  |  |  | Accountable and Responsible | Accountable and Responsible at school level |
| Maintaining compliance with **Health and Safety legislation**. |  | Approve | Support and Challenge | Accountable and Responsible | Accountable and Responsible at school level |
| Management of **Estate leases**. |  | Approve |  | Accountable and Responsible |  |
| Set and **manage Estates financial budgets**. |  | Approve |  | Accountable and Responsible | Support and Challenge |
| Applications for **Condition Improvement Funds**. |  | Approve |  | Accountable and Responsible | Consult |
| Completion of **ESFA Asbestos Management Report**. |  | Approve |  | Accountable and Responsible | Accountable and Responsible at school level |
| Completion of **ESFA Land and Buildings Report.** |  | Approve |  | Accountable and Responsible |  |
| Site **Health and Safety Reviews.** |  | Approve | Support and Challenge | Accountable and Responsible | Accountable and Responsible at school level |
| Effective systems for managing **Accidents and Incidents**. |  | Approve |  | Accountable and Responsible | Accountable and Responsible at school level |
| Liaison with **Health and Safety Executive (HSE)** |  |  |  | Accountable and Responsible |  |
| Monitoring of **Statutory Compliance**. |  | Accountable |  | Responsible | Responsible at school level |
| Procurement of **sub-contractors**. |  | Approve |  | Accountable  and Responsible | Support and Challenge |
| Management of **sub-contractors on school site**. |  |  |  | Accountable and Responsible | Accountable and Responsible at school level |
| Procurement of **cleaning materials.** |  |  |  | Accountable and Responsible | Accountable and Responsible at school level |
| Management of **cleaning supervisors and operatives**. |  |  |  | Accountable and Responsible | Accountable and Responsible at school level |

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| 1. **Staffing** | **Members** | **Trustees** | **LGB** | **CEO** | **Headteachers** |
| **Appointment, remuneration and dismissal** of CEO. |  | Accountable and Responsible |  |  |  |
| **Performance management** of CEO. |  | Accountable and Responsible |  |  |  |
| Recruitment and appointment of **substantive headteacher**. |  | Approve | Support and Challenge | Accountable and Responsible |  |
| **Performance management** of headteachers. |  | Approve | Support and Challenge | Accountable and Responsible |  |
| **Suspension/dismissal of headteacher**. |  | Approve | Support and Challenge | Accountable and Responsible |  |
| **Recruitment and appointment of Trust Executive Leadership (other than CEO).** |  | Approve |  | Accountable and Responsible | Consult |
| **Performance management** of Trust Executive Leadership (other than CEO). |  | Approve |  | Accountable and Responsible |  |
| **Suspension/dismissal Trust Executive Leadership** (other than CEO). |  | Approve |  | Accountable and Responsible |  |
| **Appointment of school senior leadership team** (excluding headteacher). |  | Approve | Support and Challenge | Accountable | Responsible |
| **Appointment of school Staff** (excluding headteacher and senior leadership team). |  |  | Support and Challenge | Support and  Challenge | Accountable and Responsible |
| **Suspension/dismissal of school staff** (other than headteacher). |  | Approve | Support and Challenge | Support and Challenge | Accountable and Responsible |
| **Secondment of Trust staff** internally across the Trust. |  | Approve | Support and Challenge | Accountable and Responsible | Support and Challenge |
| **Staffing structure** (Teacher FTE) for each school. |  | Approve | Support and Challenge | Accountable and Responsible | Accountable and Responsible at school level |
| **Trust Workforce Strategy** i.e. retention, talent management, succession planning. |  | Approve | Support and Challenge | Accountable and Responsible | Support and Challenge |
| **Restructure decisions** i.e. redundancies and authorisation of redundancy / early retirement payments. |  | Approve | Consult | Accountable and Responsible | Responsible at school level |
| Approval of **overall staffing structure** for Trust. |  | Approve |  |  |  |
| **Effective Trust HR Policies** and procedures. |  | Approve |  | Accountable and Responsible | Accountable and Responsible at school level |
| **Review** impact of all statutory HR policies across the Trust and schools. |  | Approve | Support and Challenge | Accountable and Responsible | Consult |
| Set **Contractual Terms and Conditions of Employment** and maintain Staff Handbook. |  | Approve | Support and Challenge | Accountable and Responsible | Consult |
| Set, monitor, and review **Pay and Performance Management Policies.** |  | Approve |  | Accountable and Responsible | Consult |
| Annual review of **NJC recommendations and Teacher Pay** **Scales** re: teachers’ and support staff pay and conditions. |  | Approve |  | Accountable and Responsible | Accountable and Responsible at school level |