



Scheme of Delegation

Approved on 17th July 2026

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 & Recruitment Committee (PP&R);
- Ethos & Education Committee (E&E)
- Boarding Committee
- Local Governance Committees (LGC);
- Executive Team (CEO, CFO, Directors of Improvement, 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 and Allocation of Trust Policies to Committees:

(S) = statutory

POLICY	REVIEW SCHEDULE	Finance, Operations, & Audit	People, Pay & Recruitment	Ethos & Education Committee	Boarding Committee
Admissions policy (S) (schools to determine admission arrangements)	Yearly	*			
Adverse Weather Policy	3 Yearly	*			
AI Policy	Yearly	*			
Allegations of Abuse Against Staff	Yearly	*			
Allergies and Anaphylaxis Policy	2 Yearly	*			
Anti-bullying	Yearly			*	
Appraisal	Yearly		*		
Behaviour & Ethos (S)	3 Yearly			*	
Business Continuity Policy	2 Yearly	*			
Business Continuity Plan	2 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			*	
Conflict of Interest Policy	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		*		
Environmental & Sustainability Policy	3 Yearly	*			
Equality and Diversity	2 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		*		
Lettings Policy	2 Yearly	*			
Management of Headlice	3 Yearly		*		
Managing Stress and Promoting Positive Mental Health and Wellbeing	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 Policy (S)	Yearly			*	
Risk Management	Yearly	*			
Scheme of Delegation	Yearly	*			
SEND Trust Policy Statement (S)	Yearly			*	
Staff Anti Harassment and Bullying Policy	Yearly		*		
Staff Sickness Absence	2 Yearly		*		
Student Equality Policy & Equality Information and Objectives Statement	Yearly			*	
Suspension and Permanent Exclusion (S)	Yearly			*	
Travel & Expenses (inc Governors Allowances (S))	2 Yearly	*			
Trustee register of business interests	Yearly	*			
Walkie Talkie Policy	Yearly	*			
Whistleblowing (S)	3 Yearly		*		

Local Policies

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

Local Policies include but are not limited to:

POLICY	Statutory
Acceptable Use	
Accessibility Plan	*
Admissions register	*
Attendance register	*
Behaviour policy	*
Careers Programme/Guidance	*
Child protection & Safeguarding (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	*
Premises Management documents	*
Pupil Premium	
Sports Premium Report	
RE	
Sex and Relationships Education	*
Supporting pupils with medical conditions	*
Uniform Policy	*

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.

Ofsted results from September 2025

School Performance	Scheme Arrangement
Exceptional, Strong Standard or Expected Standard Ofsted category	Full Scheme of Delegation unless mitigating factors (see below)
Needs Attention Ofsted category	<u>May</u> be reduced Scheme of Delegation
Urgent Improvement 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.

Executive Local Governance Committees apply the below responsibilities across the schools for which they are responsible. Executive headteachers apply the below responsibilities across all schools for which they are accountable.

1. Governance				
Trustees	Chief Executive Officer (CEO)/Accounting Officer	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
- 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)	- 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 - 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	- 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 - Monitor completion of staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD - 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	- 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 Termly Reports 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

• Retain oversight of staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD (PPP&R) • 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	• 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	- requirements (eg Safeguarding Training) • Responsible for maintaining a Register of business interests • Responsible for evaluating its own effectiveness • 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		
--	---	--	--	--

• Nominate a Link Trustee for each school to retain communication links between school and Trust • 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 <u>Members</u> • 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				
--	--	--	--	--

2. Ethos				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
• 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'. 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*	• 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	• 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	• 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' • 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 • Proposes permanent exclusions of pupils to the LGC and CEO	Ethos & Education Committee

• 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	• 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	• 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	• 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	
--	--	--	--	--

3. School Performance, Curriculum and Teaching

Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
• 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 •	• 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 • 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 promotion of British values and that equality objectives are being delivered	• Consulted on School Performance Targets • Monitor and challenge School Performance Review documents and process <i>e.g. SEF and SDP</i> • Monitor the school's self-evaluation against the Ofsted inspection framework toolkit. • 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. • Monitor the quality of teaching, learning, assessment and achievement of vulnerable pupils through HT reports. • 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)	• Draws up and implements an annual school improvement plan using the agreed Trust approach to deliver the school improvement priorities aligned with the Ofsted inspection framework toolkit. • Proposes School Performance Targets • Leads School Performance Review processes following termly data review points • Reviews and monitor the quality and consistency 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 at the expected standard or better • Reviews and reports on the quality and consistency of teaching, learning, assessment and achievement for vulnerable pupils. • 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	Trustee Board Ethos and Education

	• Set targets for pupil outcomes across trust and monitor in-year data termly • Set the dates of school terms and holidays	• Chair/Co-Chairs meet with inspectors during an Ofsted inspection • Monitor the inclusiveness of the curriculum, particularly for vulnerable pupils. • Review impact of pupil premium	• 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 • 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 and consistency of the curriculum • Determine use and monitor impact of pupil premium	
--	---	--	---	--

4. Staff Policies and Pay				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
• Annual approval of pay policy for all staff including cost of living and pay progression frameworks • Approve overall annual pay awards, implementation and affordability • Oversee and support the recruitment of senior Trust staff, Trustees and local governors • Approve changes to Employee Terms and Conditions or Collective Agreements	• Recommends changes to Employee Terms and Conditions or Collective Agreements • Recommends Annual Pay Awards for Teachers, Support Staff and Central Team staff in line with Trust Pay Policy • Recommends Trust Central Team Performance Pay Progression (Finance, IT, HR, Estates) • Ensures pay recommendations are evidenced based, compliant and affordable	• Consulted on Headteacher's Appraisal and performance objectives • Provides contextual assurance of the application of Trust Pay and HR policies at school level • Monitors workforce metrics, including pay trends, wellbeing, absence and staff turnover	• Implements Trust Pay and HR policies for staff in school • Conducts appraisal processes in line with Trust policy • Proposes evidence-based recommendations for Teachers' pay progression • Recommends Support Staff incremental progression • Ensures staff are informed of pay outcomes in line with statutory timescales	People, Pay & Recruitment

• Approve CEO pay determinations including Annual Pay Award and Performance Pay Progression • Approve Executive Team pay determinations • Approve pay decisions that fall outside trust policy or statutory frameworks • Approve changes to Employee Terms and Conditions or Collective Agreements • Hear pay appeals in accordance with the Pay Policy • Ratify HR policies	• Ensures consistent application of the Pay Policy across the Trust • Recommends updates/changes to HR policy			
---	--	--	--	--

5. Risk Management				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
Appoint a Finance, Audit and Operations Committee to: • 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	• 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	• 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	• 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

• Review, approve and amend trust wide policies on H&S, financial management, data protection etc • Ensure that appropriate insurance cover is in place	• Manage and report on risk mitigation strategies			
--	---	--	--	--

6. Personnel Management				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
In consultation with the Diocesan Director of Education where applicable: • Appoint (and remove) the CEO*. Foundation Representatives within the Trust will be invited to be part of the recruitment process. • Approve executive posts and structure • Approve CEO appraisal and pay progression • Approve appraisal of School Headteacher (with CEO) • Approves Performance Review of executive posts (with CEO) • Consulted on suspension of School Headteacher by Panel of the Board • Consulted on Return of School Headteacher after suspension by Panel of the Board • Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters of CEO and Executive Team • Approve dismissal of School Headteacher by Panel of the Board* and with the involvement and	In consultation with the Diocesan Director of Education where applicable and CFO and HR Director • Recommends executive posts appointments (and removal) • Approves appointment of Headteacher • Approves appointment of other central staff • Approve teaching and support staff complement within budget • 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) • Oversee the delivery of the Trust's People Strategy and HR function • Annually reviews staff wellbeing and workload trends • Lead strategic vision and the overall staff development strategy	• Consulted on appointment of Headteacher • Consulted on Senior Leadership appointments (including Deputy and Assistant Headteachers) within each school • Monitors effectiveness of professional development, talent management and succession planning • Consulted on Headteacher appraisal outcomes and objectives • Reviews staffing data and workforce metrics provided by the Trust • Undertake panel hearings for Disciplinary, Grievance and Capability Procedures in relation to Teaching and support staff • Consulted on Disciplinary and Capability Procedures	In consultation with the CFO and HR Director: • Determine school-level staffing structure and grades within approved complement • 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, to ensure consistent high quality teaching across all year groups	People, Pay & Recruitment

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. • Approve implementation of organisational change policy • Receive annual reports on safeguarding, SCR and workforce risk (PP&R)	• Leads appraisal of School Headteachers and Executive Team (with Trustees as required) • Leads 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 the implementation of Organisational Change processes	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)	• Leads appraisal process for all school staff and recommend outcomes • Lead Disciplinary and Capability Procedures in relation to all school staff up to Deputy Headteacher • Recommends Suspension of school staff up to Deputy Headteacher • Recommends Return of school staff up to Deputy Headteacher after suspension • Recommends Dismissal of school staff up to Deputy Headteacher • Implements CPD workload and wellbeing strategies aligned with Trust policy • Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters for all school staff.	
---	--	---	--	--

	• Approves CPD workload and Wellbeing strategies • Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters for Headteacher/Deputy Headteachers, Central and Executive Staff • Determine Executive team staffing structure • Ensure there is effective school improvement capacity within, or accessed by, the trust			
--	--	--	--	--

7. Financial Governance and Management				
Trustees	Chief Executive Officer (CEO) /Accounting Officer In consultation with the CFO	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher In consultation with the CFO	Committee Responsible
• 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) • 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	• 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 • 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	• 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 • Consulted on boarding fees annually • Consulted on the use of strategic reserves • Consulted on the use of self-generated income	• 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 CFO/CEO, above £2.5k via business case • Proposes the use of school self-generated income • Reviews the monthly management account reports and responds to points for action • Maintains a balanced budget	Finance, Audit & Operations Trustee Board

• Approve consolidated Trust budget • Approve consolidated 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 £40k and Capital Grants • Ensure Academy Trust Handbook requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to • Approve the framework to address the risks of fraud, irregularity and theft through relevant policies and processes	• 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 • CFO Prepares monthly management accounts setting out financial position and performance • CFO Recommends finance policies to Trustees • Approves the use of Strategic reserves up to £40k • Recommends the use of strategic reserves to Trustees for above £40k • Consulted on the use of self-generated income • CFO Carry out benchmarking and trust-wide value for money evaluation			
---	---	--	--	--

	• CFO Action recommendations arising from internal audits • CEO Ensure compliance and escalate concerns relating to risk of fraud, irregularity and theft • CFO implement systems 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: • 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 <u>articles</u>, <u>funding agreement</u> or handbook. This includes where such action conflicts with the duties of the accounting officer, to ensure regularity, propriety, value for money and feasibility. • 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.			
--	---	--	--	--

8. Financial Authorisation/Management				
Trustees	Chief Executive Officer (CEO) /Accounting Officer & CFO	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
• Approves expenditure on items not in current year's school budget, in excess of 2% or £40,000 (whichever is lower) • Approve the procurement policy • Approve contracts above statutory thresholds where required. (Internal approval by Finance Committee) • Approve dismissal compensation staff severance/redundancy payments over £50k (SoS (DfE) only. Internal approval by Board) • Advised of dismissal compensation, staff severance, redundancy payments up to £50k (gross before income tax or other deductions)	• CEO/CFO Ensure compliance with the Procurement Act 2023 and recommends expenditure over limits • CFO Manage procurement processes • CEO Approves unbudgeted expenditure up to 2% or £40,000 • CEO Recommends unbudgeted expenditure above £40,000 or 2% whichever is the lower to Trustees • Approves dismissal compensation, staff severance, redundancy payments up to £50k	• 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 £20k (individual item not cumulative)	• Approves expenditure on costed items including in current year's school approved budget in line with the Trust procurement policy • Proposes all expenditure not included, approved budget. • Proposes Dismissal Compensation, staff severance, redundancy payments from £25k 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	Finance, Audit & Operations

• Approve the establishment/ dissolution of a subsidiary company • Approve disposals or write off stock, assets or debts in excess of £20k (individual item or cumulative)	(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 £20k • Recommends disposals or write off stock, assets or debts in excess of £20k (individual item or cumulative)		to CFO for Internal approval by Board. • Proposes Disposals or write off stock, assets or debts up to £20k (individual item) • Ensures that PP funding is spent on improving attainment for eligible pupils	
---	---	--	---	--

9. Central Services				
Trustees	Chief Executive Officer (CEO) /Accounting Officer	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
• Approve scope of central services to be provided to schools within the trust • Approve the school contribution for the provision of central services • Approve Services to be contracted by the trust (procurement subject to Finance Regulations as set out below and above)	• Recommends scope of central services to be provided to schools within the Trust • Recommends services to be contracted by the trust (procurement subject to Finance Regulations as set out below) • Implements central services model, evaluates the offer, and reports to Trustees. • Appoint a Data Protection Officer (DPO) or externally commissioned service	• 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 • Consulted on the quality of delivery of central service offer	• 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

10. Premises and Assets*				
Trustees * Diocese to be consulted if they are the site trustee	Chief Executive Officer (CEO) /Accounting Officer & COO	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
• 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 • Ensure compliance with DfE and legal estate requirements • Ensure adequate resources for estate management and statutory compliance • Monitor estate performance and statutory compliance across the Trust • Consult Diocese where they are the site trustee • Approve the entry into, renewal, variation or termination of any lease arrangement that creates a financial commitment exceeding £100,000 in total value, has a duration exceeding five years, creates a material long-term liability or significant operational obligation for the Trust, or otherwise falls outside the CEO's delegated authority.	• The CEO recommends acquisitions, disposals, and long-term leases to Trustees • The CEO will ensure implementation of the estate vision, strategy, and asset management plan • Approve the entry into, renewal, variation or termination of lease arrangements within delegated authority limits and approved budgets, ensuring that appropriate due diligence, affordability, value for money, procurement compliance, risk assessment and financial reporting implications have been fully considered. Any lease arrangement falling outside these limits (exceeding £100,000 in total value, has a duration exceeding five years, creates a material long-term liability or significant operational obligation for the Trust) must be referred to the Trustees for approval. • Agree premises management documents, including estate	• 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	• 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 • The CEO delegates operational estate leadership to the COO • The CEO will ensure accurate reporting to Trustees and regulatory bodies			
--	---	--	--	--

11. Health & safety				
Trustees	Chief Executive Officer (CEO) /Accounting Officer & COO	Local Governance Committees (LGCs)	Headteacher/Executive Headteacher	Committee Responsible
• Serves as the corporate body and employer under the Health and Safety at Work Act 1974 • Ensure clear and regular reporting to regulatory and relevant bodies. Accountable for statutory compliance across the Trust • 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 • Monitor and periodically review Trust wide health and safety performance • Ensure adequate resources are provided to discharge employer H&S duties • Approve the annual Health, Safety & Wellbeing (HS&W) statement within the main HS&W policy.	• The CEO holds delegated responsibility from Trustees • The CEO will ensure Trust-wide statutory compliance • The CEO will oversee and review Trust H&S policies and ensure they are implemented through a prioritised and proportionate rolling programme. • The CEO delegates operational leadership of H&S to the COO. The COO will establish and maintain a robust, prioritised, and proportionate H&S management system. The COO will Monitor statutory compliance and provide regular summary reports to the Board. The COO will ensure access to competent internal and external H&S expertise • The COO will provide health and safety support to all schools and the central team	• Support the Headteacher in implementing the Trust's H&S policies and procedures and guidance upon receiving a report from Delegated Services • Act as critical friend in receiving reports from the Headteacher and Delegated Services on: policies, procedures and guidance, training programmes, risk assessments, educational visits and higher risk area curriculum areas, compliance matters, incident reporting, acquisitions and projects. • Report relevant matters to the LGC as appropriate and the Trust.	• Adapt and implement the Trust's HS&W policy and supporting school policies • Ensure all school provided information is accurate and high quality • Accountable for health and safety performance within the school • Responsible for ensuring presentation and scrutiny of termly reports on health and safety • Ensures that all staff including those with delegated responsibilities receive sufficient training, adequate time, appropriate information and instruction, and necessary supervision. • Approval of Category B visits using the EEC risk assessment framework	Finance, Audit & Operations

• Appoint a Lead Trustee for H&S to act as a critical friend and provide appropriate challenge • Delegate operational responsibility to the CEO.	• The COO will monitor the Trust's estate for safety and maintenance • The COO will provide policies, procedures, guidance, and risk assessments with clear implementation • Ensure the health and safety policy defines the Trusts risk appetite regarding • Provide staff with the information, instruction, training, and supervision to meet statutory requirements • Manage incident reporting including near misses and RIDDOR submissions to the HSE. • Liaise with enforcing authorities • Support and challenge schools regarding the quality and timeliness of required H&S information			
---	---	--	--	--