



Scheme of Delegation

Approved on 15th May 2025

Introduction

The Quantock Education Trust (QET) has a clear and straightforward structure of governance comprising of a layered model of accountability, designed for effective delivery of the trust vision, mission and strategic aims, prioritising the optimum use of resources in order to secure excellent educational outcomes and life opportunities for every child. Please refer to [Academy Trust Governance Guide](#) (DfE, 2024) for further guidance.

This Scheme of Delegation is the formal mechanism by which the Members and Trustees are able to exercise their legal responsibility and accountability for the trust and its schools. Although their responsibility and accountability may not be delegated, the Board of Trustees may delegate powers and duties to other bodies. Without a formal delegation the individual has no power to act. The Scheme is reviewed on an annual basis by the Trustees and will be evolved as necessary as the Trust membership grows, in line with the Trust's Principles of Governance and in consultation with the Diocese, if the changes relate to governance, ethos or educational provision.

The Scheme of Delegation shows where powers and responsibilities are delegated to the different bodies involved in the governance and operation of the QET and its schools. The bodies comprise:

- Members;
- Trustees;
- CEO (Accounting Officer);
- Chief Financial Officer(CFO);
- Chief Operating Officer (COO);
- Finance, Operations, & Audit Committee (FO&A);
- People & Pay Committee (P&P);
- Ethos & Education Committee (E&E)
- Boarding Committee
- Local Governance Committees (LGC);
- Executive Team (CFO, COO and HR Director)
- Headteachers of individual schools

The delegated powers are broken down into different levels in line with the [Trust's Standing Orders](#). The delegated autonomy for individual schools is aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education, Education Funding Agency, Charities Commission, HMRC, the Diocese of Bath and Wells, and Companies House as well as to our pupils and the wider school communities.

The different levels of delegated power are listed below:

Approve	The individual/body with the ultimate sign off.
Recommend	The recognised expert/s who provide the Approver with an informed opinion on which way a decision should be made.
Consult	Views will be sought from this individual/group to support with local decision making. To support the consultation process, the Headteacher/CEO should provide

all available information to LGC members so that decisions are *informed* by the LGC's views. Key implications of 'consult':

- Information-sharing: The decision-maker/s is expected to inform and seek feedback from another or group (eg. LGC)
- Non-binding: The consulted party's opinion does not have to be followed, but it will be considered seriously.
- Timing matters: Consultation should happen before the decision is finalised, not after.

Propose An individual/group raises an idea/issue that requires further investigation/consultation.

Implement The person/body who implements the approved activity.

The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant body. The Standing Orders which incorporate the Terms of Reference, explain the respective roles and responsibilities of all parties.

While the Scheme of Delegation is designed to be comprehensive it will not cover every task. The Scheme of Delegation will be published on the Trust and its schools' websites and embedded within the operations of the Trust. It is designed to support the Vision and Values of the QET and to allow decisions to be made in a consistent and timely manner by the right people, avoiding duplication and ambiguity. It is intended to advance our objects of association and the reputation of the Trust and individual schools and is a living document where changes reflect the development of the Trust.

Allocation of Policies

The Trust Board approves policy on behalf of schools in the Trust that should be consistently applied in each school. All such policies will be published on the trust website. The Trust's policies will include, but not be limited to, those listed below. Dependent upon the nature of the policy/procedure different levels of the Trust will be consulted during the review cycle. The responsible committee will define who this is and record such within the policy/procedure.

Trust Policies

(S) = statutory

POLICY	REVIEW SCHEDULE
Admissions policy (S) (schools to determine admission arrangements)	Yearly
Adverse Weather Policy	3 Yearly
AI Policy	Yearly
Allegations of Abuse Against Staff	Yearly
Anti-bullying	Yearly
Appraisal	Yearly
Behaviour & Ethos (S)	3 Yearly
Capability of staff (S)	Yearly
CCTV	3 Yearly
Character Education	2 yearly
Charging and remissions (S)	3 Yearly
Child Protection & Safeguarding (S) (Part 1)	Yearly
Code of Conduct	2 Yearly
Complaints (S)	3 Yearly
Cyber Security	Yearly
Cycle to Work	2 yearly
Data protection/GDPR/ Protections of children's biometric information/Freedom of Information (S)	2 Yearly
Disciplinary	Yearly
Early Careers Teachers (ECT)	Yearly
Emergency Business Continuity	Yearly
Environmental & Sustainability Policy	3 Yearly
Equality and Diversity	2 Yearly
Equality Information and objectives (S)	4 Yearly
Financial procedures and administrative control (inc Statutory Reserves Policy (S))	Yearly
Fire Safety Policy	Yearly
Flexible Working	2 Yearly
Food	3 Yearly
Grievance (S)	Yearly
Health and Safety (S)	Yearly
Investment (S)	Yearly
Leave of Absence	2 Yearly
Management of Headlice	3 Yearly
Maternity, Paternity, Adoption & Parental Leave	2 Yearly
Menopause	2 Yearly
Neonatal Policy	2 Yearly

Organisational Change	2 Yearly
Pay Policy (S)	Yearly
Preventing Sexual Harassment at Work Policy	Yearly
Probation	2 Yearly
Procurement	2 Yearly
Recruitment (including Safer Recruitment)	2 Yearly
RSHE Statement (S)	Yearly
Risk Management	Yearly
Scheme of Delegation	Yearly
SEN statement (S)	Yearly
Staff Anti Harassment and Bullying Policy	Yearly
Staff Sickness Absence	2 Yearly
Staff wellbeing and mental health	Yearly
Suspension and Permanent Exclusion (S)	Yearly
Travel & Expenses (inc Governors Allowances (S))	2 Yearly
Trustee register of business interests	Yearly
Whistleblowing (S)	3 Yearly

Local Policies

POLICY	LOCAL	TRUST
Acceptable Use	*	*
Accessibility Plan (S)	*	
Admissions arrangements (S)		*
Admissions register (S)	*	
Attendance register (S)	*	
Behaviour policy (S)		*
Careers Programme/Guidance (S)	*	
Central record of recruitment and vetting checks (S)	*	*
Child protection & Safeguarding (S) (Part 2)	*	
Children with health needs who cannot attend school	*	
Designated teacher for Looked After and previously Looked After children	*	
Early Years Foundation Stage	*	
First Aid	*	
Local Governor of business interests register (S)	*	
Premises Management documents (S)	*	
Pupil Premium	*	
Sports Premium Report	*	
RE	*	
Sex and Relationships Education (S)	*	*
Supporting pupils with medical conditions (S)	*	*
Uniform Policy (S)	*	

Local Policies are held and updated at school level and the schedule for annual review monitored by the Headteacher and Chair of Governors.

Allocation of Trust Policies to Committees:

TRUST POLICY	Finance, Operations, & Audit	People & Pay	Ethos & Education Committee	Boarding Committee
Acceptance of gifts, hospitality, awards, prizes and benefits	*			
Admissions (S)	*			
Adverse Weather	*			
AI	*			
Allegations of Abuse against staff		*		
Appraisal		*		
Behaviour & Ethos (S)			*	
Anti-Bullying			*	
Capability of staff		*		
CCTV	*			
Character Education			*	
Charging and Remissions (S)	*			
Child Protection & Safeguarding (S)		*		
Code of Conduct		*	*	
Complaints (S)			*	
Cyber Security	*			
Cycle to Work	*			
Data Protection, GDPR & Freedom of Information (S)	*			
Disciplinary		*		
Early Career Teachers (ECT		*		
Emergency Business Continuity	*			
Equality & Diversity information and objectives (S)		*		
Environmental & Sustainability Policy	*			
Fire Safety	*			
Financial procedures and administrative control policy	*			
Flexible Working		*		
Food Policy	*			
Grievance (S)		*		
Health and Safety (S)	*			
Investment	*			
Leave of Absence		*		
Maternity, paternity and adoption leave		*		
Menopause		*		
Neonatal		*		

Organisational Change		*		
Pay Policy		*		
Preventing Sexual Harassment at Work Policy		*		
Probation		*		
Procurement	*			
Recruitment (inc Safer recruitment)		*		
RSHE (S)			*	
Risk Management	*			
Scheme of Delegation	*			
Special Educational Needs (S)			*	
Staff Anti Harassment and Bullying Policy		*		
Staff Sickness Absence		*		
Staff wellbeing and mental health		*		
Suspensions & Permanent Exclusions (S)			*	
Travel & Expenses	*			
Trustee register of business interests	*			
Whistleblowing			*	

Alterations to the Scheme of Delegation

There is scope for variation of the Scheme of Delegation in relation to individual schools, subject to their performance, as indicated below.

School Performance	Scheme Arrangement
Good or Outstanding Ofsted category	Full Scheme of Delegation unless mitigating factors (see below)
Requires Improvement Ofsted category	<u>May</u> be reduced Scheme of Delegation
Inadequate Ofsted category	Reduced Scheme of Delegation
Sponsored (irrespective of Ofsted grade) school initial arrangement	Reduced Scheme of Delegation
Low and/or declining pupil outcomes	May be reduced Scheme of Delegation
Weaknesses in finances	May be reduced Scheme of Delegation
Weaknesses in governance and/or leadership	May be reduced Scheme of Delegation
There is evidence that safeguarding is not effective	May be reduced Scheme of Delegation

Where a Scheme of Delegation is reduced there will be regular opportunities to review progress towards a full scheme, with the CEO making recommendations to Trustees when the school should regain full delegation.

The table below, sets out the full Scheme of Delegation that would apply to a strongly performing school with no concerns in governance, student performance or finances.

Please note that the responsibilities allocated to the CEO reflect those that go beyond the position as Trustee, including the role as the Trust Accounting Officer. It is accepted that the CEO may also delegate some duties to senior members of the central team.

In the event of exceptional circumstance, the Board of Trustees reserves the right to suspend its delegation of powers and duties to other bodies.

The Scheme of Delegation

Note: * indicates Diocesan consent, approval, inform or advice is required where the school is a VA or VC school

Please see [QET Articles of Association](#) for overview of reserved powers of Members.

1. Governance				
Trustees	Chief Executive Officer (CEO)/Accounting Officer	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<ul style="list-style-type: none"> Recommend any amendments of Trust Articles of Association to Members for approval Trustees will consult with the Diocese regarding any changes to the Articles of Association. Ratify changes to Articles of association Recommend Trust Board Terms of Reference to Members of approval Review and Approve Trust Scheme of Delegation annually* Approve new schools joining the Trust* Approve and establish Trust Committees Approve Trust Committee Terms of Reference Establish and review trust governance structure Approve Local Governance Committee (LGC) Terms of Reference Recommend with Member approval, to appoint (and remove) Trustees* Retain oversight of school's compliance with statutory obligations and legislation (eg. equalities legislation) Retain oversight of staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD (PPP&R) 	<ul style="list-style-type: none"> Recommends Trust Board Terms of Reference to Members of approval Recommends Trust Scheme of Delegation* Recommends new schools joining the Trust* Proposes and establish Trust Committees Recommends Local Governance Committee (LGC) Terms of Reference Recommends with Member approval, to appoint (and remove) Trustees* Ensures that all schools are compliant with statutory obligations Monitor completion of staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD Recommends appointment (and remove) Chair of LGC Recommends appointment (and remove) Vice Chair of LGC Recommends, appoint (and remove) Clerk to Trust Board and LGC 	<ul style="list-style-type: none"> Approve and establish Link Governors for priority improvement areas set out on the SDP, to maintain strategic oversight of school improvement Ensure that school is compliant with statutory obligations and duties as set out in the Governance Handbook Chair and the LGC Clerk ensure that the requirements in the Terms of Reference are adhered to. Recommend to Trustees Appointment (and removal) Vice Chair of LGC* Propose the LGC members* Adhere to the calendar of LGC meetings within specified period Ensure that LGC members are receiving the right level of training and comply with statutory requirements (eg Safeguarding Training) Responsible for maintaining a Register of business interests Responsible for evaluating its own effectiveness 	<ul style="list-style-type: none"> Recommends and establishes robust Link Governance is in place Attends all LGCs and ensures that Senior/Subject Leaders are available when required Responsible for keeping the LGC updated with all relevant school development plans, financial planning, pupil performance outcomes Responsible for completing the Headteachers' Termly Report so that Governors have accurate and timely data about school performance Provides day to day operational and strategic leadership of the school Review committee meeting dates and agenda Determine school level policies 	Trustee Board

<ul style="list-style-type: none"> • Approve and appoint Chair and Vice Chair of Trust Board (As per Articles) • Appoint (and remove) Chair and Vice-Chair of LGC* • Approve the appointment (and remove) LGC members* • Approve, appoint (and remove) Chair(s) of Trust Committees • Approve, appoint (and remove) Trust Committee members • Approve, appoint (and remove) Trust Governance Professional • Undertake Trust Governance Professional appraisal annually • Maintain a register of pecuniary and business interests of all levels of QET governance • Approve decisions on level of delegation for each school • Review Trustee role descriptions in the light of evolving Trust developments, strategic developments and ethos • Appoint a Safeguarding Lead Trustee • Appoint a SEND Lead Trustee • Appoint a Careers Lead Trustee • Approve role description for link governor/trustee areas • Approve trust board and committee meeting dates and agenda • Appoint Trustee with relevant skills in financial matters • Attend LGC meetings in first 12 months of a school joining the QET • Nominate a Link Trustee for each school to retain communication links between school and Trust 	<ul style="list-style-type: none"> • Recommends decision on level of delegation for each school • Proposes review of role descriptions in the light of evolving Trust developments, strategic development and ethos • Supports the Headteacher with LGC recruitment needs with the support of the QET's Governance Professional • Proposes the annual calendar of Trust Board and LGC meetings • Propose trust board and committee meeting dates and agenda • Proposes role description for link governor/trustee areas • Proposes trust board and committee meeting dates and agenda • Publish governance arrangements on trust and school websites • Ensure trust and school websites are compliant and effective • Maintain compliance on GIAS and Companies House • Propose statutory policies • Ensure there is a clear approach to trust-wide policies and the maintenance and adoption of these • Determine non-statutory trust-wide policies 	<ul style="list-style-type: none"> • Responsible for ensuring that the LGC Sharepoint area is up to date in conjunction with the LGC Clerk • Review committee meeting dates and agenda • Approve school level policies 		
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<ul style="list-style-type: none"> • Determine powers of Chair of Trustees in urgent situations • Commission external review of trust board effectiveness every three years • Complete annual trust board self-evaluation • Submit annual report on the performance of the trust to members • Maintain a register of interests • Maintain a trustee/governor expenses policy (included in Travel and Expenses Policy) • Approve statutory policies • Ensure there is a clear approach to trust-wide policies and the maintenance and adoption of these • Complete periodic review of Local governance • Set clear expectations on monitoring and visits to schools • Ensure board reporting channels are established • Agree remit and constitution of any working party established to support the trust's strategic objectives <p><u>Members</u></p> <ul style="list-style-type: none"> • Appoint/remove members in accordance with the Trust's Articles of Association • Appoint/remove Trustees • Ratify changes to articles of association • Appoint/remove external auditors • Receive external auditor's report 				
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2. Ethos				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<ul style="list-style-type: none"> • Set and review the vision and strategic direction for the QET • Oversee the translation of the vision and strategic direction of the MAT into practice in individual schools • Approve trust growth strategy • Uphold the distinctive Christian character of Church of England schools and be accountable to the Diocese at the Annual Review and SIAMS* • Carry out their functions with a view to safeguarding and promoting the welfare of children, having regard to the statutory guidance issued by the Secretary of State 'Keeping Children Safe in Education 2024'. This includes ensuring DBS and Section 128 checks are carried out for Trustees; ensuring that policies include reference to child-on-child abuse, gender issues and allegations against staff. • Oversee safeguarding arrangements at school level, ensuring compliance with relevant policies and statutory requirements. • Approve the Trust Behaviour & Ethos Policy • Approve all relevant admissions arrangements in line with the Schools Admissions Code* 	<ul style="list-style-type: none"> • Reviews the vision and strategic direction for the QET • Reviews and translate the vision and strategic direction of the MAT into practice in individual schools • Develop trust growth strategy • Reviews the distinctive attributes and aims of the individual schools • Review and uphold the distinctive Christian character of Church of England schools and be accountable to the Diocese at the Annual Review and SIAMS* • Recommends the Trust Behaviour & Ethos Policy • Carries out their functions with a view to safeguarding and promoting the welfare of children, having regard to the statutory guidance issued by the Secretary of State 'Keeping Children Safe in Education 2024' • Works with the Trust Safeguarding Link to uphold a Trust culture of safeguarding • Quality assure safeguarding arrangements at school level, ensuring compliance with relevant policies and statutory requirements. • Recommends admissions arrangements in line with the Schools Admissions Code* • Monitors that schools discharge their legal duties in relation to children with SEND Code of Practice 	<ul style="list-style-type: none"> • Consulted on the vision and strategic direction for the QET • Help translate the vision and strategic direction of the MAT into practice in individual schools • Develop the distinctive attributes and aims of the individual schools • Uphold the distinctive Christian character of Church of England schools and meet with the Diocese during SIAMS* • Carry out their functions with a view to safeguarding and promoting the welfare of children, having regard to the statutory guidance issued by the Secretary of State 'Keeping Children Safe in Education 2024' • Monitor safeguarding arrangements at school level, ensuring compliance with relevant policies and statutory requirements. • Appoint a Link Governor for Safeguarding to help uphold a culture of safeguarding in school • Approve permanent exclusions of individual pupils and convene exclusion panels where necessary • Review and approve in-year admission decisions in line with the trust Admissions Policy and the Schools Admissions code. • Implement admissions appeal process 	<ul style="list-style-type: none"> • Proposes how the distinctive attributes and aims of the individual schools are upheld • Implements the distinctive Christian character of Church of England schools and is accountable to the Diocese at the Annual Review and SIAMS* • Implements the Trust Behaviour & Ethos Policy • Carries out their functions with a view to safeguarding and promoting the welfare of children, having regard to the statutory guidance issued by the Secretary of State 'Keeping Children Safe in Education 2024' • Implement safeguarding arrangements at school level, ensuring compliance with relevant policies and statutory requirements. • Appoints a DSL and designated teacher to promote the educational achievement of looked after children and previously looked after children on school roll, who reports on their progress to LGC • Ensures that the school discharges its legal duties in relation to children with SEND Code of Practice • Monitor effectiveness of SEND provision at a school level, ensuring compliance with relevant policies and statutory requirements 	Ethos & Education Committee

<ul style="list-style-type: none"> • Oversee compliance with legal responsibilities set out in Children and Families Act 2014 and SEND Code of Practice • Ensure effective and compliant trust wide SEND provision • Oversee Trust and school level data in relation to behaviour, exclusions, attendance etc across different pupil groups • Oversee attendance and persistent absence of pupils (PPP&) • Oversee progress and attainment for all vulnerable children, looked after and previously looked after children • Oversee rates of suspension and exclusion across the trust • Oversee children's wellbeing and how this is actively supported • Review complaints at panel stage • Oversee all complaints raised (including through external agencies e.g LA, DfE and Ofsted) across the trust 	<ul style="list-style-type: none"> • Ensure effective and compliant trust wide SEND provision • Monitor effectiveness of SEND provision at a school level, ensuring compliance with relevant policies and statutory requirements • Supports the Headteacher with decision making about permanent exclusions • Develop engagement channels with key stakeholders in line with trust vision and priorities • Monitor attendance and persistent absence of pupils • Monitor progress and attainment for all vulnerable children, looked after and previously looked after children • Monitor rates of suspension and exclusion across the trust • Ensure school food standards are met for pupils • Ensure free school meal provision is adequately implemented • Ensure the provision of universal infant free school meals • Monitor children's wellbeing and how this is actively supported • Monitor provision and outcomes for EAL pupils • Monitor all complaints raised (including through external agencies e.g LA, DfE and Ofsted) across the trust 	<ul style="list-style-type: none"> • Monitor attendance and persistent absence of pupils • Monitor effectiveness of SEND provision at a school level, ensuring compliance with relevant policies and statutory requirements • Monitor progress and attainment for all vulnerable children, looked after and previously looked after children • Review headteacher decision to suspend/exclude pupils • Monitor children's wellbeing and how this is actively supported • Monitor provision and outcomes for EAL pupils • Review complaints at panel stage • Engage with key stakeholders at school level 	<ul style="list-style-type: none"> • Proposes permanent exclusions of pupils to the LGC and CEO • Proposes in-year admissions for consideration in line with the trust Admissions Policy and the Schools Admissions code. • Implement admissions appeal process • Review attendance and persistent absence of pupils • Review progress and attainment for all vulnerable children, looked after and previously looked after children • Ensure school food standards are met for pupils • Ensure free school meal provision is adequately implemented • Ensure the provision of universal infant free school meals • Deliver inclusive extra-curricular activities • Review children's wellbeing and how this is actively supported • Review provision and outcomes for EAL pupils • Engage with key stakeholders at school level 	
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3. School Performance, Curriculum and Teaching

Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<ul style="list-style-type: none"> • Approve an annual Trust improvement plan to deliver the QET priorities • Monitor the performance of the schools in the QET and produce an annual report • Hold the CEO to account for the performance of schools within the QET • Approve School Performance Targets • Retain oversight of school Performance Review documentation <i>e.g. SEFs</i> • Approve the monitoring and evaluation of quality of education at Trust level • Approve the school curriculum of C of E Schools • Ensure that at least one Trust representative meets with Ofsted inspectors during an inspection • Ensure compliance with SMSC requirements including the promotion of British values and that equality objectives are being delivered • 	<ul style="list-style-type: none"> • Draws up and implements an annual Trust improvement plan to deliver the QET priorities, linked to the school level priorities set out in SDPs • Monitors the performance of the QET schools and produce an annual report as well as termly CEO Reports for Trustees • Approves School Performance Targets • Recommends and monitors School Performance Review processes <i>e.g. via the SDP and the SEF</i> • Approves annual school improvement plan • Monitors the quality of teaching, learning and assessment at Trust and school level including collective worship and RE in church schools • Ensure that schools are prepared for 5 yearly SIAMs and half termly progress reviews, Ofsted inspections etc. • Approves the school curriculum following the principles set out in the Trust Curriculum Policy • Meets with Ofsted inspectors during an inspection • Provides objective, accurate and high-quality data for Trustees to support them in knowing the questions that need to be asked of executive leaders • Ensure compliance with SMSC requirements including the 	<ul style="list-style-type: none"> • Consulted on School Performance Targets • Monitor and challenge School Performance Review documents and process <i>e.g. SEF and SDP</i> • Foundation representatives ensure that RE, Collective Worship and Ethos are included in the School annual improvement plan of Church Schools • Monitor the quality of teaching, learning and assessment at school level, including collective worship and RE in church schools to ensure preparedness for 5 yearly SIAMs Ofsted inspections and that quality of education is consistently good or better. • Consulted on the school curriculum following the principles set out in the Trust Curriculum Policy. (LGC Foundation Governors of Church Schools responsible for ensuring that the C of E nature of the school is reflected in the curriculum) • Chair/Co-Chairs meet with inspectors during an Ofsted inspection • Monitor the inclusiveness of the curriculum • Review impact of pupil premium 	<ul style="list-style-type: none"> • Draws up and implements an annual school improvement plan to deliver the school improvement priorities • Proposes School Performance Targets • Leads School Performance Review processes <i>e.g. drafting the SDP and the SEF</i> • Reviews and monitor the quality of teaching, learning and assessment at school level (including collective worship and RE in church schools) to ensure preparedness for 5 yearly SIAMs and Ofsted inspections to ensure that quality of education is consistently good or better. • Implements the school curriculum following the principles set out in the Trust Curriculum Policy • Delivers the EYFS (primaries) in line with statutory requirements • Delivers high quality careers guidance in line with statutory requirements • Determines the school curriculum of C of E Schools • Ensure that LGC members and Trustees and the CEO has access to all relevant information in advance of an Ofsted inspection • Produces accurate and high-quality data for stakeholders to support robust accountability 	<p>Trustee Board</p> <p>Ethos and Education</p>

	<p>promotion of British values and that equality objectives are being delivered</p> <ul style="list-style-type: none"> • Set targets for pupil outcomes across trust and monitor in-year data termly • Set the dates of school terms and holidays 		<ul style="list-style-type: none"> • Determine equality information and objectives (public sector equality duty) statement and monitor delivery • Ensure compliance with SMSC requirements including the promotion of British values • Monitor the inclusiveness of the curriculum • Determine use and monitor impact of pupil premium 	
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4. Staff Policies and Pay				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<ul style="list-style-type: none"> • Annual approval of pay policy for all staff including cost of living and pay progression • Approve staff annual pay awards and pay progression • Oversee and support the recruitment of senior Trust staff, Trustees and local governors • Approve changes to Employee Terms and Conditions or Collective Agreements • Approve CEO Annual Pay Award • Recommend and approve CEO Performance Pay Progression • Approve and ratify HR policies 	<ul style="list-style-type: none"> • Recommends changes to Employee Terms and Conditions or Collective Agreements • Recommends Teachers' Annual Pay Award (including Headteacher's) • Recommends Support Staff Annual Pay Award • Recommends individual Headteachers' Performance Progression • Recommends Teachers' Pay Performance Progression • Recommends Trust Central Team Performance Pay Progression (Finance, IT, HR, Estates) • Recommends updates/changes to HR policy 	<ul style="list-style-type: none"> • Consulted on Headteacher's Appraisal and Pay Progression • Consulted on Teachers' Pay Performance Progression 	<ul style="list-style-type: none"> • Implements Trust Pay Policy for staff in school • Proposes Teachers' Annual Pay Award • Proposes Support Staff Annual Pay Award • Consulted on and implements all HR policy (school and Trust) 	People & Pay

5. Risk Management				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<p>Appoint a Finance, Audit and Operations Committee to:</p> <ul style="list-style-type: none"> • Approve appropriate Trust risk management policies and School procedures are in place • Approve and maintain the Trust Risk Register termly (FO&A) • Approve and Maintain a Trust Business Continuity Plan • Consider strategic threats and opportunities in relation to the Schools and MAT* • Ensure that financial controls and effective operational controls are in place • Review, approve and amend trust wide policies on H&S, financial management, data protection etc • Ensure that appropriate insurance cover is in place 	<ul style="list-style-type: none"> • Recommends Trust risk management policies and School procedures • Recommends Trust Risk Register • Recommends Trust Business Continuity Plan • Considers strategic threats and opportunities in relation to the Schools and MAT • Approves School Risk Register • COO to monitor and support the implementation of the H&S policy • COO to oversee site inspection and monitoring of H&S issues, premises and equipment • Manage and report on risk mitigation strategies 	<ul style="list-style-type: none"> • Consulted on, monitor and review of School Risk Register • Hold oversight of school-level risks • Hold oversight of H&S concerns that are brought to LGC attention by the HT • Hold oversight of business continuity planning 	<ul style="list-style-type: none"> • Implements appropriate Trust risk management policies and ensure School Risk management procedures arrangements are in place • Implements Trust Business Continuity Plan • Proposes, implements and maintains School Risk Register • Implements the Trust H&S policy fulfilling the responsibilities set out for School Leadership Teams • Implements actions (with support of COO) arising from H&S inspections 	Finance, Audit & Operations

6. Personnel Management				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<p>In consultation with the Diocesan Director of Education where applicable:</p> <ul style="list-style-type: none"> • Appoint (and remove) the CEO*. Foundation Representatives within the Trust will be invited to be part of the recruitment process. • Approve executive posts • Approve Performance Review of School Headteacher (with CEO) • Approves Performance Review of executive posts (with CEO) • Panel of the board convened and approve appeals against Disciplinary or Capability Procedures in relation to School Headteacher • Consulted on suspension of School Headteacher by Panel of the Board • Consulted on Return of School Headteacher after suspension by Panel of the Board • Approve dismissal of School Headteacher by Panel of the Board* and with the involvement and consultation of Foundation Board representative(s). • Implement Appeal of School Headteacher against dismissal independently of the board. • Consulted on Dismissal of central MAT staff • Approve Appeal of central MAT Staff against dismissal by Panel of the Board. 	<p>In consultation with the Diocesan Director of Education where applicable and CFO and HR Director</p> <ul style="list-style-type: none"> • Recommends executive posts appointments (and removal) • Approves appointment of Headteacher • Approves appointment of other central staff • Approve teaching and support staff complement • Approves Senior Leadership appointments (including Deputy and Assistant Headteachers) within each school (As in Articles for Church Schools appointments require consultation with Diocesan Director of Education) • Develop and implement the People Strategy • Annually reviews staff wellbeing and workload trends • Lead strategic vision and the overall staff development strategy • Approves Performance Review of School Headteacher (with Trustees) • Approves Performance Review of School Deputy Head/Senior Teacher • Approves Performance Review of executive posts (with Trustees) 	<ul style="list-style-type: none"> • Consulted on appointment of Headteacher • Consulted on Senior Leadership appointments (including Deputy and Assistant Headteachers/Senior Teachers) within each school • Monitors effectiveness of professional development, talent management and succession planning • Consulted on Performance Review of School Headteacher • Reviews key data provided by school and HR Department in maintaining awareness of staffing metrics such as absence, staff turnover and staff wellbeing and workload • Panel of the committee convened and recommend Disciplinary and Capability Procedures in relation to Teaching and support staff 	<p>In consultation with the CFO and HR Director:</p> <ul style="list-style-type: none"> • Recommends Staff complement, structure and grades • Responsible for the recruitment and appointment of school staff other than the Headteacher • Proposes Senior Leadership appointments (including Deputy and Assistant Headteachers) within each school • Proposes School Teaching and support staff appointments and maintains a structured approach to talent management and succession planning at school level • Responsible for the accuracy of the school's Single Central Record and statutory compliance with safer recruitment requirements • Develops and implements the school's CPD strategy, including delivery of CPD aligned with the school's improvement plan • Recommends Performance Review of School Deputy Head and other staff • Recommends Disciplinary and Capability Procedures in relation to School Deputy Headteacher /Senior Teacher • Recommends Suspension of School Deputy Headteacher/Senior Teacher 	<p>People & Pay</p>

<ul style="list-style-type: none"> • Approve implementation of organisational change policy • Receive annual reports on the status of the SCR (PPP&R) • Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters for: <ul style="list-style-type: none"> ○ CEO ○ Executive Team 	<ul style="list-style-type: none"> • Approves Disciplinary and Capability Procedures in relation to Teaching and support staff • Panel of the board convened and approve Disciplinary and Capability Procedures in relation to School Headteacher • Approves suspension of School Headteacher • Approves return of School Headteacher after suspension • Recommends dismissal of School Headteacher • Panel of the board convened and approve disciplinary and Capability Procedures in relation to School Deputy Headteacher/Senior Teacher • Approves suspension of School Deputy Headteacher/Senior Teacher • Approves return of School Deputy Headteacher/Senior Teacher after suspension • Approves dismissal of School Deputy Headteacher/Senior Teacher • Approve suspension of School teaching and support staff • Approves return of school teaching and support staff after suspension • Approves dismissal of School teaching and support staff • Approve dismissal of central MAT staff • Recommends appeal of central MAT Staff against dismissal 	<ul style="list-style-type: none"> • Consulted on Disciplinary and Capability Procedures in relation to School Headteacher (Chairs) • Consulted on Appeals against Disciplinary or Capability Procedures in relation to School Headteacher (Chairs) • Consulted on suspension of School Headteacher (Chairs) • Consulted on Return of School Headteacher after suspension (Chairs) • Consulted on Dismissal of School Headteacher (Chairs) • Consulted on Appeal of School Headteacher against dismissal (Chairs) • Consulted on Disciplinary and Capability Procedures in relation to School Deputy Headteacher/Senior Teacher • Consulted on suspension of School Deputy Headteacher/Senior Teacher • Consulted on Return of School Deputy 	<ul style="list-style-type: none"> • Recommends Return of School Deputy Headteacher/Senior Teacher after suspension • Recommends Dismissal of School Deputy Headteacher/Senior Teacher • Recommends suspension of School teaching and support staff • Recommends return of School teaching and support staff after suspension • Recommends dismissal of School teaching and support staff • Approves response to requests for flexible working in consultation with Dir of HR • Proposes response to requests for early retirement with Dir of HR • Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters for: <ul style="list-style-type: none"> ○ School level staff members • Determine school level staffing structure • Ensure appointment of SENCO 	
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	<ul style="list-style-type: none"> • Recommends the implementation of Organisational Change processes • Approves response to requests for early retirement • Oversees delivery of a high-quality central HR function • Approves response to requests for flexible working in consultation with Trustees for Executive Staff • Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters for: <ul style="list-style-type: none"> • Headteacher • Determine Executive team staffing structure • Ensure appointment of SENCO • Ensure there is effective school improvement capacity within, or accessed by, the trust 	<p>Headteacher/Senior Teacher after suspension</p> <ul style="list-style-type: none"> • Consulted on Dismissal of School Deputy Headteacher/Senior Teacher • Consulted on Appeal of School teaching and support staff against dismissal • Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters for: <ul style="list-style-type: none"> ○ Headteachers ○ School level staff members 		
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7. Financial Governance and Management				
Trustees	Chief Executive Officer (CEO) /Accounting Officer In consultation with the CFO	Local Governance Committees (LGCs)	Headteacher In consultation with the CFO	Committee Responsible
<ul style="list-style-type: none"> • Approve trust's financial manual to further expand processes relating to delegated financial powers • Approve Trust 3-year Budget Plan (3-year plan considered and approved by Finance Cttee as context for its recommendation to Board on 1 Year plan) 	<ul style="list-style-type: none"> • CEO to appoint and performance manage CFO • CFO to produce trust's financial manual to further expand processes relating to delegated financial powers • CFO submits required financial reports and returns 	<ul style="list-style-type: none"> • Consulted on School 3-year Budget Plan • Consulted on School 1-year Budget • Consulted on monthly management accounts report review and monitoring points for action by the Headteacher 	<ul style="list-style-type: none"> • Proposes School 3-year Budget Plan • Proposes school annual Budget • Proposes boarding fees annually • Proposes the use of strategic reserves via QET business case submission – up to £2.5k via 	<p>Finance, Audit & Operations</p> <p>Trustee Board</p>

<ul style="list-style-type: none"> • Approve Trust 1-year Budget • Recommend Trustees Report and Annual Financial Statements and present to members • Consulted on Appointment of a registered statutory auditor for Members Approval • Approve Response to Auditor's Management Letter through FO&A Committee • Approve School 1-year Budget Plan • Approve School 3-year Budget Plan (3-year plan considered and approved by Finance Cttee as context for its recommendation to Board on 1 Year plan) • Approves boarding fees annually • Approve the annual programme of internal scrutiny as put forward by the Executive Team • Approve finance policies • Approve the use of strategic reserves over £10k and Capital Grants • Ensure Academy Trust Handbook requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to • Agree on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes 	<ul style="list-style-type: none"> • Recommends Trust 3-year Budget Plan to support delivery of trust strategic priorities incorporating Integrated Curriculum and Financial Planning (ICFP) to align curriculum planning with financial resources • Recommends Trust 1-year Budget to support delivery of trust strategic priorities • Recommends Trustees Report and Annual Financial Statements • Prepares annual financial statements in line with the DfE's Academies Accounts direction • Approves Trust Schools Accounts Return to EFSA • Recommends School 3-year Budget Plan • Recommends school 1-year Budget • Recommends School Budgets Monitoring and Forecast Report and Actions • Recommends revisions to boarding fees • Recommends annual programme of internal scrutiny • Prepares monthly management accounts setting out financial position and performance • Recommends finance policies to Trustees • Approves the use of Strategic reserves up to £10k 	<ul style="list-style-type: none"> • Consulted on boarding fees annually • Consulted on the use of strategic reserves • Consulted on the use of self-generated income 	<p>CFO/CEO, above £2.5k via business case</p> <ul style="list-style-type: none"> • Proposes the use of school self-generated income • Reviews the monthly management account reports and responds to points for action • Maintains a balanced budget 	
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	<ul style="list-style-type: none"> • Recommends the use of strategic reserves to Trustees for above £10k • Consulted on the use of self-generated income • Carry out benchmarking and trust-wide value for money evaluation • Action recommendations arising from internal audits • Agree on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes • Consider appeals against budget allocations under community resourcing model • The accounting officer's duty to raise concerns: <ul style="list-style-type: none"> • The accounting officer must take personal responsibility (which must not be delegated) for assuring the board that the trust is complying with the funding agreement and handbook. • The accounting officer must advise the board, in writing, if action it is considering is incompatible with the articles, funding agreement or handbook. This includes where such action conflicts with the duties of the accounting officer, to ensure regularity, propriety, value for money and feasibility. 			
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	<ul style="list-style-type: none"> Similarly, the accounting officer must advise the board, in writing, if the board fails to act where required by the funding agreement or handbook. Where the board is minded to proceed, despite the accounting officer's advice, the accounting officer must consider the board's reasons and, if the accounting officer still considers the action proposed by the board is in breach of the articles, the funding agreement or handbook, the accounting officer must notify DfE's accounting officer immediately in writing. 			
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8. Financial Authorisation/Management				
Trustees	Chief Executive Officer (CEO) /Accounting Officer & CFO	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<ul style="list-style-type: none"> Approves expenditure on items not in current year's school budget, in excess of 1% or £10,000 Approve Expenditure over UK procurement legislation limit. (Internal approval by Finance Cttee) Approve dismissal compensation staff severance/redundancy payments over £50k (SoS (DfE) only. Internal approval by Board) 	<ul style="list-style-type: none"> Ensures that the Trust has a competitive procurement procedure in place and is compliant with the Procurement Act 2023 and its associated regulations. Approves expenditure on items not provided, in current year's school approved budget Recommends expenditure on items not provided in current 	<ul style="list-style-type: none"> Consulted on expenditure on items not included in current year's school approved budget Consulted on dismissal compensation, staff severance and redundancy payments Consulted on Disposals or write off stock, assets or debts up to £10k (individual item not cumulative) 	<ul style="list-style-type: none"> Approves expenditure on costed items including in current year's school approved budget in line with the Trust procurement policy Proposes expenditure on items not included, in the current year's school approved budget. Proposes Dismissal Compensation, staff severance, redundancy payments from £25k 	Finance, Audit & Operations

<ul style="list-style-type: none"> • Advised of dismissal compensation, staff severance, redundancy payments up to £50k (gross before income tax or other deductions) • Approve the establishment/ dissolution of a subsidiary company • Approve disposals or write off stock, assets or debts in excess of £10k (individual item not cumulative) 	<ul style="list-style-type: none"> year's school budget, in excess of 1% or £10,000 whichever is the lower • Consulted on and recommends Expenditure over UK procurement legislation limit.¹ • Approves dismissal compensation, staff severance, redundancy payments up to £50k (gross before income tax or other deductions) • Recommends dismissal compensation, staff severance/redundancy payments over £50k (SoS (DfE) only. Internal approval by Board) • Approves disposals or write off stock, assets or debts up to £10k • Recommends disposals or write off stock, assets or debts in excess of £10K (individual item not cumulative) 		<ul style="list-style-type: none"> to £50k. All requests to be referred directly to CFO and Dir of HR • Proposes staff severance/ redundancy payments. All requests to be referred directly to CFO for Internal approval by Board. • Proposes Disposals or write off stock, assets or debts up to £10k (individual item) • Ensures that PP funding is spent on improving attainment for eligible pupils 	
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9. Central Services				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<ul style="list-style-type: none"> • Approve scope of central services to be provided to schools within the trust • Approve the school contribution for the provision of central services 	<ul style="list-style-type: none"> • Recommends scope of central services to be provided to schools within the Trust • Recommends services to be contracted by the trust (procurement subject to 	<ul style="list-style-type: none"> • Consulted on scope of central services to be provided to schools within the school trust • Consulted on the school contribution for the provision of central services 	<ul style="list-style-type: none"> • Consulted on scope of central service offer • Consulted on quality of delivery of central service offer • Consulted on school contribution to central service offer 	Finance, Audit & Operations

¹ The thresholds. are: goods – £213,477, works – £5,336,937, most services – £213,477, Some services for education, health and care are covered by the 'light touch regime'. The threshold for these is £663,540. Check the list of all the services covered by the light touch regime in the legislation. Use of Gov.uk find a Tender Service required. Internal approval by Finance Cttee)

<ul style="list-style-type: none"> • Approve Services to be contracted by the trust (procurement subject to Finance Regulations as set out below and above) 	<p>Finance Regulations as set out below)</p> <ul style="list-style-type: none"> • Implements central services model, evaluates the offer, and reports to Trustees. • Appoint a Data Protection Officer (DPO) or externally commissioned service 	<ul style="list-style-type: none"> • Consulted on the quality of delivery of central service offer 		
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10. Premises and Assets*				
Trustees * Diocese to be consulted if they are the site trustee	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<ul style="list-style-type: none"> • Approve acquiring a freehold on land or buildings • Approve disposing of a freehold on land or building • Approve entering/granting any leasehold or tenancy agreement for more than 5 years 	<ul style="list-style-type: none"> • Recommends acquiring a freehold on land or buildings • Recommends disposing of a freehold on land or building • Recommends entering/granting any leasehold or tenancy agreement for more than 5 years • Recommends entering into any operating lease. This will need to be approved by the FO & A. Please see regulation IFRS16 lease regulation • Approves entering into any operating lease • Agree premises management documents, including estate 	<ul style="list-style-type: none"> • Consulted on acquiring a freehold on land or buildings • Consulted on disposing of a freehold on land or building • Consulted on entering/granting any leasehold or tenancy agreement for more than 5 years • Consulted on entering into any operating lease 	<ul style="list-style-type: none"> • Proposes acquiring a freehold on land or buildings • Proposes disposing of a freehold on land or building • Proposes entering/granting any leasehold or tenancy agreement for more than 5 years • Proposes entering into any operating lease 	Finance, Audit & Operations

	vision, estate strategy and asset management plan			
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11. Health & safety				
Trustees	Chief Executive Officer (CEO) /Accounting Officer & COO	Local Governance Committees (LGCs)	Headteacher	Committee Responsible
<ul style="list-style-type: none"> Accountable for the provision of clear and regular information to a range of regulatory and relevant bodies where necessary. Accountable for statutory compliance. Responsible for reviewing Trust policies and ensuring their implementation within a prioritised and proportionate rolling programme. Form the corporate body and serve as the employer under the Health and Safety at Work Act 1974 Responsible for monitoring and periodically reviewing health and safety performance Ensure adequate resources are made available for the discharge of the employer's health and safety duties Trustees to sign off the annually reviewed Statement from the main HS&W policy with the CEO. Appoint a lead Trustee as critical friend and as an appropriate challenger for the Leadership team and local governance arrangements. Delegate all to the CEO. 	<ul style="list-style-type: none"> The CEO delegates to the COO responsibility for the H&S Delegated Services The COO will establish on a rolling prioritised and proportionate basis a robust H&S system, main aspects of which are set out below Monitor statutory compliance on behalf of the Board presenting regular summary reports on performance against requirements. Ensure that there is suitable competent/expert support on health and safety both internally and externally Provide health and safety support to all schools and the central team Monitor the Trust's estates to ensure they are safe and well maintained Provide policies, procedures and guidance for implementation by set target dates on a rolling prioritised and proportionate basis. 	<ul style="list-style-type: none"> Support the Headteacher in the implementation of the Trust's HS&W policy, procedures and guidance upon receiving a report from Delegated Services Act as critical friend in receiving reports from the Headteacher/Delegated Services on: supporting policies, procedures and guidance, training programmes, risk assessments, educational visits and higher risk area curriculum contributions, compliance matters, incident reporting, acquisitions and projects. Report to full LGC as appropriate and the Trust. 	<ul style="list-style-type: none"> Responsible for the adaptation and implementation of the Trust's HS&W policy and supporting school policies in line with statutory requirements Ensure the information provided by the school is of a high quality Accountable for health and safety performance within the school Responsible for ensuring presentation and scrutiny of termly reports x3 on health and safety to the LGC * Ensures that all staff, including those with delegated responsibilities, including self, within school have received sufficient training, time, information, instruction, and supervision as necessary to meet statutory requirements and fulfil their duties and delegations in a safe manner. Approval of Category B visits using EEC risk assessment framework 	Finance, Audit & Operations

	<ul style="list-style-type: none"> • The health and safety policy defines the Trusts risk appetite with regard to health and safety compliance • Provide central team and school staff with the information, instruction, training, and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner • Provide risk assessments for implementation by set target dates on a rolling prioritised and proportionate basis. • Incident reporting, near misses and if necessary RIDDOR reports to the HSE. • Liaise with enforcing authorities • Responsible for supporting and challenging the Trust's schools on the quality and timeliness of the information required to be returned, and reported upon, as part of the robust monitoring requirements. 			
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