



Minerva
Learning Trust

Scheme of Delegation

2020 - 2021

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Version Control

First Edition – September 2020

Minerva Learning Trust Scheme of Delegation 2020-2021

In July 2019, the Trust Board engaged with the Ambition Institute and participated in a MAT review process which resulted in a number of recommendations for the Board to consider. These recommendations highlighted areas for improvement in respect of communication, governance, financial accountability and school improvement.

In the Autumn Term 2019, the Trust Board approved a plan for the improvement of Governance which led to a review of the Trust Governance Structure and a new model for the delivery of Trust business.

An assessment of the Trust Scheme of Delegation was carried out in January 2020 against and approved National framework and areas for improvement and clarification were identified. This, together with the new Governance structure, has led to a review and revision of the Scheme, which has been conducted in consultation with the Trust Board, Chair of Governors and Headteachers.

This document outlines the delegated responsibilities for the key governance tiers of Minerva Learning Trust and provides clarity on the roles and responsibilities of those who contribute to the governance and oversight of the Trust and its schools. If any specific matter or issue is not specified in the document it will not be delegated. It will remain the responsibility of the Trust Board unless formally delegated and recorded otherwise in Trust Board minutes. In these circumstances, all relevant parties will be notified until the Scheme of Delegation can be updated.

All those with governance and management responsibilities within the Trust must be familiar with this document and ensure appropriate steps are taken to fulfil their duties and provide sufficient and proper challenge with regard to the educational, operational and financial performance of the Trust and its schools.

The Trust Board reserves the right to vary the delegation of powers in exceptional circumstances. This would particularly apply to situations such as the suspension of an employee who holds delegated powers or where a school requires intervention in line with Trust policy or is a cause for concern. The Trust Board cannot revise the powers held by Members as defined in the Articles of Association.

Our Mission, Vision and Values



OUR MISSION

To provide an outstanding education for pupils, staff and stakeholders within the Trust.

OUR VISION

Our mission is underpinned by our vision of:

'Working Together'

Our students, staff and stakeholders work in partnership to maximise attainment and achievement and create successful and confident citizens.

'Learning Together'

Our students, staff and stakeholders learn collaboratively with each other to develop a highly skilled workforce which impacts positively on students' life chances.

'Outstanding Together'

Our leaders, staff and stakeholders work tirelessly to deliver an outstanding quality of education for all students, in all of our schools.

OUR VALUES

Our values underpin all of the work that we do and all of the decisions that we make.

Inclusion

We place the needs of our students at the heart of everything we do and we all support and encourage each other.

Independence

We promote and support strong leadership within our students, staff and stakeholders and we are all accountable for each other.

Respect

We recognise and appreciate the diverse qualities of our schools, workforce and stakeholders and we all care for each other.

Success

We celebrate and communicate our successes, share good practice and we all promote a culture of continuously learning from each other.

OUR BELIEFS

- We believe that we will have a significant impact on young people in Sheffield by providing outstanding provision.
- We believe that we can empower existing and aspiring leaders to drive school improvement.
- We believe that through a quality education, we can support pupils to be successful in life after school and to positively contribute to society.
- We believe that a child's background and circumstances should not pre-determine their future.
- We believe that we can enrich the learning experience for all our pupils by providing aspirational opportunities beyond the classroom.

Trust Key Priorities 2020-21 – Trust Development Plan

Key Aims	Priorities	Success Criteria
1. Improve the quality and impact of leadership and governance of the Trust and its schools.	1.1 Embed the Trust’s mission, vision and values within and beyond the organisation.	<ul style="list-style-type: none"> • All staff and stakeholders aware of the mission, vision and values • The MAT dividend is explicit, understood by all • Governance at all levels is fit for purpose and is positively impacting on the quality of education for students • Leadership at all levels is a strong feature of the Trust • A strategic response to the C-19 crisis has enabled a quick recovery
	1.2 Ensure effective governance at Trust Board level.	
	1.3 Ensure effective governance at local governance level.	
	1.4. Develop a long-term strategic response to recovery from the Covid-19 crisis.	
2. Deliver an impactful school improvement strategy that improves the quality of education for and outcomes of all students.	2.1 Evolve the Trust’s school improvement model to reflect the next stage of the MAT’s journey.	<ul style="list-style-type: none"> • School improvement model and team is in place and improving the quality of education for students • Quality of teaching and learning across the Trust is secure • All schools have a clear curriculum intent which is well implemented to deliver the aims of the Trust and is responsive to the needs of the Covid-19 crisis • Digitised CPD and networking opportunities accessed by all staff • Effective provision is in place for our most vulnerable students; especially for those most affected by the Cov-19 crisis • P8 of all schools is above 0.1 • A8 and % E&M 4+/5+ of all schools is in line with or above National • Gaps between PP/Non-PP and SEND/Non-SEND have closed further • % Attendance and PA of all schools better than National
	2.2 Collaboratively improve and revolutionise the quality of, and approaches to, teaching and learning across the Trust.	
	2.3 Improve the quality of leadership at all levels so that it impacts upon school improvement and student outcomes.	
	2.4 Improve the quality and effectiveness of curriculum provision across the Trust.	
	2.5 Enhance the use of digital learning so that it capitalises upon the growing use of technology in education.	
	2.6 Further raise levels of student progress across the Trust; specifically for students from vulnerable groups.	
3. Improve the quality and effectiveness of corporate business services to organisational consistency.	3.1 Sustain the long-term financial health of the Trust.	<ul style="list-style-type: none"> • A positive three year budget position is maintained, and financial metric targets are met for the Trust and its schools • All schools set and maintain balanced budgets • Central team is established and is driving effective business operation services • Staff are well trained, have a clear career pathway • Staff retention is high and all vacancies are filled with appropriately skilled staff
	3.2 Develop a comprehensive workforce strategy to support long term development and success of the Trust.	
	3.3 Improve the condition and compliance of Estates across all schools.	
	3.4 Improve the quality and effectiveness of the Trust’s ICT provision and infrastructure.	

1. Governance Model

Minerva Learning Trust is a multi-academy trust and company limited by guarantee. Details of Trust Members, Trustees, Chief Education Officer and Trust Executive Team can be found on the Trust website, www.minervalearningtrust.co.uk. Details of the Trust Local Governing Bodies and Headteachers can be found on the school websites:

Chapelton Academy	www.chapeltonacademy.com
Ecclesfield School	www.ecclesfield-school.com
Handsworth Grange School	www.hgcsc.o.uk
High Storrs School	www.highstorrs.co.uk
Stocksbridge High School	www.stocksbridgehigh.co.uk

The Trust Governance Model ensures there are clear roles and responsibilities within the overall governance structure. There is clear separation between Members, Trustees, Chief Executive Officer, Local Governors, Executive Team and Headteachers. The Executive Team facilitates communication between all levels of governance and supports a culture of regular self-evaluation.

The Trust Governance Structure includes;

Members

the guardians of the constitution (Articles of Association) who ensure the charitable objectives are fulfilled. This is an 'eyes on, hands off' role as described in the Department for Education's Governance handbook. As such, they are not included in the delegations set out below.

Trustees

accountable to the Members, Secretary of State for Education and wider community for the quality of education provided to students and for the appropriate expenditure of public money. The Board hold ultimate legal accountability for all aspects of operational delivery and are required to have systems to assure themselves of the quality, safety and good practice of the affairs of the Trust. The Board delegates some responsibility for day to day management under the Scheme of Delegation.

Chief Executive Officer has delegated responsibilities for the operational running of the Trust and supporting the schools and governance. The CEO is the Accounting Officer, supported by the Chief Financial and Operations Officer and Director of HR and Governance.

Local Governing Body is accountable to the Trust Board, provides crucial challenge and support role and have some delegated responsibilities in respect of their school.

Headteacher is responsible for the performance and operational delivery areas within their own school including oversight of their senior leadership team.

2. Glossary of Terms

Develop	have responsibility for developing and supporting proposals for discussion and approval by the appropriate decision-making individual/group
Advise	will provide advice or recommend how a particular task should be completed
Consult	will be consulted about views which will be considered as part of the process of completing a particular task
Approve	has primary responsibility for approval, making relevant appointments, determining how the task should be undertaken, setting appropriate milestones or targets and ensuring the task is completed
Deliver	has responsibility for undertaking particular tasks and reporting on delivery at suitable intervals or to follow agreed policies and procedures. In the case of the CEO, this is usually at Trust level and for Headteachers is usually at school level.
Report	has responsibility for reporting on the delivery of tasks or progress
Review	has responsibility for reviewing whether a particular task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately
Informed	will be informed on progress against agreed decisions or activity

3. Strategic Leadership and Governance

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Strategic Leadership						
Setting of organisational culture, values and ethos (including Mission, Vision and Values)	Develop, approve and review			Develop, deliver and report	Informed	Informed
Setting of the strategic objectives of the Trust	Develop, approve and review			Develop and deliver objectives and report to Board	Deliver Trust objectives in their own school	Informed
Setting and delivery of the annual Trust Development Plan	Approve and review			Develop, deliver and report	Informed	Informed
Setting and delivery of school culture, values and ethos (including Mission, Vision and Values) in line with that of the Trust	Informed and review			Advise, approve, review and report	Develop, deliver and report	Review, informed and report
Setting and delivery of the strategic objectives of the School in line with the strategic objectives of the Trust	Informed and review			Advise, approve, review and report	Develop, deliver, and report	Informed and review
Setting and delivery of the School Development Plan in line with the Trust and School strategic objectives	Informed and review			Advise, approve, review and report	Develop, deliver and report	Review, informed and report
Determining capacity for growth, new schools joining the Trust and assessment of risk	Approve any additional schools and review progress	Consulted on any possible additional schools from a risk perspective		Develop, deliver and report to the Board	Informed	Informed

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Determining school organisation and reorganisation, to include school acquisition, amalgamation and closure	Review and approve	Review the risks associated and report to Trust Board		Advise, develop and deliver	Consulted	Informed
Gathering and utilising stakeholder voice and engagement	Informed and review			Deliver for the Trust, review from the schools and report to Board for both	Deliver for own school, review and report to Executive Team and LGB	Review reports/updates for own school
Oversee marketing and public relations to protect the interest and developments of the Trust and schools	Review			Approve and review at school and develop and deliver across the Trust	Deliver at school level	Informed
Determining the Trust/School prospectus	Review at Trust level			Develop, deliver and report at Trust level. Review at school level	Develop, deliver and report	Review at school level
Governance						
Reviewing and amending the Articles of Association – Members’ responsibility	Deliver			Deliver		
Approving the Master and Supplemental Funding Agreements – Members’ responsibility	Deliver			Deliver		
Setting the Trust’s annual Scheme of Delegation	Review, approve and deliver			Develop, advise and deliver	Consulted	Consulted

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Determining Governance structure, Terms of Reference for Trust Board, Committee and Working Groups – Members consulted	Deliver, approve and review			Develop, advise, deliver and report	Informed	Informed
Determining local Governance structure, function, Terms of Reference	Approve and review			Develop, advise, deliver and report	Consulted and deliver	Consulted and deliver
Conducting an annual self-review of Trust Board and Committee/Working Group performance	Review and approve	Consulted	Consulted	Advise and deliver through support for process	N/A	N/A
Conducting an annual self-review of LGB	Develop and review			Advise and report	Consulted	Deliver
Appointment and dismissal of Trustees – Members' responsibility	Informed			Deliver through support for process and decisions	Informed	Informed
Appointment and dismissal of Chair and Vice-Chair of Trustees on an annual basis	Deliver			Deliver through support for process and decisions	Informed	Informed
Appointment of Trust Board Committees or Working Groups and Lead Trustees for safeguarding, SEND and vulnerable groups	Deliver and approve			Deliver through support for process and decisions	Informed	Informed
Appointment of the Chair of Risk and Audit Committee on an annual basis	Deliver and approve			Deliver through support for process and decisions	Informed	Informed

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Determining Trustee and Governor induction, training and development	Consulted on the plan for induction and development. Informed about progress and review effectiveness.			Advise on the plan and develop and deliver through internal and external provision. Report on effectiveness	Consulted on the plan and advise on specific needs for their own school. Deliver aspects of the induction/training as required.	Consulted on the plan and advise on specific needs for their own school.
Appointment of a Clerk to the Trust Board and LGBs	Approve			Advise and deliver	Informed	Informed
Appointment and dismissal of LGB Chair, Vice-Chair and Lead Governors for safeguarding, SEND and vulnerable groups	Deliver and approve appointment/ dismissal of LGB Chair. Informed on appointment of Vice Chairs. Informed about Link Governors			Advise on the appointment/ dismissal of Chair and report to Trust Board. Informed on appointment of Vice Chair	Consulted and informed on the appointment/ dismissal of LGB Chair, Vice-Chair and Link Governors for their school	Advise on the appointment of Chair. Deliver and approve the appointment of Vice-Chair and Link Governors
Appointment of Governors to LGB	Review all Governor appointments			Deliver and approve all Governor appointments	Deliver the appointment process for staff and parent governors	Advise on appointments to the LGB
Removal of Chair/Vice-Chair of LGB	Develop process, approve and deliver			Advise and deliver through support for process and decisions	Informed	Informed
Removal of individual LGB Governors	Develop process, approve and deliver			Advise and deliver through support for process and decisions	Consulted and informed	Advise on removal of Governors and deliver through support for process and decisions

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Removal of an entire LGB	Develop process, approve and deliver			Advise and deliver through support for process and decisions	Consulted and informed	Informed
Administration and organisation of LGB Meetings	Informed			Develop systems and processes and deliver	Consulted and informed	Consulted and informed
Compliance						
Completion and update of Corporate and School Risk Registers	Approve and review both Corporate and School Risk Registers	Recommend and review		Develop, deliver and report on Corporate Risk Register. Review and advise on School Risk Register	Develop, deliver and report on School Risk Register	Review and report on School Risk Register
Ensuring compliance with Trust and school financial and governance regulations and procedures	Approve and informed	Review across the Trust and schools		Develop systems and processes, deliver at Trust level, and review at school level. Report to Trust Board on compliance.	Deliver in line with Trust guidance and report to CEO and LGB in own school	Review reports/updates for own school
Ensuring compliance with all regulations affecting the Trust (including charity law, company law, employment and health and safety)	Review and report	Review in line with terms of reference		Develop systems and processes, deliver at Trust level, and review at school level. Report to Trust	Deliver in line with Trust guidance and report to CEO and LGB in own school	Review reports/updates for own school

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
				Board on compliance.		
Ensuring appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds.	Approve and review	Review		Develop systems and processes, deliver at Trust level, and review at school level. Report to Trust Board on compliance.	Deliver in line with Trust guidance and report to CEO and LGB in own school	Review reports/updates for own school
Ensuring compliance with procedures for managing related party transactions and pre-approval by ESFA where appropriate	Approve and review	Review		Develop systems and processes, deliver at Trust level, and review at school level. Report to Trust Board on compliance.	Deliver in line with Trust guidance and report to CEO and LGB in own school	Review reports/updates for own school
Ensuring compliance with regulations regarding safeguarding and Single Central Record	Approve and review at Trust level. Informed on compliance at school level	Review		Develop systems and processes, deliver at Trust level, and review at school level. Report to Trust Board on compliance	Deliver and report to CEO and LGB in own school	Review reports/updates for own school

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Ensuring compliance with regulations regarding the SEND code of practice	Approve and review at Trust level. Informed on compliance at school level	Review		Develop systems and processes, deliver at Trust level, and review at school level. Report to Trust Board on compliance	Deliver and report to CEO and LGB in own school	Review reports/updates for own school
Reviewing and approving of Trust wide policies and delegation of policies to schools in line with Trust framework	Approve and review			Develop and deliver Trust wide policies. Advise on school level policies. Report on compliance to the Trust Board	Consulted, deliver Trust wide policies. Develop, deliver and review school level policies	Consulted, review and report on behalf of the School
Preparation for and management of Trust and school inspections	Consulted, review, deliver and report on behalf of the Trust. Deliver through attendance at school inspection meetings			Deliver and report to the Trust Board	Deliver and report on behalf of the school	Review, deliver and report on behalf of the school
Determining policy in relation to General Data Protection Regulations (including Freedom of Information)	Approve policy, deliver and review	Review		Develop policy, advise schools and deliver at Trust level	Deliver at school level	Deliver and review at school level
Ensuring website compliance	Informed			Deliver at Trust level. Advise, review and report	Deliver at school Level	Review at school level

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Determining the Trust Complaints Procedure in line with AFH requirements	Approve			Develop, deliver, review and report	Deliver at School Level	Deliver at school level
Dealing with school level Ofsted qualifying complaints	Informed and deliver			Informed, advise, and approve school level response. Deliver Trust level response	Deliver school level response	Informed

4. School Improvement

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Leadership and Management						
Setting the Trust wide School Improvement Framework	Approve and review			Develop, deliver and report to Board	Consulted, deliver and report on progress made by the school to the LGB	Informed and review progress made against findings
Determining the Trust wide QA and Peer Review cycle	Approve and review			Develop, deliver and report to Board	Consulted, deliver and report on progress made by the school to the LGB	Informed and review progress made against findings
Determining the external School Improvement Partner	Approve and review			Develop, deliver and report to Board	Consulted, deliver and report on progress made by the school to the LGB	Informed and review progress made against findings
Determining the Trust wide policy for school improvement planning and self-evaluation	Approve and review			Develop, deliver and report to Board	Consulted and report on progress made by the school against the plan	Informed and review progress made against plans of the individual school
Setting the opening and closing times for the Schools	Consulted and informed			Approve	Advise, deliver and review	Consulted
Setting school term dates	Approve			Develop, advise and review	Deliver and review	Consulted

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Determining the annual Calendar and dates for pre-planned school closure (INSET days)	Informed			Advise and approve	Develop and deliver	Informed
Determining unexpected school closures – adverse weather, pandemics, health & safety	Informed, review (and approve in the case of pandemics)			Advise and approve	Develop and deliver	Informed
Teaching and Learning						
Determining teaching and learning policy and principles	Approve Trust wide principles, and review			Develop Trust wide policy and principles. Advise and review school level policies	Develop school level policy and principles in line with Trust guidance, deliver and review	Approve school level policy and review
Establishing the quality assurance cycle and procedures	Approve Trust wide principles and review findings			Develop Trust wide policy and principles. Advise and review school level procedures. Report findings to Trust Board	Develop school level procedures and principles in line with Trust guidance, deliver and review. Report findings to CEO and LGB	Approve school level policy and review findings
Providing support, challenge and intervention to improve quality first teaching	Informed and review			Advise, review and report to Trust Board	Develop, deliver and report to CEO and LGB	Informed and review
Setting of annual CPD, coaching and networking provision	Informed and review			Develop, deliver and report Trust wide provision. Advise and review school level	Deliver Trust wide provision. Develop, deliver and review school level provision	Informed and review

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
				provision. Report impact to Trust Board	and report impact to CEO and LGB	
Establishing targeted school to school support	Informed and review			Advise on requirements, deliver provision and report impact to Trust Board	Deliver and review	Informed and review
Determining exams policy and administration processes in line with statutory requirements	Informed			Advise and review	Develop, deliver and review	Informed
Curriculum and Data						
Establishing curriculum principles and intent	Approve Trust wide principles and review			Develop Trust wide policy and principles. Advise and review school level policies	Develop school level policy and principles in line with Trust guidance, deliver and review	Approve school level policy and review
Setting and delivering the school curriculum model and timetable	Informed and review			Advise, consulted, informed and review	Develop, deliver and report	Consulted, informed and review
Ensuring quality enrichment provision	Informed and review			Advise, consulted, informed and review	Develop, deliver and report	Consulted, informed and review
Ensuring targeted intervention to support delivery of education outcomes	Informed and review			Advise, consulted, informed and review	Develop, deliver and report	Consulted, informed and review

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Developing statutory curriculum policies and delivering in line with statutory requirements (Religious and Sex Education, Personal Development)	Approve Trust wide principles and review			Develop Trust wide policy and principles. Advise and review school level policies	Develop school level policy and principles in line with Trust guidance, deliver and review	Approve school level policy and review
Delivery of careers guidance with regards to statutory requirements	Approve Trust wide principles and review			Develop Trust wide policy and principles. Advise and review school level policies	Develop school level policy and principles in line with Trust guidance, deliver and review	Approve school level policy and review
Determining data tracking systems, processes and procedures	Informed and review			Develop Trust system and processes. Advise and review school level implementation. Report to Trust Board	Consulted, deliver, review and report to LGB	Informed and review
Setting and reviewing performance of the Trust and identifying Key Performance Indicators	Approve and review			Develop, deliver and report	Consulted, informed and deliver	Informed and review
Inclusion						
Setting safeguarding policies (ensuring Keeping Children Safe in Education and other regulations in respect of child protection, Prevent, Looked	Approve Trust wide principles and review			Develop Trust wide policy and principles. Advise and review school level policies	Develop school level policy and principles in line with Trust guidance, deliver and review	Approve school level policy and review

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
after Children and Recruitment are followed)						
Making referrals to the LADO				Informed, advise, consulted and review	Deliver, review, report to CEO	
Changing the Pupil Admission Number (PAN)	Approve			Review, advise and report	Advise and deliver	
Setting admissions policy and ensure appropriate records of admission and attendance are kept	Approve and informed			Develop and review	Informed of the policy and deliver the requirements at school level	Informed
Making admissions decisions	Informed			Review	Deliver and report	Informed and review
Setting behaviour principles and policies	Approve Trust wide principles and review			Develop Trust wide policy and principles. Advise and review school level policies	Develop school level policy and principles in line with Trust guidance, deliver and review	Approve school level policy and review
Determining permanent exclusion of students	Informed and review			Consulted, advise and informed. Report to Trust Board	Deliver and report to CEO and LGB	Approve and review
Setting SEND policies and determining provision	Approve Trust wide principles and review			Develop Trust wide policy and principles. Advise and review school level policies	Develop school level policy and principles in line with Trust guidance, deliver and review	Approve school level policy and review

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Determining the strategy to close the gap for vulnerable learners	Informed and review			Consulted, advise and informed. Report to Trust Board	Develop, deliver and report to CEO and LGB	Approve and review
Determining transition arrangements at all key stages	Informed and review			Consulted, advise and informed. Report to Trust Board	Develop, deliver and report to LGB	Approve and review
Setting attendance policy and procedures	Approve Trust wide principles and review			Develop Trust wide policy and principles. Advise and review school level policies	Develop school level policy and principles in line with Trust guidance, deliver and review	Approve school level policy and review
Approving home education and the removal of students from school roll	Informed and review			Consulted, advise and informed. Report to Trust Board	Deliver and report to CEO and LGB	Approve and review

5. Financial Management

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Appointing the Chief Executive Officer as Accounting Officer	Deliver, approve and report to the Members					
Appointing a Chief Financial Officer	Deliver, approve and Report to the Members			Deliver in compliance with the AFH		
Appointing External and Internal Auditors, implement and monitor reports	Approve and review	Advise		Deliver and report	Informed	Informed
Appointment of the Trust Banker	Review and approve	Informed and review		Advise, deliver and report		
Establishing the Risk and Audit Committee to oversee the internal scrutiny of the Trust	Deliver			Advise on the requirements of the Committee in line with AFH		
Monitoring the risk profile of the Trust and identifying the internal scrutiny programme	Approve and review	Deliver, review and report to the Trust Board		Develop, deliver, review and report to Trust Board	Informed and deliver at school level	Informed and review at school level
Setting the funding model for individual schools within the Trust	Approve the basis on which funding is allocated	Review and report on any risks associated with the model		Develop, advise and deliver on funding models for schools	Informed	Informed

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Setting the central Trust annual budget and Trust Central Service Charge	Approve	Review and report on risk profile		Advise and deliver	Informed	Informed
Setting the annual School budgets	Approve and review	Review and report on identified risks associated with budgets		Develop, deliver, advise, review and report	Consulted and deliver in line with Trust Finance Policy	Informed
Determining capital replacement plans and project expenditure	Approve and review	Review risk profile of capital projects		Develop, deliver, advise, review and report in line with the Trust Finance Policy	Consulted	Informed
Monitoring the financial performance against agreed annual budget and key performance indicators including ensuring the Trust cash position is robustly managed	Review and approve	Review and report risk profile		Advise Trust Board, deliver and review the appropriateness of KPIs. Deliver and report on the cash flow	Informed	Informed
Reporting of accurate and timely financial reports and KPI's in line with the requirements of the AFH	Approve and review	Review and report on the internal audit priorities identified from financial reports		Develop, advise, deliver, report and review	Consulted	Informed

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Setting the finance policy (including procurement and tendering procedures) and associated financial delegated limits of authority	Approve	Review and report the programme of internal scrutiny that tests the application of policy		Develop, deliver, review and report	Deliver in line with Trust Finance Policy	Informed
Preparing and determining annual reports and accounts and submit to ESFA	Deliver the Trustee Report and Governance Statement. Approve annual report and financial statements for submission to Companies House and ESFA	Review, develop and advise on the control measures		Develop, deliver, review and report	Informed	
Determining and setting the Trust Investment Policy	Approve	Review risk profile of investments		Develop, deliver, review and report	Informed	
Determining and setting the Trust Reserves Policy	Approve	Review and report to Trust Board		Develop, deliver, review and report	Deliver	Informed
Determining the Trust Expenses Policy	Approve and review	Review in line with internal scrutiny programme		Develop, deliver, review and report	Deliver	Informed
Determining the charging scheme in relation to chargeable services and trading activities (use of premises)	Approve and review	Review		Develop, deliver, review and report	Deliver	Informed

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Determining the Fraud, Anti-Corruption and Bribery Policy	Approve policy and informed on instances of fraud, gifts and hospitality	Review policy and internal systems for managing potential for fraud, corruption and bribery		Develop, deliver, review and report	Deliver	Informed

6. Human Resources

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Appointment of the CEO	Develop proposals for recruitment, deliver the process, and approve decisions taken			Deliver through Trust Exec Team support of the recruitment process	Informed of appointment	Informed of appointment
Setting of the Performance Management process for the CEO	Develop, deliver the process, and approve decisions taken			Advise and consulted	N/A	N/A
Appointment of Headteacher	Approve the appointment of the Headteacher			Advise during the recruitment process, deliver the process and report on progress	N/A	Consulted during participation in the recruitment process

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Setting of the Performance Management process for Headteachers	Approve the recommended outcome			Develop the process and advise on evidence collated, deliver the review process and report on outcome and recommendation	Consulted as part of the review process regarding their own performance	Consulted as part of the review process regarding the evidence collated and views on progress
Setting of the Central Trust staffing structure	Approve the structure			Advise on the structure required, deliver the activity of producing the structure and taking the necessary steps to ensure the staffing required and report on progress	Informed about the structure	Informed about the structure
Setting of the school staffing structure	Review through reports from the CEO			Advise on the appropriate structure for the school and staffing needs, approve the structure proposed by the Headteacher, review progress and report to Trust Board	Develop staffing structure proposals based on school needs, deliver the necessary activity to ensure the structure is operational and report on progress to CEO and LGB	Review the structure proposed by the Headteacher and assess the impact on outcomes

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Appointment of Central and Cross-Trust staff	Review decisions			Deliver recruitment process and approve recruitment decisions		
Appointment of senior staff in schools	Review decisions			Advise during the recruitment process, deliver as part of the recruitment panel, approve appointments and report to Trust Board	Develop the recruitment process, deliver and report to LGB	Informed
Appointment of school staff	Informed			Approve decisions through standard operating procedures	Deliver the recruitment process and advise on the appointment to be made	Informed
Establishing Trust Wide HR policies (including recruitment, safer recruitment – employment checks, pay and conditions, discipline, capability, grievance, performance management, staff well-being, absence, whistleblowing, equalities and health and safety)	Approve and review			Develop proposed policies, advise on recommendations and deliver the implementation	Consulted on proposals and deliver implementation in school	Informed

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Establishing Trust pay, terms and conditions of employment	Approve	Review		Develop proposed terms, advise on recommendations and deliver the implementation	Consulted on proposals and deliver implementation in school	Informed
Implementing performance related pay	Approve the policy and decisions taken	Review	Review and approve decisions taken through consideration of appeals	Develop policy, deliver the process for performance related pay and report on outcomes to Trust Board	Deliver the process for performance related pay in school and advise on pay decisions	Review and approve recommended pay decisions
Suspending the CEO, Headteachers or staff in the Trust Central Team	Deliver in relation to the CEO, consulted in relation to Headteachers or Trust Executive Team and informed in relation to other staff			Deliver in relation to Headteachers or Trust Exec Team following consultation with Trust Chair		Consulted in relation to Headteacher through LGB Chair
Suspension of school staff				Advise through HR support	Deliver following HR advice	Informed through LGB Chair
Carry out dismissals and appeals in accordance with Trust HR policies	Deliver in relation to CEO, and approve in relation to Headteacher or Trust Executive Team	Informed if a risk is posed to the organisation	Review and approve decisions taken through consideration of appeals	Deliver in relation to Trust Central Team, approve in relation to Senior Leaders in Schools and other staff as required	Deliver in relation to Senior Leaders, Teachers and Support Staff	Review and approve decisions taken through consideration of appeals
Ensuring operation of the Trust recognition agreement and collective bargaining	Approve the Trust framework and review progress			Deliver the establishment of a framework for	Deliver local consultation arrangements in	Informed

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
arrangements with trade unions				trade union collective bargaining including acting as signatory for the Trust Board	accordance with the framework	
Ensuring delivery of the payroll arrangements for the Trust and schools	Approve the payroll provision	Review		Develop proposals for delivery, advise on the recommended provision and deliver the service	Deliver arrangements in school to ensure payroll procedures are complied with	
Acting in response to Employment Tribunal claims and agree COT3 settlements	Review the number of claims and actions taken including the outcomes	Informed if poses a risk to the Trust		Deliver the necessary actions to address claims and report on outcomes	Deliver the necessary actions in school to support management of claims	Deliver the necessary actions where appropriate to support management of claims
Implementing special payments (severance, compensation, and ex-gratia) * subject to AFH requirements	Approve for CEO, Headteachers or Trust Executive Team			Approve and deliver for all other staff	Consulted on the necessary actions and potential agreement/ payments to be made	

7. Estates and ICT

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Estates						
Determining and allocating Central Services provided to the schools by the Trust	Approve the central service offer and review effectiveness of delivery			Develop, deliver and report to Trust Board	Consulted and informed	Informed
Determining the vision and strategy for the ongoing development of the estate aligned to the educational vision of the Trust	Approve			Develop and deliver and report to the Trust Board	Consulted	Informed
Ensuring processes in relation to acquiring and disposing of Trust Land are in place and reporting requirements are met	Approve	Review risks associated and report to the Trust Board		Advise, deliver and report on progress ensuring compliance to reporting requirements of AAD and AFH	Consulted	Informed
Determining an Asset Management Plan that underpins the overall estates vision and strategy in the medium to short term	Approve	Review		Advise on action plans at school level and develop and deliver at Trust level	Consulted on strategy and action plans. Deliver at school level	
Determining Trust and school level policies and procedures in relation to the management of estates (e.g. school critical incident plan and disaster recovery)	Review and approve			Develop, deliver, advise, review and report	Develop and deliver at school level and consult with CEO	Approve and review

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Determining and arranging changes to the use of assets	Review			Advise and review proposals to change the use of assets. Approve changes ensuring compliance to AFH/AAD	Consulted	Consulted
Setting policy in relation to health and safety management and compliance to statutory requirements	Approve	Review		Develop, deliver at Trust level. Advise and review at school level	Consulted and deliver school level health and safety	Informed
Determining the insurance arrangements and procurement to ensure appropriate levels of cover to meet Trust and School needs	Approve and review	Review the risks and report to Trust Board		Advise and deliver	Consulted	Informed
Determining and setting procedures for assessing priority projects in the Trust (including management of delivery contract performance and evaluating outcomes of the investment)	Approve and review			Develop, deliver and report to Trust Board	Informed	Informed
ICT						
Determining the Trust wide Digital Strategy	Review and approve the strategy and associated investment of funds to support	Review the risk profile of ICT infrastructure		Develop, deliver, advise, review and report to the Trust Board	Consulted and deliver at school level	Informed
Setting ICT Lifecycle programme	Informed	Review the risk profile of ICT infrastructure		Advise and approve	Develop and deliver	Informed

Operational Area	Trust Board	Risk and Audit Committee	Procedure Committees	CEO	Heads	LGB
Procuring ICT goods and services	Informed			Advise and approve	Develop and deliver	Informed
Determining ICT policies and procedures	Approve			Develop, deliver, review and report	Consulted, deliver and review	Informed
Other Business Operations						
Appointment of legal advisers for the Trust	Approve			Advise, deliver and report		