

South Bank Multi Academy Trust

Scheme of Delegation for Schools

First Adopted by Trust Board on behalf of all academies:	6th March 2018
Version Number:	5
Approved by Trustees:	22nd October 2019
Review Timetable:	1 year
Review Date:	September 2020

1. Changed throughout the document are the terms:

“he/his” “he/she” for “they/their”

“Academy” for “School”

“Governance Responsibilities” for “Governance Delegated Powers”

“Special Measures” for “Not yet Good”

“Principal” for “Trust Principal” or “Executive Head Teacher and Head of School” as appropriate

2. Added are:

York High School and Carr Junior School

Safeguarding and Health and Safety concerns

Critical incidents

Notification of formal grievances, stage 4 complaints and disciplinary action for senior leaders

Appendix 3 items 8 and 9 and a column for “H&S and S/G Working Party”

1. INTRODUCTION

- 1.1 The South Bank Multi Academy Trust (the “**Trust**”) is governed by a Board of Trustees (the “**Trustees**”) who are accountable to the Department for Education and have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the schools operated by the Trust.
- 1.2 The following schools are currently operated by the Trust:
- Knavesmire Primary School;
- Millthorpe School;
- Scarcroft Primary School
- Woodthorpe Primary School
- York High School
- Carr Junior School
- (each one the “**School**” or collectively the “**Schools**”).
- 1.3 In order to assist with the discharge of their responsibilities, the Trustees have established a Local Governing Board (“**LGB**”) for each of the Schools. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “**Articles**”). For schools less than good, the Trustees will decide on a case-by-case basis whether the existing LGB shall retain its role.
- 1.4 The Trustees may review this Scheme of Delegation at any time but shall review them at least annually.
- 1.5 These terms of reference may only be amended by the Board of Trustees with due consideration of the LGBs’ recommendations and review.

2. CONSTITUTION OF THE LGBs

- 2.1 Members of the LGB shall be known as “governors”.
- 2.2 The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time.
- 2.3 Subject to clause 2.2, the composition of the Schools LGBs shall be, as a minimum, as follows:
- 2.3.1 The Headteacher or Executive Head Teacher and /or Head of School;
- 2.3.2 No less than 1 staff governor(s);

2.3.3 No less than 2 elected parent governors; and

2.3.4 No less than 4 co-opted governors.

2.4 The procedure for the appointment and the removal of governors shall be as set out in Annex 1.

3. PROCEEDINGS OF THE LGB

3.1 The proceedings for meetings of the LGB shall be as set out in Annex 2.

4. RELATIONSHIP BETWEEN THE TRUST BOARD AND LGB

4.1 The LGB shall in carrying out its role:

4.1.1 promote high standards and aim to ensure that pupils are attending a successful school which provides them with a good education and supports their well-being;

4.1.2 be responsible to the Trustees for its actions and follow the expectations of governors as adopted or laid down in writing by the Trustees from time to time;

4.1.3 aim to establish that it is competent, accountable, independent and diverse, in order to promote best practice in governance; and

4.1.4 aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics.

4.2 The Trustees shall support the work of the LGB by:

4.2.1 setting a clear strategic vision for the MAT to allow the LGB to set and achieve its own aims and objectives within such vision;

4.2.2 ensuring that systems and controls are put in place to allow the governors to be presented with timely and good data to allow the LGB to monitor and analyse School performance in order to support and challenge the Headteacher or Executive Head Teacher/Head of School and the senior leadership team of the School; and

4.2.3 ensuring that the governors have access to high quality training and advice.

4.2.4 Subject to the provisions of 4.3-4.6, upholding the principle of 'earned autonomy' as defined in the Statement of Principles document.

4.3 Without prejudice to the Trustees' other rights to remove any governor and the Trustees' rights to amend these terms of reference at any time, where the Trustees have concerns about the performance of an LGB they may amongst other actions:

4.3.1 require the relevant LGB to adopt and comply with a governance action plan in such form as determined by the Trustees, in consultation with the LGB;

4.3.2 suspend or remove any or all of the matters delegated to the LGB;

4.3.3 suspend or remove any or all of the governors of the relevant LGB as per 4.6;

4.4 The Trustees will require notification by the LGB and are highly likely to require a governance action where:

4.4.1 The School are managing a critical incident where their pupil(s), employee(s) and/or the wider school community have suffered significant injury, harm or exposure to significant danger, where the incident(s) may include the emergency services, be a cause for significant public concern and require the management of press and social media

4.4.2 The Trust Principal or other appropriate bodies, e.g. Ofsted or H&S officials, have identified concerns about the School's ability to run a safe learning environment that meets Health and Safety and Safeguarding expectations and standards

4.4.3 The Executive Headteacher/Head of School or Headteacher/Deputy Headteacher is the subject of any formal grievances, disciplinary action or stage 4 complaint. Where the Trust Principal or Chief Financial Officer is subject to any formal grievances, disciplinary action or stage 4 complaint the Trust Board will manage these matters directly.

4.4.4 The CFO has identified concerns about the School's financial performance, relating to the requirements set out in the Trust's Budget Monitoring Procedures.

4.4.5 The School is failing to meet the expectations laid out in the Standards Monitoring Procedures e.g.

- the Trust's annual risk assessment categorises the school as less than good;
- the standards Action Plan requested by Trustees is not proving effective;
- the annual Governor Standards Review raises concerns over the effectiveness of governance.

4.4.6 The School has been assessed by OFSTED as less than Good.

4.4.7 The Trust has issued a Warning Notice to the LGB.

4.5 The Trustees may vary the matters delegated where:

4.5.1 the LGB acts outside its delegated powers and limitations;

4.5.2 the LGB are in breach of these terms of reference;

4.5.3 the LGB is not following the Trust's agreed Governor Code of Conduct and practice;

4.5.4 the LGB has not provided a governance action plan where requested, or has failed to make adequate progress against an agreed action plan;

4.5.5 The LGB has not responded promptly to a Warning Notice from Trustees.

4.6 The Trustees may remove any or all governors where:

4.6.1 the School is in breach of its funding arrangements;

4.6.2 the LGB is in material breach of this Scheme of Delegation or has persistently breached this Scheme of Delegation;

4.6.3 the quality of leadership provided by governance is of such cause for concern that it is deemed to be inadequate.

4.7 The circumstances listed in paragraphs 4.4, 4.5 and 4.6 are illustrative only and shall not limit the rights of the Trustees to suspend or remove any or all of the matters delegated to the LGB.

5 GOVERNANCE: DELEGATED POWERS

5.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:

5.1.1 ensure that the School is conducted at all times in accordance with the objects of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the School, any agreement entered into with the Secretary of State for the funding of the School, the principles of the MAT as laid out in the Members' Agreement, and these terms of reference;

5.1.2 promptly implement and comply with any reasonable policies or procedures communicated in writing to the LGB by the Trustees from time to time;

5.1.3 review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;

5.1.4 work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the School;

5.1.5 be open about decisions and be prepared to justify those decisions;

5.1.6 keep confidential all information of a confidential nature obtained by them relating to the School and the Trust; and

5.1.7 adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the School and are delegated to them.

- 5.2 Each governor shall be required to take part in an annual self-review and is accountable for meeting their own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, they feel that appropriate training and development is not being provided.
- 5.3 Governors shall be expected to report to the Trust against KPIs which have been set for the School in the Standards Document and provide such data and information regarding the business of the School and the pupils attending the School as the Trustees may require from time to time.
- 5.4 Annex 3 sets out the powers retained by the Trust, and the powers delegated to the Schools' LGBs.
- 5.5 For the avoidance of doubt, where a power is not expressly delegated to the Trust Senior Leaders; any LGB; or any Headteacher, Executive Head Teacher or Head of School, it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 3.
- 5.6 Annex 3 may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB, as per 1.5.

6 DELEGATED POWERS FOR SCHOOLS NOT YET GOOD - LEADERSHIP

- 6.1 Where any School is graded not yet good by Ofsted, the Trustees will decide whether there is sufficient leadership capacity within the School to bring about rapid and sustained improvement in outcomes. Where this is not believed to be the case, a decision will be made as to whether to what steps need to be taken to address concerns. It may be, for example, that an Executive Leadership role from within existing Trust staff is deemed to be the most effective solution.

7 DELEGATED POWERS FOR SCHOOLS NOT YET GOOD - GOVERNANCE

- 7.1 Where any School is graded not yet good by Ofsted, the Trustees will decide whether governance at the School has been effective in providing challenge for leaders and in bringing about improvements for pupils. Where this is not believed to be the case, a decision will be made by Trustees as to whether the School would be best served by a complete change in governance, through a removal of the existing LGB and the creation of an IEB (Interim Executive Board).
- 7.2 Where a School is not yet good, there may not be the need for an IEB, but the LGB may be in a position to benefit from leadership from within the Trust. In such a case, the Trust may appoint a Trustee or other experienced governor to provide leadership for the LGB for an interim period, while the school implements an overall recovery plan. The timescale for this external leadership would be agreed at Trust level.

7.3 Where a School is not yet good, the Trust may feel it appropriate to vary the matters delegated. This would be done on a case by case basis, according to the particular circumstances of the school. A timescale and review process for these variances would be agreed at Trust level.

Annex 1 – Appointment and Removal of Governors

1 Staff governors

- 1.1 Each School's LGB shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to that individual School and, where there are any contested posts, shall hold an election by a secret ballot.
- 1.2 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees. The Trustees may delegate the running of the election to the LGB.

2 Parent governors

- 2.1 Parent governors of each LGB shall be elected by parents of registered pupils at the relevant School. They must be a parent of, or have parental responsibility for, a pupil at the School at the time when they are elected.
- 2.2 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors. The Trustees may delegate the running of the election to the LGB.
- 2.3 Where a vacancy for a parent governor is required to be filled by election, the Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the School is informed of the vacancy and that it is required to be filled by election, informed that they are entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 2.4 Any election of persons who are to be the parent governors which is contested shall be held by secret ballot. The arrangements made for the election of the parent governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if they prefer, by having their ballot paper returned to the School by a registered pupil at the Academy.
- 2.5 Where the number of parents standing for election is less than the number of vacancies, the Trustees may appoint a person who is the parent of a registered pupil at the School or,

where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another School run by the Trust.

3 Co-opted governors

3.1 Co-opted governors of the LGB shall be appointed by the Trustees on the recommendation of the LGB. They must be:

- a) a person who lives or works in the community served by the School; or
- b) a person who, in the opinion of the Trustees, has the necessary skills set and is committed to the government and success of the School.

3.2 Employees of the Trust may not comprise more than 25% of the membership of the LGB.

4 Term of office

4.1 The term of office for any governor shall be 4 years, save for the Headteacher or Executive Headteacher/Head of School of the School (as applicable) who shall remain a governor until they cease to work at the School.

4.2 Subject to remaining eligible to be a particular type of governor, any person may be re-appointed or re-elected to the LGB.

5 Resignation and removal

5.1 A person serving on the LGB shall cease to hold office if:

- a) they resign their office by giving notice in writing to the clerk of the LGB;
- b) the Headteacher/Executive Headteacher/Head of School or a staff governor ceases to work at the School;
- c) the Trustees terminate the appointment of a governor whose presence or conduct is deemed by the Trustees, at their sole discretion, acting reasonably, not to be in the best interests of the Trust or the School.

5.2 For the avoidance of doubt, a parent governor shall not automatically cease to hold office solely by reason of their child ceasing to be a pupil at the School.

6 Disqualification of governors of the LGB

6.1 A person shall be disqualified from serving on the LGB if they would not be able to serve as a Trustee in accordance with Articles 68-80 of the Articles.

7 Appointment and removal of Chair and Vice Chair

- 7.1 The Chair and Vice Chair of the LGB shall be appointed by the Trustees on the recommendation of the LGB, and may be removed from office by the Trustees, acting reasonably, at any time.
- 7.2 The term of office of the Chair and Vice Chair shall be 1 year. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice Chair of the LGB.
- 7.3 The Chair and Vice Chair may at any time resign their office by giving notice in writing to the Trustees and the Clerk to the LGB. The Chair or Vice Chair shall cease to hold office if:
- a) they cease to serve on the LGB;
 - b) they are employed by the Trust whether or not at the School; or
 - c) in the case of the Vice Chair, he is appointed to fill a vacancy in the office of the Chair.
- 7.4 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the governors of the LGB shall elect one of their number to act as chair for the purposes of that meeting.
- 7.5 It is possible to appoint more than one person to share the role of chair, or similarly the role of vice chair, if the LGB believes this is necessary and in the best interests of the School. The LGB would need to ensure that any role-sharing arrangement does not lead to a loss of clarity in its leadership.

8 Committees

- 8.1 Subject to the prior agreement of the Trustees, the LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority.
- 8.2 The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, Headteacher or Executive Headteacher/Head of School or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Trustees or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.

Annex 2 – Proceedings of the LGB

1. Meetings

- 1.1 The LGB shall meet at least once in every term and shall hold such other meetings as may be necessary.
- 1.2 Meetings of the LGB shall be convened by the clerk to the LGB, who shall send the governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in their absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as they think fit.
- 1.3 Any governor may be able to participate in meetings of the governors by telephone or video conference provided that they have given reasonable notice to the clerk of the LGB and that the governors have access to the appropriate equipment, subject to the agreement of the LGB.
- 1.4 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or nomination of any person serving on the LGB.

2. Quorum

- 2.1 The quorum for a meeting of the LGB, and any vote on any matter at such a meeting, shall be any three of the governors of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of governors of the LGB at the date of the meeting, which must include at least one governor appointed by the Trust.

3. Voting

- 3.1 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.
- 3.2 Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which their remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.3 A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

4 Conflicts of Interest

- 4.1 Each LGB will retain a register of interests which will be reviewed at each scheduled meeting of the LGB.
- 4.2 All Trustees, Members and local governors will abide by the Trust's Declarations of Interests Policy.

5 Minutes of meetings

- 5.1 At every meeting of the LGB the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.
- 5.2 The clerk to the LGB shall ensure that a copy of the agenda for every meeting of the governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Clerk of the Trust Board.
- 5.3 The LGB will comply with all regulations and Trust policies on the publication of information, and make relevant documents available on the Academy's website.

Annex 3 – Specific powers of delegation

NB: Areas highlighted in pink will be agreed with Trustees on an individual school basis, following on from the Risk Assessment and Categorisation process.

Definitions

1 Accountable (A)

Those who are ultimately accountable for the correct and thorough completion of the task. NB: There must be only one Accountable person/group specified for each task.

2 Responsible (R)

Those who ensure the task is achieved (although it may be delegated to others to complete).

3 Delegated (D)

Identifies where the completion of the actual task has been delegated (see R above).

4 Consulted (C)

Those whose opinions should be sought and with whom there is two-way communication.

5 Informed (I)

Those who should be kept up-to-date on progress (normally at the point the task is completed) and with whom there is one-way communication.

6 Scrutinise (S):

Those responsible for checking on compliance, completion or quality.

STRATEGY & LEADERSHIP	Members	Trust Board	Finance & Audit Committee	Education & Standards Committee	H&S; S/g Wkng Pty	HTG	HT or EHT (HoS)	LGB	AO/TP	CFO
1. Set strategic objectives of the Trust	I	AR				C		C	C	
2. Set strategic objectives of the Schools	I	A				C	C	R		
3. Deliver strategic objectives of the Trust	I	A				R		I	R	(D)
4. Deliver strategic objectives of the Schools	I	S				S	R	A		
5. Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs	A	R	D	D		C		I	(D)	(D)
6. Compliance: – Trustees comply with all obligations including the Academies Financial Handbook, charity & company law, funding agreement, financial oversight, register of interest	I	AR							(R)	
7. Compliance: Funding Agreement – Accounting Officer complies with all obligations including the Academies Financial Handbook, charity & company law, funding agreement, financial oversight, register of interest	I	A	S					(D)	R	(D)
8. Compliance:- Trustees comply with all obligations including Health & Safety at	I	AR			S	C	D	D	(R)	

STRATEGY & LEADERSHIP	Members	Trust Board	Finance & Audit Committee	Education & Standards Committee	H&S; S/g Wkng Pty	HTG	HT or EHT (HoS)	LGB	AO/TP	CFO
Work Act 1974, the Management of Health and Safety at Work Regulations 1999, Equalities Act 2010, Working Together to Safeguard Children (2013), Keeping Children Safe (2018 and subsequent updated publications)										
9. Compliance:- Accounting Officer complies with all obligations including Health & Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999, Equalities Act 2010, Working Together to Safeguard Children (2013), Keeping Children Safe (2018 and subsequent updated publications)	I	A			S	C	D	D	R	
10. Appointment of Trustees – ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust)	A	R						I		

A = Accountable R = Responsible D = Delegated C = Consulted I = Informed S = Scrutinise (brackets) = partially rather than fully

STRATEGY & LEADERSHIP	Members	Trust Board	Finance & Audit Committee	Education & Standards Committee	HTG	HT or EHT (HoS)	LGB	AO/TP	CFO
11. Appointment of Governors – ensuring processes in place for appointment of governors (including ensuring that the Governing Bodies have the skills to run the School)	I	AR					D		
12. Appointment of Trust Committees	I	AR							
13. Appointment of Clerk - Board	I	AR							
14. Appointment of Clerk - LGB	I	A					R		
15. Policies – review of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding, HR)	I	A	S	S	R		(C)		
16. Ensure Scheme of Delegation in place and regularly reviewed so that all layers of governance understand their roles	I	AR					C		
17. Ensure terms of ref in place for trust committees	I	AR						C	
18. Training programme for trustees	I	AR			C				
19. Training programme for governors	I	A					R		
20. Performance Measures – setting and reviewing performance targets of the Trust	I	A		R	C	C	C	D	

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STRATEGY & LEADERSHIP	Members	Trust Board	Finance & Audit Committee	Education & Standards Committee	HTG	HT or EHT (HoS)	LGB	AO/TP	CFO
21. Performance Measures – setting and reviewing performance goals of the LGB's	I	AR			D		C		
22. Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	I	A		R	S	D	S	S	
23. Curriculum – setting the curriculum for the School and reviewing its effectiveness	I	A		R	S		D		
24. Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	I	A		R	S		D		
25. Set admissions policy and make admissions decisions	I	AR			C		C		
26. Collective worship arrangements for the School	I	A				D	R		
27. Pupil issues (including attendance, exclusions, punctuality and disciplinary matters)	I	A		S	S	D	R		
28. Setting the opening and closing times for the School	I	A					R D		
29. Term Dates and length of School day	I	A					R D		
30. Ensure lunches meet nutritional standards	I	A					R D		

FINANCE	Members	Trust Board	Finance & Audit Committee	Education & Standards Committee	HTG	HT or EHT (HoS)	LGB	AO/TP	CFO
31. Funding Model - agree a funding model across the Trust and develop an individual funding model for the Schools, so as to secure the Trust's financial health in the short term and the long term	I	A	R		C		C	D	D
32. Trust Annual Budget – formulating and setting the budget for MAT-level expenditure	I	A	R		C		C	D	D
33. Trust Annual Budget – monitoring the expenditure and ensuring delivery	I	A	S		C			R	D
34. School Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each School and to the MAT.	I	A	R		C		C	D	D
35. School Budgets – formulating and determining expenditure within each school's budget	I		A			D	R		S
36. Monitoring the expenditure and ensuring delivery of individual Annual School Budgets	I		A			D	R		S
37. Reporting: financial reporting and KPIs	I	A	S		I			R	D
38. Financial Policies – establishing of policies	I	A	S		I		I	R	D
39. Financial Policies – compliance with the Trust's financial and reporting requirements	I	A	S		I		I	R	D
40. Approving annual accounts	I	AR	S					D	D

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FINANCE	Members	Trust Board	Finance & Audit Committee	Education & Standards Committee	HTG	HT or EHT (HoS)	LGB	AO/TP	CFO
41. Corporate Risk Register	I	A	S		Dx	(D)	(D)	R	D
42. Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal policies and controls	I	AR	S					D	D

A = Accountable R = Responsible D = Delegated C = Consulted I = Informed S = Scrutinise (brackets) = partially rather than fully

HR & OPERATIONS	Members	Trust Board	Finance & Audit Committee	Education & Standards Committee	HTG	HT or EHT/ HoS	LGB	AO/ TP	CFO
43. Appointing the Headteacher or EHT at each School and over-seeing their annual performance management	I	A			C		R	R	
44. Appointing of cross-Trust Staff (in line with recruitment policy)	I	AS			C			R	
45. Appointing individual Academy Staff	I	A			I	D	R		
46. Establishing Trust wide HR Policies (including recruitment, discipline, capability, pay, appraisal, grievance and absence policies) in accordance with all appropriate regulations	I	A			R		C	(D)	
47. Setting Terms and Conditions of Employment	I	AR			C		C		
48. Trust Staff Code of Conduct	I	A			R		C		
49. Setting Staff Handbook	I	A			I	R			
50. Dismissing Headteachers or cross Trust staff (in accordance with the Trust disciplinary and capability policies)	I	AR					C	D	
51. Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)	I	A				D	R	S	

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HR & OPERATIONS	Members	Trust Board	Finance & Audit Committee	Education & Standards Committee	HTG	E HT	LGB	AO/TP	CFO
52. Setting trust wide and individual school procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	I	A						R	D
53. Determining and allocating central services provided to the Schools by the Trust	I	A	R		C		C	D	D
54. Overseeing the effectiveness of services provided centrally by the Trust	I	A	S		C			R	(D)
55. Asset and Premises Maintenance Strategy – determining use of Schools' premises and ensuring premises are adequately maintained	I		A				R	S	S
56. Acquiring and disposing of Trust land	I	AR							
57. Changing use of Assets	I	AR							
58. Arranging insurance for the Trust	I	AR							D
59. Media and PR - overseeing public relations activities to project the activities of the Trust to the wider community	I	A			R			D	
60. Media and PR - overseeing public relations activities to project the activities of the Schools to the wider community	I	A					R	C	
61. School website and online prospectus	I	A				D	R	S	
62. Trust Prospectus and website	I	A			C			R	