Dartmoor Multi Academy Trust

Scheme of Delegation

Adopted December 2017

Revised February 2020

To provide the highest possible quality of education for all local children, in order to ensure pupils from all backgrounds are able to succeed

Document Control

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Version	Date issued	Author	**Update information**
V1.0	Dec 17	Michelmores	First published version
V1.1	6 Feb 18	Trustees	Removal of Michelmores logo
V1.2	6 Feb 18	Trustees	Amendments to LGB appointment process. Amendment to Headteacher appointment on the LGB
V1.3	27 Mar 18	Trustees	Updated governance overview diagram Addition of COO to Ethos Committee Change to Audit committee in line with AFH Changes to terminology relating to Principal/Head & Head of School
V1.4	19 Jul 18	Trustees	Governance Overview diagram updated to reflect that LGB Foundation Governor appointments can be recommended by the LGB / agreed by the Trustee Board with no Diocese part of the process Spelling error corrected. Removal of reference to COO throughout the document Insertion of quorum for LGB meetings
V2.0	7 Feb 2020	Trustees	Replace term LGB with Academy Committee. Wording regarding foundation governors amended. Changed Governance and staffing overview diagrams. Update of Trustee committee structure/descriptions. Update of wording of elements of an effective AC. Revised table of responsibilities.

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1. Vision, Aims and Objectives

Our vision is to provide the highest possible quality of education for all local children, in order to ensure pupils from all backgrounds are able to succeed.

In order to achieve this, we have adopted the following aims and objectives:

- A cross phase approach from pre-school to age 19. We will educate the whole child through a rich and deep curriculum, with each child thriving and succeeding creatively, emotionally and academically;

- Education will be community based, inclusive and will respect and retain the ethos of each school including church schools. The Trust has a co-operative set of values and principles incorporating a strong ethos and upholding British values;

- The Dartmoor Multi Academy Trust will be underpinned by a top quality Teaching School (The Dartmoor Teaching School); we intend to have strong capacity to develop all our staff. All Schools in the Trust will be members of the Teaching School Alliance;

- The cross phase approach will maximise the opportunities for colleagues to work alongside colleagues from different phases to address the 'progress dip' that has potential to occur on all transitions;

- It will mirror existing staff terms and conditions and will recognise from the outset the importance of retaining and attracting staff of the highest calibre;

- We believe in the benefits to the community of local schools and would therefore always attempt to maintain rural schools subject to their viability.

2. Scheme of Delegation

This Scheme of Delegation (SoD) identifies the key decisions required in connection with the overall governance and management of the Trust and its academies.

The SoD sets out the delegation by the Trustees under Article 105 of the Trust's Articles of Association. It is designed to set out clearly the respective roles and responsibilities across all layers of governance. The different layers of governance are explained in more detail in the Section relating to Layers of Governance: Roles and Responsibilities of this SoD.

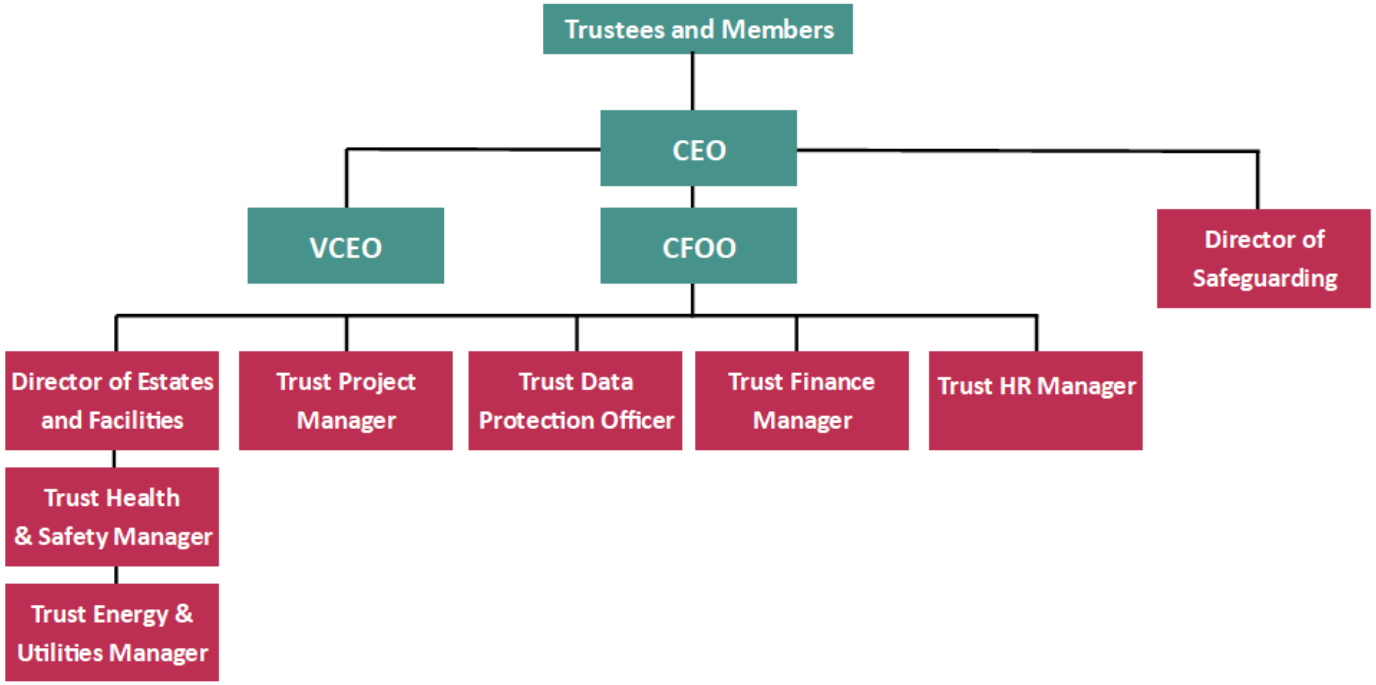
This SoD should be read in conjunction with the Trust's Articles of Association and Terms of Reference, and also the Cooperative Statement of Intent, which was adopted by the Trust on its inauguration in January 2018.

This SoD will be reviewed on an annual basis by the Board of Trustees, or more frequently if required. In the event that any material changes are proposed to this SoD, the Board of Trustees will have regard to any representations of the Academy Committee AC. However, this SoD may only be altered or revoked by the Board of Trustees.

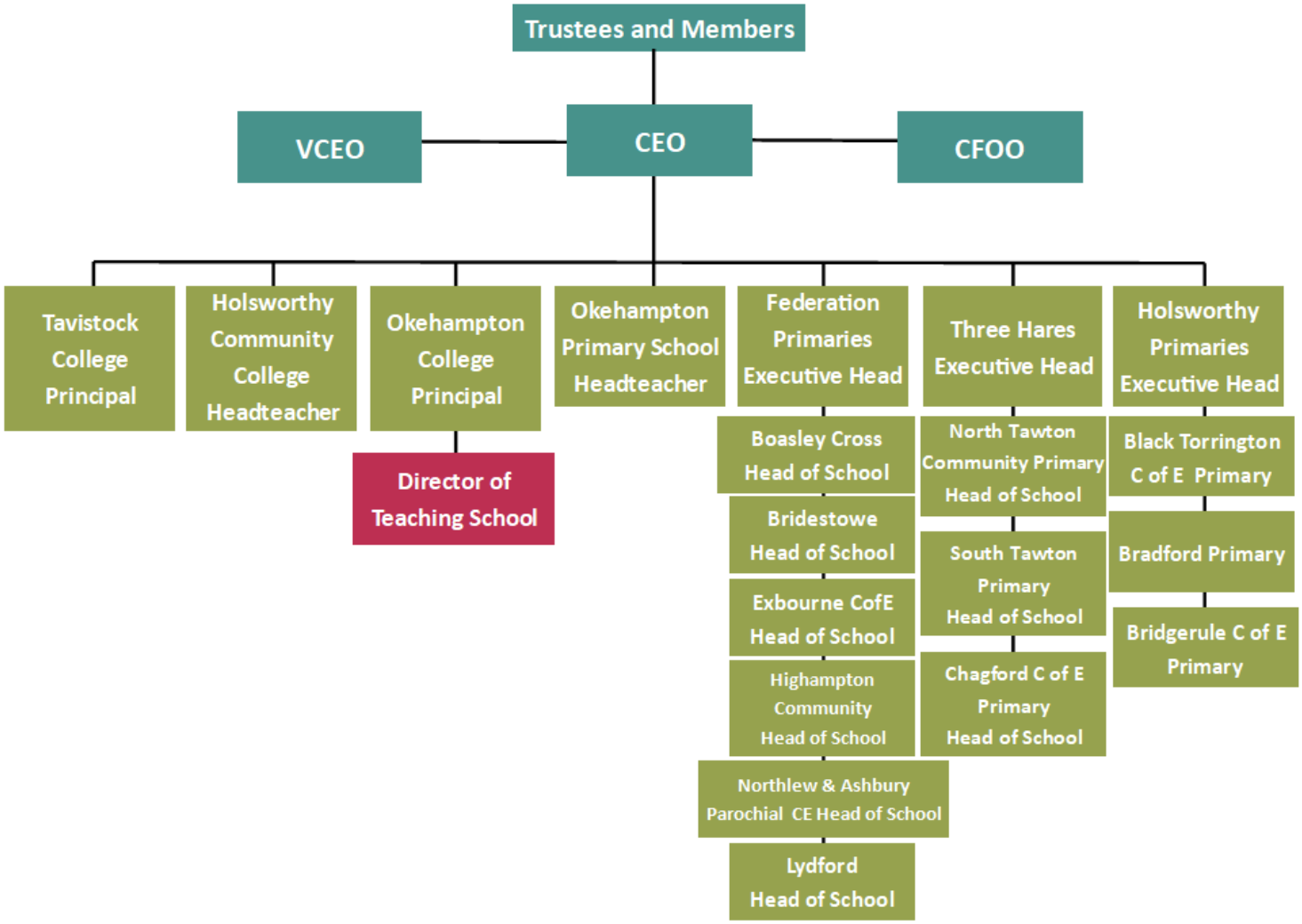
3. Governance and Staffing Overview

3. a. Governance overview

3. b. Staffing overview – Operational. Central Delivery Team



3. c. Staffing overview – Heads



4. Layers of Governance: Key Roles and Responsibilities

The Trust is a company limited by guarantee and in accordance with the Academies Act 2010 is an exempt charity.

The Trust's three core layers of governance are Members, Trustees and Academy Committees. We have set out below an overview of the key roles and responsibilities across the different layers of governance.

4.1 Members

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. However, unlike shareholders of a company, Members cannot take money or assets from the company. The Members have ultimate control over the Trust, with the ability to appoint some of the Trustees and the right to amend the Trust's Articles of Association (a document that sets out the powers of the Trust itself and those of the Members and Trustees). The Articles of Association describe how Members are recruited and replaced and how many of the Trustees can be appointed to the Board of Trustees by the Members. The Members can also remove Trustees. The Board of Trustees submits an annual report to the Members on the performance of the Trust.

4.2 Trustees

The Trustees are responsible for the general control of the Trust in accordance with the provisions set out in the Articles of Association and this SoD. The Board of Trustees is the accountable body for the performance of all Academies within the Trust and, as such, must:

1. Ensure clarity of vision, ethos and strategic direction;

2. Hold the CEO to account for the educational performance of the Academies and their pupils, and the performance management of staff; and

3. Oversee the financial performance of the Trust, ensuring financial probity and value for money.

4. Hold the AC to account for the effective Governance at the level 'knowing and understanding the school' as outlined in this Scheme of Delegation.

As mentioned above, the Trust is a company limited by guarantee and an exempt charity. Therefore, Trustees must comply with company, education and charity law requirements. This results in the terms 'Trustees' and 'Directors' being used interchangeably. However, the Articles of Association refer to 'Trustees'. The use of the term Trustee also distinguishes these individuals from those who are executive officers with the job title of director but who are not actually Companies House registered directors.

While Trustees can serve as Members, best practice recognises that the Members are responsible for holding the Trustees to account. Therefore, there should be separation between the Members and Trustees.

The Board of Trustees is permitted to exercise all the powers of the Trust. The Board of Trustees will delegate, to the CEO, responsibility for the day-to-day operations of the Trust.

The Trustees (with the consent of the Members where changes to the Board of Trustees are at issue) have the right to review and adapt the Trust's governance structure at any time, which includes revoking delegation.

The Board of Trustees meets on a half termly (or more frequently if necessary) basis. Subject to the consent of the Board of Trustees, external advisors, AC representatives, Executive Headteachers, Staff and Parent representatives may also attend any committee meetings to make recommendations to the Board of Trustees. These additional attendees shall not have voting rights at committee meetings. The Board will appoint an Audit Committee which meets on a termly basis, or more frequently if necessary, to give greater scrutiny.

4.3 Payment of Trustees

Very importantly, because the Trust is a company and an exempt charity, Trustees are bound to comply with charity and company law as well as the requirements of the Academies Financial Handbook. Charity law expects individuals and organisations to become involved with a charity purely for altruistic purposes. The law does not envisage, or normally allow, for a profit to be made by a Trustee or a Member simply for acting in accordance with the role that he or she has taken on.

The Trust's Articles of Association set out specific provisions relating to payment of Trustees. In short, there are three circumstances in which Trustees may be paid by the Trust:

1. **Reimbursement of reasonable expenses**, properly incurred when acting on behalf of the Trust. Please note that this is at the discretion of the Board of Trustees. Permission should be sought in advance of incurring any expenses and receipts must be provided. Only reasonable expenses can be reimbursed and any expenses incurred may be subject to scrutiny by the ESFA.
2. **Payment for services provided outside the role of a Trustee**. This is subject to very strict rules and legal advice must be sought when considering payment of this kind.
3. **Payment of salary** to staff Trustees or the Executive Headteacher in their capacities as employees and not as Trustees.

In summary, payment of Trustees must be considered carefully and properly documented fully taking into account the Articles of Association and the Academies Financial Handbook.

This SoD only sets out a very brief summary of the issues surrounding payment of Trustees and is not intended to be a substitute for detailed advice on this subject.

4.4 Trustees' Conflict of Interests

A conflict of interests is any situation in which a Trustee's personal interests (or those of a person or body connected to him or her), influence or appear to influence or affect that individual's decision-making.

As Trustees of an exempt charity, the Trustees have two sets of similar duties to avoid conflicts of interest. The first duty derives from the charity law duty imposed on Trustees by virtue of their positions as charity law Trustees. The second duty arises from company law and is imposed on Trustees by virtue of their position as Directors under company law.

Essentially, the Trustees have a legal obligation to act in the best interests of the Trust and in accordance with the Trust's Articles of Association, and to avoid situations in which there is an actual conflict of interests or where it is reasonably perceivable that an actual conflict could emerge.

4.5 The Trust's Committees

The Trust board meets monthly with a focus on either school improvement, resources, audit or ethos.

The Trust will ensure that the values set out in the Vision Statement above are embedded in all the actions and activities of the Dartmoor Multi Academy Trust and to hold the executive accountable for the inclusion of these values.

The Trust will work with the Executive team to set the overall vision and mission for the Trust and hold the Executives to account on school improvement.

The Trust ensures that the financial, human, IT and estates resources of the MAT are being effectively managed. The Full Trust also provides guidance to the Board of Trustees and CEO on all matters relating to trust resources.

The Full Trust will be responsible for ensuring: the MAT complies with Health and Safety in line with current legislation and policies; the Risk and Issues Register is utilised to ensure transparency; and any issues or risks are being managed.

The Full Trust has Safeguarding at the top of its list of priorities. It delegates the day to day management of Safeguarding standards to Academy Committees, who work closely with the Trust to ensure that standards are high. The Safeguarding Director within the Central Delivery Team reports to the full Trustees following ongoing conversation with the DSLs within the schools.

4.5.1 Audit Committee:

The Audit committee will monitor the integrity of the MAT's financial statements, financial performance, internal financial controls, internal control and risk management. Along with reviewing the effectiveness of the internal audit function. The committee will report back to the board on how it has discharged its responsibilities.

The committee is made up of three trust board members. The Chair of the Board will be invited to attend each meeting. The Accounting Officer and other relevant senior staff will routinely attend the committee to provide information and participate in discussions. Employees of the Trust will not be members of the Committee. The committee will meet at least three times a year.

4.5.2 Academy Committees:

Academy Committees are subcommittees of the Full Trust; their duties are outlined later in the document.

Whilst foundation governors act as governors and are responsible for all schools, the AC must ensure that the foundation governor(s) is present when any matters involving the Christian distinctiveness, values and ethos of CofE schools are discussed.

Careful consideration of the composition of an AC committee needs to be undertaken with regards to skill set and whilst ensuring that the number of governors who are paid employees of the Trust, does not exceed one third of the total number. Due consideration should be given when a governor changes status to become an employee of the Trust.

4.6 Executive Team

The Executive Team comprises the CEO, Vice CEO, and CFOO.

The Executive Team meet on a daily basis.

The Executive Team will oversee the work of the Central Delivery Team and work collectively to deliver school improvement priorities across the MAT by sharing expertise and transforming practice.

The CEO is the accounting officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness and stability, avoiding waste and securing value for money.

The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's Academies and is responsible for all staff across the Trust.

The CEO reports to the Board of Trustees on the performance of the Trust including performance of the Trust's Academies, which is also supplemented by monitoring reports from the ACs.

4.7 The Central Delivery Team

The Central Delivery Team comprises the Portfolio Leads (Director of Safeguarding, Director of Estates and Facilities, Trust Health and Safety Manager, Trust Energy and Utilities Manager, Trust Finance Manager, Trust DPO & Procurement Manager, Trust HR Manager and the Trust Project Manager), Director of School Improvement, Director of the Teaching School and the Governance Manager.

4.8 Headteacher/Principal/ Executive Headteacher (School Leadership Team)

The Academy Headteachers/Principals/Executive Headteachers are responsible for the day-to-day management of their Academies.

The School Leadership Team meets every three weeks with the Executive Team.

Heads of Schools attend every other school leadership meeting.

Headteachers/Principals/Executive Headteachers are directly line-managed by and accountable to the Academy Committees, who in turn are held to account by the CEO/Executive Team.

Headteachers/Principals/Heads of School/Executive Headteachers will co-produce and deliver the Aims, Vision and Values of the Trust alongside the Board of Trustees. The Headteachers/Principals/Heads of School/Executive Headteachers will work with the Academy Committees to establish standards, sharing school development and improvement plans.

4.9 Academy Committees

The Academy Committees (ACs) are Committees of the Board of Trustees and have delegated decision-making powers in accordance with this SoD and their Ofsted grading (see Table of Responsibilities). The ACs shall each hold at least three meetings in every school year with the aim of driving school improvement across all areas.

There are a number of elements of an effective AC:

- The right people around the table;
- Understanding their role and responsibilities as set out in the SoD;
- Good chairing;
- Professional clerking;
- Good relationships based on trust and rapport;
- Knowing the school – its data, its quality of education, staff, parents, children and community;
- Commitment to supporting and asking challenging questions, and pursuing the outcome and impact of these;
- Confidence to have courageous conversations in the interests of the pupils; and
- Once the Headteacher has planned a budget then ACs monitor its effective and balanced delivery.

The AC ensures that the schools that it has responsibility for are compliant with all statutory policies and procedures.

Each AC meeting shall be minuted and a copy of those minutes must be provided to the Board of Trustees within fourteen days of the meeting. If the minutes cannot be provided, the Chair of Trustees must be notified immediately.

The Trustees recognise that information must flow both ways and therefore copies of the Board of Trustees' meeting minutes will be made available to the ACs.

The minutes of the proceedings of a meeting of the AC shall be drawn up and maintained electronically, by the person authorised to keep the minutes of the AC. They shall be signed (subject to the approval of the members of the AC) at the same meeting, or the subsequent meeting, by the person acting as the Chair of the respective meeting.

The minutes shall include a record of all appointments of officers made by the school. They shall also include a record of all proceedings at meetings of the AC, and of committees of the AC, including the names of all persons present at each meeting.

The Chair/Clerk shall ensure that copies of minutes of all meetings of the AC shall be provided promptly to the Board of Trustees when requested.

As set out in the Trust's Articles of Association, the Board of Trustees establishes the ACs and ensures that, as a minimum, two parents are elected or appointed to them. The Board of Trustees will determine what will be delegated to the ACs.

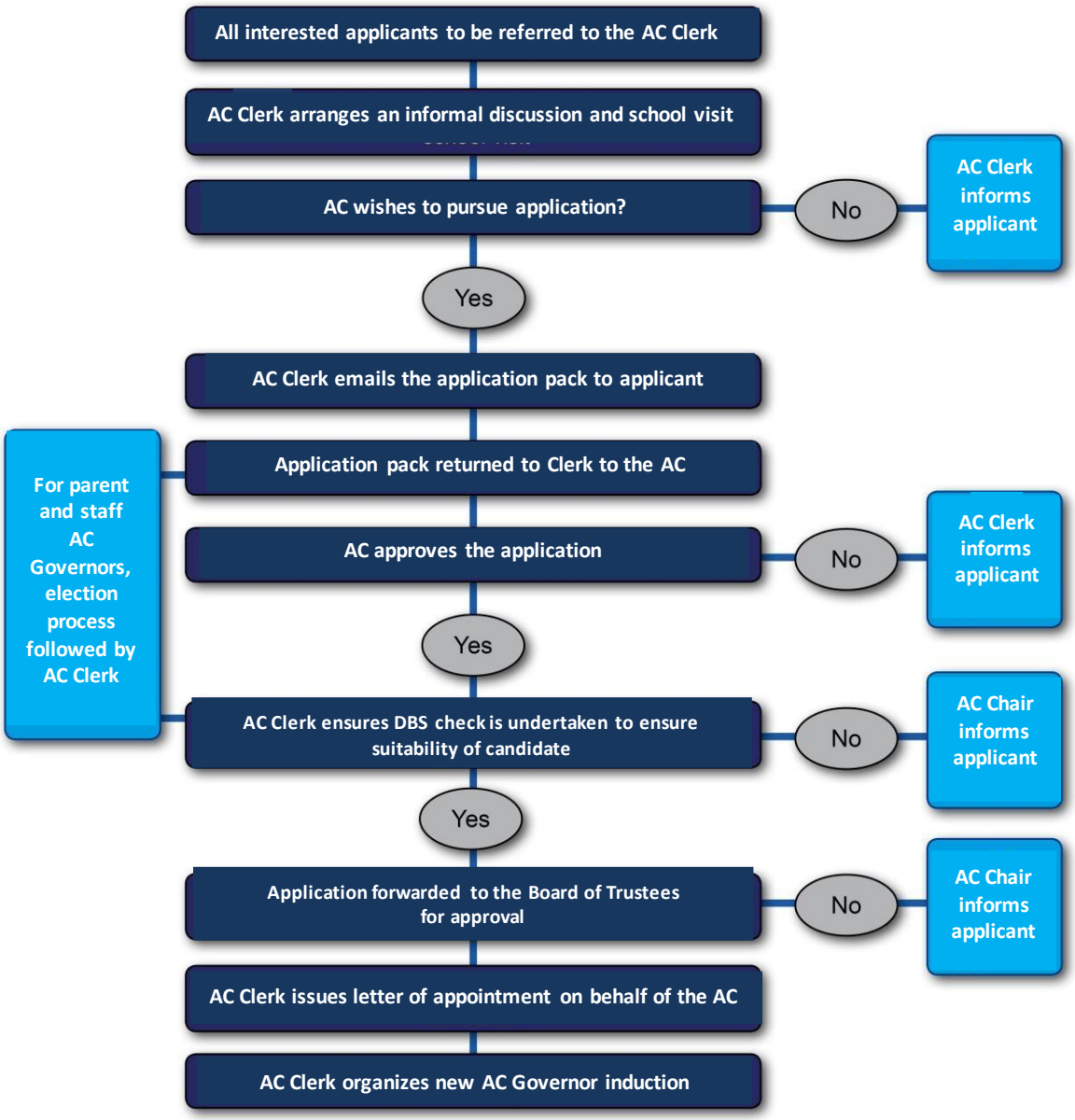
4.10 Clerking

Each AC and the Board of Trustees has a Clerk. The Trust's Governance Manager supports and line manages the Clerks to the ACs. As a team, these colleagues will communicate appropriately to facilitate sharing of best practice strategies, common processes and systems. They may discuss documentation needed to be produced, and will provide support, guidance and assistance to each other when needed.

The Clerks to the ACs are given a window of time within which meetings must be arranged, to allow flexibility. The AC meeting minutes must be available for the Trust's Board meetings and the AC committee's meeting minutes must be available for the relevant Trust Committee's meetings.

The meeting minutes must be sent to the Governance Manager no later than a week before the relevant Board of Trustee's meeting. This enables all meetings to interlink, which facilitates a robust, clear reporting structure.

5. AC Appointment Process



6. Composition Of Academy Committees

The number of employees of the Trust on the AC, including the Executive Headteacher, cannot exceed one third of the total number of AC governors on the AC (Employees of the Trust are therefore any paid colleague working in any school within the Trust). When seeking to find new AC governors to join the AC, the existing AC governors should seek to ensure that the AC governors serving on the AC between them have an appropriate range of skills and experience and that due attention is given to succession planning especially in the areas of SEND, disadvantage and safeguarding.

In the case of church schools, foundations AC governors will be appointed. The foundations AC governors will have special care for the church schools' Christian character whilst also acting as governors for all schools under the care of that AC.

The Chair/Co-Chairs of the AC shall be elected by a majority vote of the AC governors. Where there is an equal division of votes, the appointment shall be made by a majority vote of the Board of Trustees. However, the Board of Trustees reserves the right to remove or appoint a Chair if the need arises. The Chair of the AC must not be an employee of the Trust.

The quorum for any meetings of the AC will be 50% of the constitution of the AC / AC Committees.

A person appointed to the AC must be over eighteen years at the date of appointment. In addition, no current pupil of the Academy is entitled to serve as an AC governor.

Whilst the ACs are responsible for proposing the constitution and membership of their own AC, the Board of Trustees is still ultimately accountable and, therefore, the Board of Trustees must approve the constitution of the AC, including any changes to its constitution, Terms of Reference or membership. The Board of Trustees views the following composition as good practice:

The total number of AC governors on the AC shall not be less than six but shall not be subject to a maximum.

Academy Committees are to ensure that an identified governor lead is tasked with overseeing and challenging the performance in the following three areas: 1) Safeguarding, 2) students with SEND, and 3) pupil premium/disadvantaged students.

ACADEMY COMMITTEES			
Type of AC Governor	Number	Term of Office	How they are appointed
Headteacher	1/2	Indefinite	Where there is a cross phase cluster, then two Headteacher places are available on the AC
Parent AC Governors	2	4 years	Parent AC governors shall be appointed or elected by the parents of the Academy. In the event that the number of parents standing for election is less than the number of vacancies, the Board of Trustees may appoint Parent AC governors.
Staff AC Governors	2	4 years	Staff AC governors shall be elected by the staff of the Academy. In the event that the number of staff standing for election is less than the number of vacancies, the Board of Trustees may appoint staff AC governors.
Co-opted AC Governors	Unlimited	4 years	Co-opted AC governors are recommended by the AC but are subject to approval by the Board of Trustees.
Foundation AC Governors (as appropriate)	2	4 years	Foundation AC governors are recommended by the relevant Church authority to uphold the foundation of the church schools and appointed by the Board of Trustees.

7. AC Removals and Disqualifications

An AC governor shall no longer serve on the AC if he or she:

i. resigns by giving notice in writing to the Chair of the AC, who must forward a copy of the letter to the Chair of the Trustees;

ii. is removed by the Board of Trustees, with notice given in writing. A copy of the notice is then forwarded to the Chair of the AC;

iii. is the subject of a recommendation to be removed, sent to the Board of Trustees by the Chair of the Trust. He or she is then removed by the Board of Trustees, with notice give in writing, and a copy of the notice is then forwarded to the Chair of the AC;

iv. becomes incapable, by reason of mental disorder, illness or injury, of managing or administering his or her own affairs;

v. is absent without the permission of the Chair of the AC from all meetings of the AC held within a period of six months, and the AC resolves that his or her office be vacated;

vi. is a staff AC governor and no longer works for the Academy of which her or she is an AC governor;

vii. is a parent AC governor but his or her child no longer attends the Academy of which her or she is an AC governor;

viii. has had his or her estate sequestrated and the sequestration has not been discharged, or is subject to a bankruptcy restrictions order;

ix. is subject to a disqualification order under the Company Directors' Disqualification Act 1986, or to an order made under the Insolvency Act 1986;

x. is subject to an order of the Charity Commission removing him or her from the office of charity trustee, on the grounds of misconduct or mismanagement in the administration of the charity for which he or she was responsible, or to maladministration of which his or her conduct contributed;

xi. is included in the list kept by the Secretary of State under Section One of the Protection of Children Act;

xii. is disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000;

xiii. is barred from regulated activity relating to children within the meaning of the Safeguarding of Vulnerable Groups Act 2006;

xiv. has a direction made against him or her under section 142 of the Education Act 2002, or he or she is subject to a prohibition order which takes effect as if contained in this direction;

xv. has at any time been convicted of any criminal offence excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence, except where a person has been convicted of an offence which falls under the Charities Act 1993, section 72; and

xvi. does not provide the Chair of the AC with a criminal records certificate at an enhanced disclosure level. In the event that the certificate discloses information which in the opinion of the Chair or the Executive Headteacher confirms that person's unsuitability to work with children, that person shall be disqualified.

The removal and disqualification of Trustees is set out in the Trust's Articles of Association.

8. Intervention Triggers

The Trust is ultimately responsible for all aspects of the provision of education in accordance with its legal obligations. The Trust desires to delegate many areas of decision making to individual academies but reserves the right to change the level of authority delegated in order to fulfil its legal obligations.

For academies Ofsted rated level 1 (Outstanding) and level 2 (Good), the Board of Trustees delegates high levels of autonomy to the AC as set out in section 9 (Table of Responsibilities).

Where the Board of Trustees has concerns with regards to quality of education, behaviour or safeguarding, appropriate action will be taken to address these. Potential indicators of a school's underperformance are likely to include, for example, weaknesses in published assessment information, external reports, Parent View, parental complaints or critical incidents.

However, if at any time:

a) Ofsted rate the Academy as a level 3 (Requires Improvement) or 4 (Inadequate);

b) the Academy is predicted to have or has an in-year material deficit budget except where any such deficit is planned and has been approved in advance by the Board of Trustees;

c) an event occurs at or in relation to the Academy which is significantly damaging to the reputation of the Trust;

d) the Academy Committee does not act in a way which would be considered appropriate behaviour for an Academy Committee; or

e) any event analogous to the above events occurs at or in relation to the Academy,

The Board of Trustees may alter or revoke the authority delegated to the AC until such time as the Board of Trustees is satisfied that the event that has occurred has been rectified or ceases to cause concern. When making such decisions, the Board of Trustees shall have regard to any representations made by the AC.

In addition, the school improvement teams will use key performance indicators (KPIs) as a tool for determining where support is required. If having identified support the school's performance continues to be of concern, the Trustees may revoke delegated authority.

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
PEOPLE							
1.	Members: Appoint / remove ensuring that C of E and Cooperative schools are represented at this level						✓
2.	Role descriptions for members						✓
3.	Role descriptions for trustees /chairs/specific roles/committee				Recommend	✓	
4.	Appoint / remove CEO and Vice CEO					✓	
5.	Appoint CFOO for delivery of Trust's detailed accounting processes and oversight of all Trust administration				Consult	✓	
STRATEGY							

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
6.	Determine the Trust's strategic objectives, vision and strategy		Consult	Consult	Recommend	✓	
7.	Determine each school's strategic objectives, vision and strategy	Recommend	✓		Monitor	Scrutiny	
8.	Deliver Trust's strategic objectives, vision and strategy				✓	Monitor	
9.	Deliver each School's strategic objectives, vision and strategy	✓	Monitor		Scrutiny		
10.	Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs		Comply		Advise	✓	Scrutiny
11.	Uphold the Cooperative Statement of Intent in all Cooperative schools	Deliver	✓			Monitor	Scrutiny
COMPLIANCE							
12.	Compliance: Funding Agreement – comply with all obligations including the Schools Financial Handbook	Comply	Comply	Comply	Comply	✓	Scrutiny
13.	Compliance: Regulatory – with all regulations	Comply	Comply	Monitor and Comply	Monitor	✓	Scrutiny

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
	affecting the Trust (including all charity law, company law, employment law and health and safety						
14.	Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Comply	Comply	Monitor and Comply	Monitor	✓	Scrutiny
15.	Compliance – register of business interests, conflicts of interest and connected party transactions	Comply	Comply	Comply	Monitor	✓	Scrutiny
16.	Growth of the Trust - consider requests from other schools to join the Trust	Consult	Consult	Consult	Advise	✓	
GOVERNANCE AND STRUCTURE							
17.	Appointment and removal of Trustees as set out in Trust Articles.					Recommend In light of skills needed	✓

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
	Note the process of appointment and removal of Diocese appointed Trustees					Review – the Board's own performance	
18.	Scheme of Delegation – Agree and Review	Consult	Consult	Consult	Advise	✓	
19.	Appointment and removal of Trust Chair and Vice Chair					✓	
20.	Appointment and removal of Chair and Vice Chair of Trust Committees					✓	
21.	Trust Committees – structure			Advise		✓	
22.	Appointment and removal of AC Governors. Trustees to discuss the skills needs of each AC with AC governors at the school.		Recommend			✓ Trustees will discuss the skills needs of each AC with AC governors at the school. Review – performance of the ACs	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
23.	Election of AC Parent and Staff AC governors. (Ensure correct ratios are adhered to)		✓				
24.	Annual review of Trust performance				Deliver	✓	Scrutiny
25.	Internal organisation of each AC, including the election of Chairs and Vice- Chairs		✓	Monitor	Monitor	Scrutiny	
26.	Annual review of AC performance	Advise	✓	Monitor	Advise	Scrutiny	
27.	Coordinate annual AC work plan for efficient use of meeting time	Advise	✓	Advise		Work with Chairs of ACs to plan the flow of governance activity across all schools	
28.	Power to remove an AC				Advise	✓	
29.	Appointment of the Auditors				Advise	Recommend	✓
30.	Appointment of the Audit Committee					✓	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
31.	External Auditor reports – receive and respond	Comply		Deliver	Scrutiny	✓	Monitor
32.	Appoint/remove Central Delivery Team staff				✓		
33.	Appointment of Governance Manager					✓	
34.	Annual Cycle of Business for the Trust Board - Agree and Review		Consult	Advise		✓	
35.	Appointment/Dismissal of Clerk – ACs		✓	Advise			
36.	Annual Cycle of Business for the AC - Agree and Review		✓	Monitor		Confirm	
37.	AC Agenda and Minutes templates		Comply	Monitor		✓	
38.	Agree and review Articles of Association			Consult	Consult	Recommend	✓
39.	Governance Structure for the Trust – Agree and Review (including		Consult	Advise	Advise and Consult	Recommend	✓

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
	Governance Annual Review)						
40.	Policies – review and approval of Trust wide policies (including complaints, admissions, HR, charging and remissions policies, health & safety and safeguarding)		Consult	Advise and Deliver	Advise	✓	
41.	Policies – review and approval of specific school policies and provide annual reviews	Advise	✓				
42.	Compliance with Trust Complaints policy	✓	Monitor		Advise	Monitor	
43.	Terms of reference – Trust Committees			Recommend		✓	
44.	Prepare terms of reference for ACs			Advise		✓	
45.	Prepare terms of reference for Committees of the AC		✓	Advise		Monitor	
46.	CPD for Trustees and AC Governors		Recommend	Advise	Advise and recommend	✓	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
SCHOOL IMPROVEMENT AND CURRICULUM							
47.	Trust Development Plan/Objectives			Advise	Prepare	✓	Strategic Overview
48.	Monitoring of Trust Development Plan/Objectives				✓	Scrutiny	Strategic Overview
49.	Individual school's Development Plan – in line with strategic aims of the Trust	✓ Prepare	Scrutiny		Monitor	Strategic Overview	
50.	MAT Key Performance Indicators – setting and reviewing Trust performance			Advise	Advise	✓	Strategic Overview
51.	Key Performance Indicators – setting schools' performance	Deliver	Monitor and Scrutiny		✓	Monitor	
52.	Key Performance Indicators – reviewing schools' performance		✓			Monitor	
53.	Improve the quality of education in individual schools	✓	Review and Monitor	Monitor	Strategic Overview	Scrutiny	
54.	Approve school's Curriculum Intent and monitor implementation and impact	Recommend	✓	Consult	Advise	Strategic Overview	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
55.	Inspections (Ofsted and SIAMs) – Ensure schools are inspection ready	✓	Monitor	Advise	Advise	Scrutiny	Monitor
56.	Implement relevant MAT CPD Programme	Deliver		Advise	✓	Monitor and Review	
57.	Implement Individual School CPD and evaluate its impact	✓	Review		Monitor		
58.	Pupil Premium – reviewing and challenging the value for money/Impact of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap particularly in reading	Deliver	✓		Monitor	Strategic Overview	
59.	The Board of Trustees acts as the Admissions Authority for the whole Trust.	Recommend	Recommend		Advise	✓	
60.	Setting Admission Policy for individual schools for approval at Trust Board.	Recommend	✓		Advise	Accountable Body	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
61.	Change in age range of any of the Trust's schools	Deliver	Recommend		Advise	✓ (subject to Diocese approval in Church schools)	
62.	Collective Worship arrangements.	✓	Scrutiny				
63.	C of E Schools Only. Responsibility for school's distinctive Christian character.	Deliver	✓			Monitor	Strategic Overview
64.	C of E Schools Only. Responsibility for maintaining and developing the partnership between the school and the church at parish and diocesan level.	✓ Deliver	Monitor			Monitor	
65.	Student/Pupil issues (including attendance, punctuality and disciplinary matters)	✓	Monitor		Advise	Scrutiny	
66.	Fixed Exclusions	✓	Monitor		Monitor	Scrutiny	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
67.	Permanent Exclusions	✓	Monitor		**Consult prior to permanent exclusion**	Scrutiny	
68.	School hours and length of school day – setting the opening and closing times for the Schools	Consult	Recommend			✓	
69.	Term Dates	Recommend	✓	Advise	Advise		
70.	a. INSET days for school b. Joint INSET day for Trust	✓ Consult	Monitor		 ✓	 Monitor	
71.	School lunch – ensure provided to appropriate nutritional standards	Deliver	✓			Monitor	
72.	Provision of free school meals to those meeting criteria	Deliver	✓			Monitor	
73.	To implement a strong MAT safeguarding policy	Deliver	Monitor	Consult	✓	Monitor	Monitor
74.	To implement the school safeguarding policy	✓	Scrutiny	Confirm		Monitor	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
74.a.	To implement the schools SEND policy, and equality duty	✓	Scrutiny			Monitor	
74.b.	To ensure the public sector equality duty is met at Trust level		Monitor			✓	
74.c.	To ensure the public sector equality duty is met at school level	✓	Scrutiny				
75.	Maintain accurate and effective and secure pupil records.	✓	Monitor	Monitor		Scrutiny	
76.	Maintain accurate and effective and secure employee files.	Comply	Monitor	✓		Monitor	
77.	Maintain an accurate and effective and secure Single Central Record (SCR)	✓	Monitor	Confirm		Monitor	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
78.	Comply with all Data Protection legislation and good practice.	Comply	Comply and Monitor	Confirm	Comply	✓	
FINANCE							
79.	Trust's Scheme of Financial delegation – establish and review (funding Model)	Comply	Monitor	Advise	Recommend	✓	
80.	School's Scheme of Financial delegation – establish (funding Model)	Comply	Consult	✓	Advise	Monitor	
81.	School's Scheme of Financial delegation – review (funding Model)	Comply	✓	Monitor			
82.	Setting the Trust Central Recharge	Consult	Consult	Advise	Recommend	✓	
83.	To monitor monthly expenditure of Central Recharge- and account to the Trust for value for money.			Deliver	Monitor	✓	
84.	Set the individual school budget.	✓			Advise		

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
84.a.	Approve the individual school budget			Advise	Recommend	✓	
85.	Set the Trust budget			Prepare	Advise	✓	
86.	Expenditure and ensuring delivery of Annual Budgets	✓	Monitor	Advise		Monitor	
87.	Reporting: financial reporting and KPIs published in Annual report and lodged with companies House			Deliver	Advise	✓	Monitor
88.	Financial Policies – establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Comply and Deliver	Monitor	Advise	Advise	✓	
89.	Approving annual accounts			Prepare	Recommend	Report	✓
90.	Corporate Risk Register	Deliver	Monitor	Deliver	Monitor	✓	Strategic Overview
91.	Trust Investments- agreeing the investment			Recommend	Advise	✓	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
	policy in line with the Schools Financial Handbook and any internal polices and controls						
HOLDING TO ACCOUNT AND HR							
92.	Monitoring and evaluating the effectiveness of compliance with statutory requirements, such as H&S, Fire Management, Safeguarding and Information Governance	Comply	✓	Advise	Monitor	Monitor	
93.	Determining CEO, VCEO and CFOO pay level					✓	
94.	Determine CEO, VCEO and CFOO appraisal and pay award					✓	
95.	Determine HT, HoS and Executive Headteachers salary scales				Advise	✓	
96.	Determine HT, HoS and Executive Headteachers		✓		Advise and Review (Panel member)		

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
	appraisals and pay awards						
97.	Appointing the HT at each school (Diocese involvement for CofE schools)		✓		Recommend (Panel member)	Confirm	
98.	Senior Leadership Team at each school–Appoint and Dismiss	Recommend	✓		Advise		
99.	School staffing structure within the agreed budget	Recommend	✓		Advise		
100.	Appointing school staff in accordance with Trust HR policies.	✓		Advise	Advise		
101.	Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Deliver	Monitor	Advise	Advise	✓	
102.	Implementing the Appraisal/Performance Management Policy together with pay reviews for school staff	✓	Monitor	Advise	Monitor		

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
	(in line with the Trust's pay and appraisal policy and all statutory regulations)						
103.	Implementing the Appraisal/Performance Management Policy together with pay reviews for Central Delivery Team (in line with the Trust's pay policy and all statutory regulations)				✓	Monitor	
104.	Setting Terms and Conditions of Employment and Staff Handbook			Advise	Advise	✓	
105.	Dismissing CEO, VCEO and CFOO, (in accordance with the Trust disciplinary and capability policies)					✓	
106.	Dismissing HT (in accordance with the Trust disciplinary and capability policies)		✓		Advise And Review	Monitor	
107.	Dismissing senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)				✓		

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
108.	Consider any requests for Early retirement, sabbatical or Flexible working in local schools	Recommend	✓	Advise	Recommend		
109.	Consider any requests for Early retirement, sabbatical or Flexible working – HT & Exec Staff		✓	Advise	Recommend		
110.	Consider any requests for Early retirement or Flexible working - CEO					✓	
111.	Reviewing discipline and grievance policy	Advise	Monitor	Advise	Recommend	✓	
112.	Overseeing central services provided to the Schools by the Trust	Consult	Consult	Consult	✓	Monitor	
113.	Overseeing the effectiveness of services provided centrally by the Trust	Advise	Advise	Deliver	✓	Review	
SERVICES AND MARKETING							
114.	Decide on shared services and activities other than those provided centrally by the Trust	Consult		Recommend	✓		
115.	Setting trust wide procurement policies (for			Advise	Recommend	✓	

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
	suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy						
116.	Centrally Procured contracts and SLAs		Monitor	Prepare	Advise	✓	
117.	Asset and Premises Maintenance Strategy	Deliver	Monitor	✓	Advise	Monitor	Strategic Overview
117.a	Ensuring premises are adequately maintained	✓	Monitor	Advise		Scrutiny	
118.	Allocation of SCA to premises projects	Deliver	Consult and Monitor	Advise	Recommend	✓	
119.	Developing school buildings strategy or master plan	Advise		✓	Advise	Monitor	
120.	Acquiring and disposing of Trust Freehold owned land				Consult	Recommend	✓

9. Table of Responsibilities

	Item	HT/Principal/ Executive Headteacher	AC	Central Delivery Team	CEO/Executive Team	Trust Board	Members
121.	Media and PR of the Trust			Advise	Recommend	✓	
122.	Media and PR – overseeing public relations activities to project the activities of the Schools to the wider community	✓	Review	Advise	Monitor		
123.	School Prospectus and website	✓	Review	Monitor			
124.	Trust website and any website other public documentation of the Trust			Monitor	Advise	✓	

10. Glossary

✓	the person or committee whose responsibility it is to deliver the said item.
Advise	to provide suggestions to support the decision maker in making a decision.
Comply	the individual/group will follow agreed policies and procedures.
Confirm	to establish the accuracy, validity and corroborate the task has been undertaken correctly.
Consult	the individual/group that should be consulted as part of the process of completing a particular task.
Deliver	the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the HT this will be at school level.
Monitor	the individual/group with observe, check and ensure the delivery of a particular task.
Prepare	the individual/group will assist with or prepare the item for approval by another group.
Recommend	the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or AC (as appropriate), (ii) the AC they will be making recommendations in relation to their school to the Board, CEO and/or HT (as appropriate) and (iii) the HT they will be making recommendations in relation to their school to the CEO and/or AC (as appropriate).
Report	the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or AC (as appropriate), (ii) the AC they will be making reports in relation to their school to the Board and/or CEO (as appropriate) and (iii) the HT they will be making reports in relation to their school to the CEO and/or AC (as appropriate).
Review	formally assess the issue with the intention of instituting change if necessary.
Scrutiny	the individual/groups will undertake a careful and detailed examination of a particular task to ensure compliance.
Strategic Overview	the individual/group will observe and gain an appropriate level of understanding of a particular task or issue, commenting as felt appropriate.

11. Index

AC – Academy Committee

CEO – Chief Executive Officer

CFOO – Chief Finance and Operations Officer

DPO – Data Protection Officer

GM – Governance Manager

HT – Headteacher

VCEO – Vice Chief Executive Officer