



Tudor Grange Academies Trust

Scheme of Delegation

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Background

Tudor Grange Academies Trust (TGAT) is a family of Academies with a shared ethos, common values and collective goals. We are working together in a model of meaningful, focused collaboration to achieve excellence in all of our schools.

The Trust is driven by four key principles:

- our children will live 'Happy, fulfilling lives';
- outstanding teaching and learning is our core focus;
- outstanding Governance supports our schools;
- leadership and professionalism drives continuous improvement.

Our core principles underpin the strategic vision for the Trust: we aim to be a great charitable Trust enabling our schools, whatever their circumstances, to sustain improvement. We appreciate that this is extremely difficult to measure and indeed that there is, as yet, no real consensus as to what a fair measurement looks like. However, we are confident that we know what is important and therefore a sharp focus on what we consider to be critical will ensure we become the provider of choice in the communities we serve.

Our principles inform key performance indicators; we constantly look at how close we are to achieving our vision. Maintaining a focus on what we consider to be important drives critical conversations, informed by the views of all our stakeholders and all the information we have about our schools. In all of our schools we are not afraid to challenge complacency, and weaknesses identified are seen as opportunities for betterment. The energy and drive for the ceaseless journey comes from our key ambition: **'Every child deserves a great education.'**

Our culture

All our schools are focused on continuous improvement and this requires a culture of openness and accurate self-evaluation. The Chief Executive Officer, the Executive Principals and the Executive Team are seen as effective partners in this process, regularly providing the Principals with information and views that either challenge or confirm their assumptions. Our key performance indicators also give us confidence that we will know if a school requires support or challenge, and our schools recognise the need to provide the Trust with key information.

Because we dedicate so much time to talking about and sharing excellent practice in all areas of operation, it is inevitable that there are significant similarities between our Academies. We are proud that these similarities arise naturally through all our schools pursuing excellence and being proud to be a part of TGAT. However, all our Academies maintain a unique identity and atmosphere, whilst being part of this larger family of schools.

Our schools

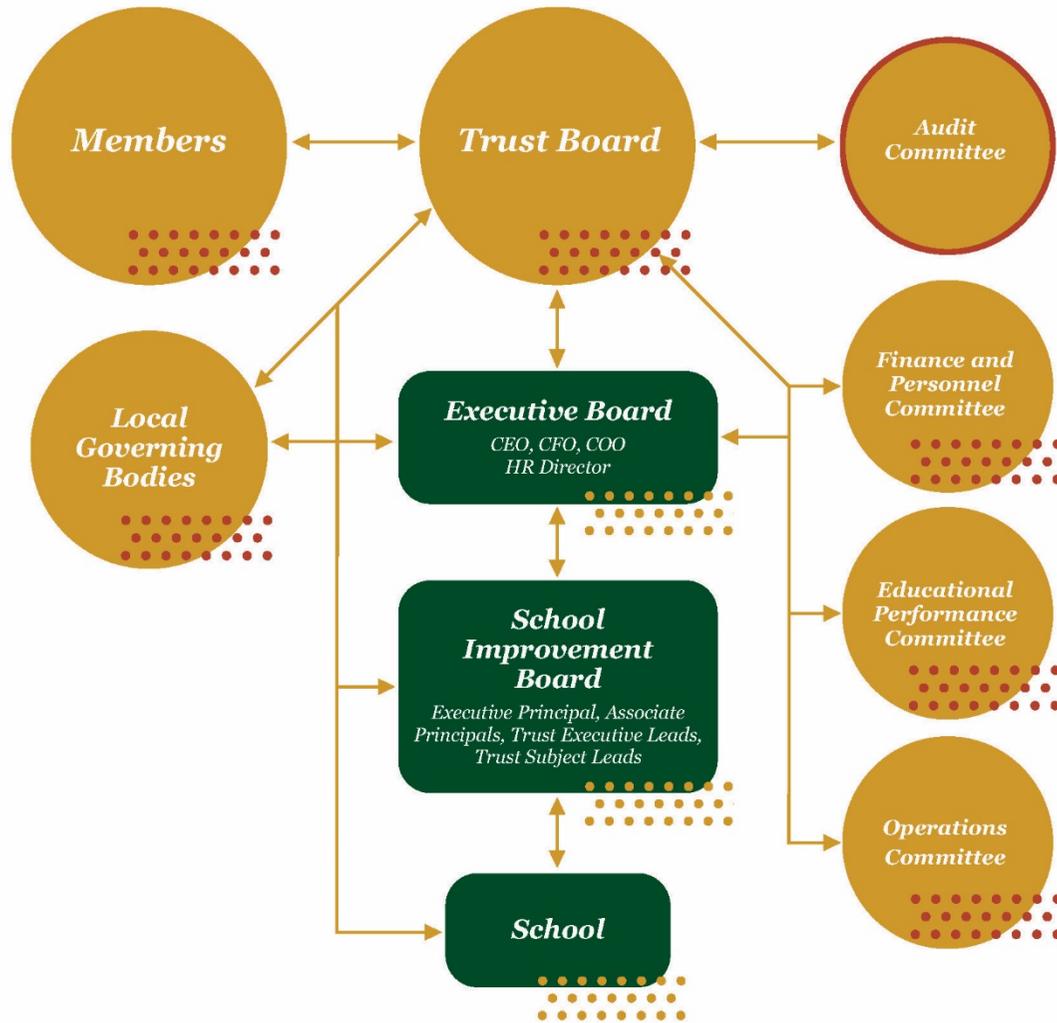
The Trust, as at September 2019, is a Trust of 10 schools: five secondary schools, one all through school, three primary schools and one primary free school. The core vision of the charitable Trust is for four regional hubs of schools in: Warwickshire, Worcestershire, Solihull, and the East Midlands. All within one hours travelling distance from Solihull, with groups of primary feeder schools around the secondaries.

The Trust

Like all Trusts, TGAT has Articles of Association (Articles) which are the rules that govern the running of the Trust, and these Articles set out the Objects (or purpose) of the Trust. The Trust has two main Objects, which are:

- to advance for the public benefit education in the United Kingdom by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum;
- to promote for the benefit of the inhabitants of the area served by the schools the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

Tudor Grange Academies Trust Governance Structure



- Information Flow
- Non-Executive Governance
- Non-Executive / Independent
- Executive

Members

Members are the equivalent of shareholders in a company limited by shares. They are the 'guarantors' of the company and promise to pay £10 towards the debts of the company in the event that the Trust is wound up. Members have ultimate responsibility for overseeing the charitable objectives of the Trust.

The Members of the Trust have a different status from the Trustees. Members have an overview of the governance arrangements of the Trust and have the power to appoint Trustees (who are also known as Directors) and remove them. However, Members are not involved with the day to day operation of the Trust. Members meet as often as required to conduct their duties, with one of their meetings being the Trust's Annual General Meeting.

Trustees

The Trust Board is made up of the Trustees who are the individuals appointed to challenge and scrutinise the strategic direction and day to day running of the company (the Trust). They are the accountable body for the Trust and have three functions:

- they are Trustees - because the Trust is a charity, and;
- they are Directors - because the Trust is a company, and;
- they are Governors - because the Trust Board is responsible for running the schools.

The Trust Board meet at least six times per year with the Chief Executive Officer, and other members of the Executive Team as invited, to discuss the running of the Trust and related matters. These meetings are a chance for the Trust Board to ensure that the Executive Board are carrying out their functions effectively, and to challenge the Executive Board on the performance of the Trust through the reports received from the School Improvement Boards (SIB), and to highlight any areas that could be improved. Policies and procedures are reviewed and agreed at these meetings and actions that need to be taken are also agreed.

Executive Board

The Executive Board is chaired by the CEO, and this Board holds the School Improvement Board to account for the performance of the schools. The Executive Board is split into two separate accountabilities: Education and Operations.

The Executive Board meetings take place every half-term, and following these meetings a consolidated report is sent to the Trust Board.

School Improvement Board

The SIB is chaired by an Executive Principal, and this Board holds the Principals and Heads of School (and their teams) to account on the educational and operational performance of their school through half-termly meetings. Following these meetings the SIB report to the Executive Board.

Local Governing Boards

The Trust Board rely on Local Governing Bodies (LGB) to gather local intelligence and ensure that the school is connected to its local community, understanding local stakeholders' views and promoting a school that serves the local community. We expect, therefore, that LGBs will undertake activities that ensure that they are connected to the views of the community. A key role of the LGB is to ensure the school receives this information to enable leaders to continue to improve.

Executive leaders will provide a full report (Health Check) in November, March and August summarising the outcomes of quality assurance and monitoring of the school. Executive leaders may task the LGB to support the Executive Leads to ensure the school is responding to an identified issue. The LGB may use these reports to create agenda items for their meetings.

Principals/Heads of School are expected to provide a report to the LGB at the termly meeting, this is focused on areas that remain the responsibility of the LGB:

- Behaviour and attendance tracker
- Complaints information
- Survey outcomes summary (this will vary term to term: people survey, parent survey, pupil survey, etc)
- QA activities since last report
- Enrichment and community activity summary
- Staff well-being KPIs

The LGB Chair and other representatives of the LGB are able to attend School Improvement Board meetings, and will be involved in the improvement and development of the school, but their accountability is limited through the Scheme of Delegation.

Scheme of Delegation

This Scheme of Delegation applies to all Academies run by TGAT.

This Scheme of Delegation explains the ways in which the Trustees, the Executive, the Principals, and LGBs fulfil their responsibilities for the leadership and management of the Trust and the Academies, and the accountability of each to ensure the success of the Trust and all Academies.

This Scheme of Delegation has been put in place by the Trustees from the effective date, in accordance with the provisions of the Articles and it should be read in conjunction with those Articles.

In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

Review

The Scheme of Delegation shall operate from the effective date in respect of the Trust and all Academies. The Trustees will review the Scheme of Delegation at least on an annual basis, and alter any provision of it.

In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the Executive and LGBs.

Key

Approve: the individual or group that has primary responsibility for determining how the Trust and/or schools (as appropriate) should undertake the task including how stakeholders are informed, and determining appropriate milestones and targets to be reported against.

Deliver: the individual or group that has responsibility for delivering the particular task delegated to them and reporting on its delivery at suitable intervals (in the case of the EB this will be at Trust level, and for the SIB this will be at school level)

Recommend: the individual or group that should make recommendations as to how a particular task should be completed. A detailed expert analysis of the task is completed before recommendations are formed. In the case of the EB, they will be making recommendations to the MAT

Board or SIB, in the case of the SIB they will be making recommendations to the EB or Principal, in the case of the Principal they will be making recommendations to the SIB. In making a recommendation to the Trust Board, it is expected that appropriate consultation will have taken place with stakeholders.

Review: the individual or group that has responsibility to make a formal assessment of the work being carried out, and who is also responsible to institute change if necessary.

Report: the individual or group that has responsibility for reporting on the delivery of tasks.

Consult: the individual or group that should be consulted as part of the process of completing a task.

List of acronyms:

CPDL – Continuing Professional Development and Learning

EB – Executive Board

EP – Executive Principal

EPC – Education Performance Committee

FPC – Finance and Personnel Committee

LGB – Local Governing Body

PAC – Pay Appeals Committee

QFT – Quality First teaching

SEF – Self-Evaluation Form

SIB – School Improvement Board

SMSC – Spiritual, Moral, Social and Cultural

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
1.	Governance						
1.1.	Approve Trust Articles of Association	Members Approve	Recommend				
1.2.	Appoint/remove Directors	Members Approve	Recommend				
1.3.	Approve Trust Board Terms of Reference	Members Review	Approve				
1.4.	Approve Trust Scheme of Delegation	Members Review	Approve	Review and Recommend <i>The EB drafts the Trust Scheme of Delegation for Trust Board approval. This document must be reviewed at least annually.</i>			Consult
1.5.	Approve new schools joining the Trust		Approve	Recommend <i>The EB conducts a Due Diligence exercise before recommending any new school to the Trust Board.</i>			
1.6.	Approve Local Governing Body (LGB) Terms of Reference		Approve	Deliver and Recommend <i>The EB ensures that the LGB Terms of</i>			Consult

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>Reference accurately reflect the tasks the LGB undertake and recommend them to the Trust Board.</i>			
1.7.	Establish Trust Board sub-committees		Recommend and Approve <i>The Trust Board will establish sub-committees to support the Trust Board in line with the guidance in the Articles of Association.</i>				
1.8.	Appoint Chair of Trust Board	As per Articles	Approve				
1.9.	Appoint (and remove) Vice Chair and members of Trust Board	As per articles	Approve				
1.10.	Appoint Audit Committee		Approve	Recommend			
1.11.	Appoint (and remove) Clerk to the Trust Board		Approve				
1.12.	Appoint (and remove) Chair of LGB	As per Articles	Approve	Recommend			Consult
1.13.	Appoint (and remove) Vice Chair and members of LGB						Approve

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
1.14.	Organise calendar of Trust Board meetings		Approve	Recommend <i>The EB will propose a calendar of meeting dates for the Trust Board.</i>			
1.15.	Organise calendar of LGB meetings					Recommend <i>The Principal will propose a calendar of meeting dates for the LGB.</i>	Approve
1.16.	Approve Trust Development/Strategic Improvement Plan		Approve	Recommend <i>The EB will write the Trust Development / Strategic Improvement Plan and present it to the Trust Board for approval.</i>			
1.17.	Complete the Trust SEF		Approve	Deliver <i>The EB will complete the Trust SEF - referring to the individual School SEFs and Executive Officers' reports -</i>			

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>for Trust Board approval.</i>			
2.	Quality of Education						
2.1.	Setting School Performance Targets		Approve	<p>Recommend</p> <p><i>The EB will review the School performance targets and adjust/amend where appropriate in line with previous performance and Trust agreed targets. This will be reported to the Trust Board.</i></p>	<p>Review</p> <p><i>The SIB will review the School performance targets and adjust/amend where appropriate in line with previous performance and Trust agreed targets. This will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal and senior team will set the School performance targets in the agreed Trust format and present it to the SIB.</i></p>	
2.2.	Completing the School SEF			<p>Approve</p> <p><i>The EB uses the individual School SEF's to create the Trust SEF</i></p>	<p>Review and Recommend</p> <p><i>The SIB will review the School SEF and adjust/amend where appropriate and recommend it to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal and senior team write the SEF in agreed Trust format and present to SIB.</i></p>	
2.3.	Developing and implementing the School SIP			<p>Approve and Report</p>	<p>Review and Recommend</p>	<p>Deliver</p> <p><i>The Principal and senior team write the school</i></p>	<p><i>The Principal will share the SIP with the LGB and agree a calendar of</i></p>

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>The EB produce a summary report on progress against improvement priorities for the Trust Board.</i>	<i>The function of the SIB is to monitor and assess progress against the SIP.</i>	<i>improvement plan in the agreed Trust format and present to SIB.</i>	<i>LGB activities that support the school in achieving the improvement priorities.</i>
2.4.	Determining the use of assessment		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review assessment across the Trust and recommends to the Trust Board guidance on key principles for all schools.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the efficacy of the school's use of assessment to improve outcomes and report to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will interpret the Trust guidance to develop an effective localised approach to assessment.</i></p>	
2.5.	Improving the quality of teaching		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the quality of teaching across the Trust and recommend to the Trust Board a QFT framework that identifies the standard key characteristics of QFT in Trust schools.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the school's QFT tracking information and this will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that the quality of teaching is tracked against the Trust QFT framework and that CPDL is matched to the priorities of the school.</i></p>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
2.6.	Monitoring the progress of pupils		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the progress of pupils across the Trust. Trends analysis and associated actions will be reported to the Trust Board.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the progress of pupils in the school and challenge where progress is not satisfactory. This will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that they monitor the progress of all pupils and this is reported in the agreed Trust format.</i></p>	
2.7.	Monitoring the quality of the curriculum		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the quality of curriculum planning and delivery across the Trust. The EB will report on this to the Trust Board and recommend the guiding principles on curriculum design.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the quality of the curriculum through an agreed programme of quality assurance activities. This will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that pupils benefit from a well-planned and sequenced, well-taught, broad and balanced curriculum, following Trust guidance.</i></p>	
2.8.	Monitoring the quality of provision for SEND pupils		Approve	<p>Review and Recommend</p>	<p>Review and Report</p>	<p>Deliver</p>	<p><i>The SIB will ensure that all monitoring</i></p>

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				<p><i>The EB uses the information from the SIB to review the quality of provision for SEND pupils. Trends analysis and associated actions will be reported to the Trust Board.</i></p>	<p><i>The SIB will monitor the school's quality of provision for SEND pupils and this will be reported to the EB.</i></p>	<p><i>The Principal will ensure that the quality of provision for SEND pupils is effective and supporting good outcomes.</i></p>	<p><i>documentation is accessible to the LGB. The LGB will also track themes in parental complaints, and undertake activities that gather pupil voice to contribute to the monitoring of priorities for SEND pupils. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>
2.9.	Pupil Premium – Report and Action Plan		Approve	<p>Review and Recommend</p> <p><i>The EB reviews the recommendations of the SIB and formally recommends them to the Trust Board.</i></p>	<p>Review and Recommend</p> <p><i>The function of the SIB is to review the school's Pupil Premium strategy and report to the EB.</i></p>	<p>Deliver</p> <p>The Principal will develop and implement a Pupil Premium strategy that improves the progress and learning outcomes of disadvantaged pupils.</p>	<p><i>The SIB will ensure that all monitoring documentation is accessible to the LGB. The LGB will undertake activities that gather pupil voice to contribute to the monitoring of priorities for Pupil Premium pupils. The</i></p>

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
							<i>LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i>
2.10.	Monitoring the quality of provision for Pupil Premium pupils		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the quality of provision for Pupil Premium pupils. Trends analysis and associated actions will be reported to the Trust Board.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the school's quality of provision for Pupil Premium pupils and this will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that the quality of provision for Pupil Premium eligible pupils is effective and supporting good outcomes in accordance with their Pupil Premium strategy.</i></p>	<p><i>The SIB will ensure that all monitoring documentation is accessible to the LGB. The LGB will undertake activities that gather pupil voice to contribute to the monitoring of the provision for Pupil Premium pupils. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>
2.11.	Monitoring the quality of reading		Approve	Review and Recommend	Review and Report	Deliver	<i>The Principal will ensure that pupils benefit from a</i>

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>The EB uses the information from the SIB to review the quality of the reading curriculum across the Trust. Trends analysis and associated actions will be reported to the Trust Board.</i>	<i>The SIB will monitor the quality of the reading curriculum. This will be reported to the EB.</i>	<i>rigorous and sequential approach to the reading curriculum, following Trust guidance and the agreed Trust curriculum.</i>	
2.12.	Monitoring pupil attendance and punctuality		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review pupil attendance and punctuality across the Trust. Trends analysis and associated actions will be reported to the Trust Board.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor to check that pupils achieve high levels of attendance and punctuality in the school and challenge where progress is not satisfactory. This will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will maintain a strong focus on pupil attendance and punctuality ensuring all pupils attend well and a clear procedure is in place to improve attendance and punctuality where this is needed.</i></p>	
2.13.	Monitoring the off-site provision for pupils		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the efficacy of the Trust's off-site provision. Trends</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the progress of off-site pupils that their schools are responsible for</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that they monitor the progress of all pupils who are educated off-site and maintain</i></p>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>analysis and associated actions will be reported to the Trust Board.</i>	<i>and challenge where progress is not satisfactory. This will be reported to the EB.</i>	<i>contact with and responsibility for those pupils.</i>	
2.14.	Monitor the off-rolling of pupils		Approve	Review and Recommend <i>The EB uses the information from the SIB to report the trends analysis and associated actions to the Trust Board.</i>	Review and Report <i>The SIB will monitor any pupils removed from school rolls and challenge where appropriate. This will be reported to the EB.</i>	Deliver <i>The Principal will ensure that any pupil removed from the school roll is done so formally and never solely because this is in the interests of the school.</i>	
2.15.	Monitoring the quality of destinations		Approve	Review and Recommend <i>The EB uses the information from the SIB to review pupil destinations and the quality of careers advice and guidance. The trends analysis and associated actions are reported to the Trust Board.</i>	Review and Report <i>The SIB will monitor pupil destinations and the quality of careers advice and guidance in the school and report to the EB.</i>	Deliver <i>The Principal will ensure that pupils are ready for the next stage of education, employment or training, to enable them to move on to suitable and appropriate high-quality destinations. They use the Gatsby Benchmarks as a</i>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
						frame work to improve this provision.	
3.	Behaviour and Attendance						
3.1.	Monitoring the safeguarding provision, including the handling of bullying, discrimination and peer-on-peer abuse		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the safeguarding provision for pupils across the Trust. Trends analysis and associated actions will be reported to the Trust Board.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the safeguarding provision for pupils and challenge where the process is not satisfactory. Outcomes of monitoring will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will maintain a strong focus on the safeguarding provision for pupils, creating a school environment where bullying, discrimination and peer-on-peer abuse is not tolerated, and if they occur they are dealt with quickly and effectively and in keeping with Trust procedures.</i></p>	<p><i>The SIB will ensure that all monitoring documentation is accessible to the LGB. The LGB will undertake activities that gather pupil voice to contribute to the monitoring of the safeguarding provision. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>
3.2.	Monitoring fixed-term and permanent exclusions		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review exclusions across the Trust. Trends</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor and evaluate the effectiveness of fixed-term and</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that fixed-term exclusions are used appropriately and that they have a</i></p>	<p>Deliver</p> <p><i>The LGB will ensure that fixed-term and permanent exclusions conform to the</i></p>

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>analysis and associated actions will be reported to the Trust Board.</i>	<i>permanent exclusions in the school and provide challenge. This will be reported to the EB.</i>	<i>strategy for reintegration. They should ensure that permanent exclusions are used appropriately and as a last resort. All schools will adhere to DfE guidance and internal Trust guidance.</i>	<i>DfE guidance, including their duty to consider parents' representations on an exclusion.</i>
3.3.	Administration of fixed-term exclusions			<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review exclusions across the Trust. Trends analysis and associated actions will be reported to the Trust Board.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor and evaluate the effectiveness of fixed-term and permanent exclusions in the school and provide challenge. This will be reported to the EB.</i></p>	<p>Deliver and Approve</p> <p><i>The Principal will ensure that the administration of fixed-term exclusions conform to the DfE statutory guidance.</i></p>	<p>Review</p> <p><i>The LGB will monitor the administration of fixed-term exclusions and provide challenge and support, particularly for a fixed-term exclusion of more than 5 days.</i></p>
3.4.	Administration of permanent exclusions			<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review exclusions across the Trust. Trends</i></p>	<p>Review</p> <p><i>The SIB will review and assess the administration of permanent exclusions to</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that the administration of permanent exclusions</i></p>	<p>Approve</p>

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>analysis and associated actions will be reported to the Trust Board.</i>	<i>ensure the process is compliant and report their findings.</i>	<i>conform to the DfE statutory guidance.</i>	
3.5.	Appeals against Permanent Exclusion						<p>Review and Approve</p> <p><i>The LGB will review and consider the appeal and potential reinstatement against a permanent exclusion in line with the DfE statutory guidance.</i></p>
3.6.	Complaints Appeals			<p>Review</p> <p><i>The EB will collate and review patterns of complaints across the Trust for reporting to the Trust Board.</i></p>			<p>Approve</p> <p><i>The LGB will review and consider a complaint appeal in line with the Trust Complaint Procedure and DfE guidance. Complaints will be monitored and reported to the EB.</i></p>

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
4.	Personal Development						
4.1.	Development of the PSHE/SRE curriculum			Approve	<p>Review and Recommend</p> <p><i>The SIB will review and monitor the progress of pupils in line with the agreed PSHE/SRE curriculum. The SIB will recommend the School PSHE/SRE curriculum to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal and senior team will develop the PSHE/SRE curriculum in the agreed Trust format and present it to SIB.</i></p>	
4.2.	Monitoring the impact of the PSHE/SRE curriculum		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the quality of the PSHE/SRE curriculum planning and delivery across the Trust. The EB will report on this to the Trust Board.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the quality of the PSHE/SRE curriculum through an agreed programme of quality assurance activities. This will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that pupils benefit from a well-planned and sequenced, well-taught, broad and balanced PSHE/SRE curriculum, following Trust guidance and with the support of the Trust PSHE/SRE Lead.</i></p>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
4.3.	Monitoring enrichment and extra-curricular activities		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the quality and access to the enrichment and extra-curricular activities across the Trust. The EB will report on this to the Trust Board.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the quality and access to the enrichment and extra-curricular activities delivered by the school. The impact of these activities will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will ensure, through detailed monitoring, that pupils benefit by having access to a wide, rich set of experiences through a well-planned and sequenced, well-taught, broad and balanced set of enrichment and extra-curricular activities.</i></p>	<p><i>The SIB will ensure that all monitoring documentation is accessible to the LGB. The LGB will undertake activities that gather pupil voice to contribute to the monitoring of enrichment and extra-curricular activities. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>
4.4.	Monitoring the quality of careers advice and guidance (Gatsby benchmarks)		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the quality of the careers advice and guidance across the Trust. The EB will report on this to the Trust Board.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the quality of the careers advice and guidance in the school in line with statutory guidance. This will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that pupils are prepared for future success in education, employment or training through high-quality, impartial careers advice and guidance. They will monitor the</i></p>	<p><i>The SIB will ensure that all monitoring documentation is accessible to the LGB. The LGB will undertake activities that gather pupil voice to contribute to the monitoring of careers</i></p>

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
						<i>quality of provision and action plan against the Gatsby benchmarks.</i>	<i>advice and guidance. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i>
4.5.	Monitoring the impact of the pastoral support programme (Thrive)		Approve	<p>Review and Recommend</p> <p><i>The EB uses the information from the SIB to review the quality of the pastoral support programme across the Trust. The EB will report on this to the Trust Board.</i></p>	<p>Review and Report</p> <p><i>The SIB will monitor the quality and leadership of the pastoral support programme in the school. This will be reported to the EB.</i></p>	<p>Deliver</p> <p><i>The Principal will ensure that pupils benefit from a high-quality pastoral support programme. They will use clear systems to monitor the development of the social and emotional health of the pupils in the school.</i></p>	<p><i>The SIB will ensure that all monitoring documentation is accessible to the LGB. The LGB will undertake activities that gather pupil voice to contribute to the monitoring of the impact of the school's pastoral programme. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>
4.6.	Monitoring the provision for SMSC development and impact		Approve	Review and Recommend	Review and Report	Deliver	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<p><i>The EB uses the information from the SIB to review the quality and impact of the SMSC provision across the Trust. The EB will report on this to the Trust Board.</i></p>	<p><i>The SIB will monitor the quality and impact of the SMSC provision in the school. This will be reported to the EB.</i></p>	<p><i>The Principal will ensure that pupils benefit from an effective and well-planned SMSC provision.</i></p>	
5.	Staff Policies and Pay						
5.1.	Changes to Employee Terms and Conditions or Collective Agreements		Approve	<p>Review and Recommend</p> <p><i>The EB will consult with all staff, trade unions, and LGBs before recommending any changes to employee terms and conditions or collective agreements to the Trust Board for approval.</i></p>			
5.2.	Teachers and Associate Staff Performance Pay Award		Approve (FPC)	<p>Review and Recommend</p> <p><i>The EB (Executive HR Director) will</i></p>	<p>Review and Recommend</p> <p><i>The SIB will use the Trust guidance and</i></p>	<p>Deliver and Recommend</p> <p><i>The Principal will conduct the performance</i></p>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>review and benchmark the performance management recommendations of each School before recommending them to the Finance and Personnel Committee for approval.</i>	<i>procedures to independently review the administration and application of the Performance management process. Finding will be reported to the EB.</i>	<i>management process in line with Trust guidance, ensuring that the overall pay award for their School is within the approved budget.</i>	
5.3.	Teachers and Associate Staff Cost of Living Pay Award		Approve	Recommend <i>The EB will recommend to the Trust Board the cost of living pay award for staff where this has been deemed to be affordable.</i>			
5.4.	Teachers and Associate Staff Pay Award Appeal		Approve	Review <i>The EB will review any pay award appeals.</i>			Deliver <i>The LGB will process any pay award appeals in line with the guidance in the Trust Pay Policy.</i>

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
5.5.	Principal Pay Award		Approve FPC	Review and Recommend <i>The EB will review the recommendations of the SIB and recommend them to the Trust Board for approval.</i>	Recommend <i>The SIB will conduct the Principal's performance management (assisted by the LGB Chair and a Trustee) and recommend any pay award to the EB.</i>		Recommend <i>The Chair of the LGB will assist the EP with the Principal's performance management.</i>
5.6.	Principal Pay Award Appeal	Consult External HR	Approve	Review and Recommend <i>The EB will review any Principal pay award appeals and make recommendations to the Trust Board.</i>			
5.7.	Executive Pay Award (not CEO)		Approve FPC	Recommend <i>The CEO, after the conclusion of the performance management process, will recommend Executive pay awards to the Trust Board.</i>			

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
5.8.	CEO Pay Award	Consult External HR	Approve FPC				
5.9.	Executive Appeals		Review and Approve <i>The Pay Appeals Committee will review any Executive pay award appeals and make recommendations to the Trust Board.</i>				
5.10.	Monitoring and application of the Pay Policy and Performance Management process		Approve	Review and Recommend <i>Through a rigorous evaluation process, the Executive HR Director will ensure that the Pay Policy and the annual performance management process was completed in a fair and timely manner across the Trust. Any recommendations following this</i>			

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>review will be reported to Trust Board.</i>			
6.	Staff Management						
6.1.	CEO appointment		Approve				
6.2.	Executive Principal appointment		Approve	<p>Deliver</p> <p><i>The CEO will administer (with support) the appointment process for the Trust Board.</i></p>			
6.3.	Executive appointment		Approve	<p>Deliver</p> <p><i>The CEO will administer (with support) the appointment process for the Trust Board.</i></p>			
6.4.	Principal appointment		Approve	<p>Review</p> <p><i>The CEO will review and be involved in the appointment process.</i></p>	<p>Deliver and Recommend</p> <p><i>The SIB will administer (with support) the appointment and make recommendations to the Trust Board.</i></p>		Consult

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
6.5.	Associate Principal appointment		Approve	<p>Review</p> <p><i>The CEO will review and be involved in the appointment process.</i></p>	<p>Deliver and Recommend</p> <p><i>The SIB will administer (with support) the appointment and make recommendations to the Trust Board.</i></p>		
6.6.	Senior leadership appointments			<p>Approve</p> <p><i>The EB may be involved in the appointment process.</i></p>	<p>Review</p> <p><i>The SIB will review and be involved in the appointment process.</i></p>	<p>Deliver and Recommend</p> <p><i>The Principal will administer (with support) the appointment and make recommendations to the EB.</i></p>	Consult
6.7.	Teaching and support staff appointments				<p>Approve</p> <p><i>The SIB may be involved in the appointment process.</i></p>	<p>Deliver and Recommend</p> <p><i>The Principal or the senior team will administer (with support) the appointment process and make recommendations to the SIB.</i></p>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
6.8.	Suspension of CEO	Consult External HR	Approve				
6.9.	Dismissal of CEO	Consult External HR	Approve				
6.10.	Suspension of Executive (excluding CEO)		Approve	Recommend and Deliver <i>The CEO and HR Director will recommend any suspension of Executive staff to the Trust Board.</i>			
6.11.	Dismissal of Executive (excluding CEO)		Approve	Recommend and Deliver <i>The CEO and HR Director will recommend any dismissal of Executive staff to the Trust Board.</i>			
6.12.	Executive appeal against suspension		Review				
6.13.	Executive appeal against dismissal (including CEO)	Consult External HR	Review				
6.14.	Suspension of Principal		Approve	Review and Deliver <i>The CEO will review any suspension recommendation of a Principal and</i>	Recommend <i>The SIB will recommend any suspension of a Principal to the EB.</i>		

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>deliver the outcome.</i>			
6.15.	Return of Principal after suspension		Approve	Review and Recommend <i>The CEO will review the return of a Principal after suspension, and make recommendations to the Trust Board.</i>			
6.16.	Dismissal of Principal		Approve	Deliver <i>The CEO will deliver the outcome of any dismissal.</i>			
6.17.	Appeal of Principal against dismissal		Approve PAC	Review			
6.18.	Suspension of teaching and associate staff			Approve	Review and Recommend <i>The SIB will review any suspension of a Principal and make recommendations to the EB.</i>	Recommend <i>The Principal will recommend any suspension of a member of staff to the SIB.</i>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
6.19.	Return of teaching and associate staff after suspension			Approve	Review and Recommend <i>The SIB will review any suspension of a member of staff and make recommendations to the EB.</i>		
6.20.	Dismissal of Associate Principal, or teaching and associate staff		Approve	Review and Recommend <i>The CEO and HR Director will review any dismissal and make recommendations to the Trust Board.</i>			
6.21.	Appeal of staff other than Principal against dismissal			Approve	Review and Recommend <i>The SIB and HR Director will review any appeal against dismissal of any member of staff (other than the Principal or executive) and make recommendations to the EB.</i>		

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
7.	Financial Governance and Management						
7.1.	Trust Financial Procedures (including key policies and Handbook)		Approve	<p>Deliver and Recommend</p> <p><i>The CFO will write and recommend for approval the Trust Financial Procedures ensuring they are updated as required.</i></p>			
7.2.	Trust 5 year Financial Plan		Approve	<p>Deliver and Recommend</p> <p><i>The CFO will write and recommend for approval the 5 year Trust Financial Plan.</i></p>	Consult	Consult	
7.3.	Trust consolidated annual phased budget		Approve	<p>Review and Recommend</p> <p><i>The EB (the CEO and CFO) will review and recommend for approval the Trust</i></p>	<p>Deliver</p> <p><i>The SIB will consult with their Principals and produce annual phased budgets for review by the EB.</i></p>	Consult	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>consolidated annual budget.</i>			
7.4.	Monthly management accounts pack (known as CEO pack) and monthly Chair's pack		Approve	<p>Deliver and Recommend</p> <p><i>The EB (the CEO and CFO) will produce monthly management accounts and the monthly Chair's pack for approval.</i></p>	<p>Review</p> <p><i>The SIB will review the summary reports produced by the Principal and respond accordingly.</i></p>	<p>Review</p> <p><i>The Principal will review the monthly management accounts and produce a summary report for the EB explaining the reasons for any positive or negative variance.</i></p>	
7.5.	School 5 year Financial Plan		Approve	<p>Review and Recommend</p> <p><i>The CEO and the CFO will review and recommend for approval the Trust consolidated annual budget based on the individual school 5 year financial plans.</i></p>	<p>Deliver</p> <p><i>The SIB will consult with their Principals and produce annual phased budgets for review by the EB.</i></p>	<p>Consult</p>	
7.6.	School annual phased budget		Approve	<p>Review and Recommend</p>	<p>Review</p> <p><i>The SIB will review the annual</i></p>	<p>Deliver</p> <p><i>The Principal will produce an</i></p>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>The EB will review all School budgets, ensuring they are measured and affordable, before recommending them to the Trust Board for approval.</i>	<i>budgets produced by the Principal and ensure it is in line with agreed Trust parameters.</i>	<i>annual phased budget for their School for approval by the Trust Board.</i>	
7.7.	Trustees' Report		Approve	<p>Deliver</p> <p><i>The CFO will produce a draft Trustees' Report for inclusion in the annual accounts for approval by the Trust Board.</i></p>			
7.8.	Trust audited annual accounts to ESFA		Approve	<p>Deliver</p> <p><i>The CFO will ensure that following the annual audit, the annual accounts are presented to the Trust Board in a timely manner for approval and in-line with ESFA guidance.</i></p>			
8.	Financial Authorisation						

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
8.1.	Expenditure or contracts from £501 to £1,000	<i>Authorisation up to £500 is by the relevant budget holder</i>				Approve <i>Under £500 individual budget holder.</i>	
8.2.	For expenditure or contracts up to £10,000 (IT, catering and estates)			Approve <i>The COO approves all expenditure or contracts up to £10k for IT, catering, and estates. The Executive Catering Officer can approve catering expenditure or contracts up to £3k.</i>		Consult <i>Only for IT and estates.</i>	
8.3.	Expenditure or contracts between £1,001 and £10,000, not relating to expenditure under 8.2			Approve <i>The CFO will approve these.</i>			
8.4.	Expenditure or contracts between £10,001 and £50,000			Approve <i>The CEO will approve these.</i>			
8.5.	Expenditure or contracts over £50,001		Approve	Recommend <i>The EB will recommend this</i>			

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>to the Trust Board.</i>			
8.6.	Disposals or write off of stock, assets or debts up to £10,000		Consult <i>The CFO will consult with the Finance and Personnel Committee.</i>	Approve <i>The CFO will approve these.</i>			
8.7.	Disposals or write off of stock, assets or debts between £10,001 and £50,000		Consult <i>The CFO will consult with the Finance and Personnel Committee.</i>	Approve <i>The CEO will approve these.</i>			
8.8.	Disposals or write off of stock, assets or debts over £50,001		Approve				
8.9.	Settlements/Compensation payments up to £50,000 (AFH ¹ Limit)		Consult <i>The CFO will consult with the Finance and Personnel Committee.</i>	Approve <i>The CEO will approve these.</i>			
8.10.	Settlements/Compensation payments over £50,000	<i>Secretary of State approval is required.</i>	Approve				

¹ Academies Financial Handbook

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
8.11	Capital projects funded by School Capital Allocation		Approve	<p>Deliver and Review</p> <p><i>The COO will produce a consolidated list of proposed projects (in consultation with the Operations Committee) for Trust Board approval.</i></p>			
9.	School Procedures and Admissions						
9.1.	Setting the start and finish times of the school day			Approve	<p>Review</p> <p><i>The SIB will review the recommendations and forward to the EB for approval.</i></p>	<p>Recommend</p> <p><i>The Principal will recommend any changes to the current start and finish times of the school day at their School for approval by the EB.</i></p>	
9.2.	School term dates and holidays	<i>Trust INSET days agreed on an annual basis</i>		Approve	<p>Review</p> <p><i>The SIB will review the recommendations and forward to the EB for approval.</i></p>	<p>Recommend</p> <p><i>The Principal will recommend any changes to the School term dates and holidays at their School for</i></p>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
						approval by the EB.	
9.3.	Expansion of School (PAN)	All expansions will require an application to the relevant RSC.	Approve	<p>Review and Recommend</p> <p><i>The EB will review the proposal ensuring that it is viable, affordable, and in the best interests of the community and the Trust before recommending it to the Trust Board for approval.</i></p>	<p>Review</p> <p><i>The SIB will review the proposal, and support and challenge the Principal as appropriate.</i></p>	<p>Recommend</p> <p><i>The Principal will produce a proposal for the EB recommending an expansion of the PAN at their School based on sound research and planning.</i></p>	Consult
9.4.	Change of age range	This will require an application to the relevant RSC.	Approve	<p>Review and Recommend</p> <p><i>The EB will review the proposal ensuring that it is viable, affordable, and in the best interests of the community and the Trust before recommending it to the Trust Board for approval.</i></p>	<p>Review</p> <p><i>The SIB will review the proposal, and support and challenge the Principal as appropriate.</i></p>	<p>Recommend</p> <p><i>The Principal will produce a proposal for the EB recommending a change to the age range at their School.</i></p>	Consult

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
9.5.	Extension of School provision (Nursery, MAB, SEN base, etc)	<i>This will require an application to the relevant RSC.</i>	Approve	<p>Review and Recommend</p> <p><i>The EB will review the proposal ensuring that it is viable, affordable, and in the best interests of the community and the Trust before recommending it to the Trust Board for approval.</i></p>	<p>Review</p> <p><i>The SIB will review the proposal, and support and challenge the Principal as appropriate.</i></p>	<p>Recommend</p> <p><i>The Principal will produce a proposal for the EB recommending an extension to the provision at their School.</i></p>	Consult
9.6.	School website compliance	<i>The Trust will set the website theme and structure for all schools.</i>		<p>Review and Approve</p> <p><i>The EB (COO) will review the School websites at least annually.</i></p>	<p>Review</p> <p><i>The SIB will critically review the websites of their allocated schools to ensure compliance, and that it is an effective communications platform.</i></p>	<p>Deliver and Recommend</p> <p><i>The Principal will ensure that their School website is maintained, up to date, complies with statutory requirements, and is an effective communications tool with the School stakeholders.</i></p>	

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
9.7.	Trust or School logo and branding		Approve	Recommend <i>The EB will recommend any proposed changes to the logo and/or branding of the Trust or any School.</i>			
9.8.	School uniform		Approve	Recommend <i>The EB will recommend any proposed changes to the uniform at any of the Academies.</i>			
9.9.	Admissions Policy				Review and Approve <i>The SIB will review the Admissions Policies for their Academies and approve them.</i>	Deliver <i>The Principal will determine their School Admissions Policy in line with the agreed Trust format.</i>	Review <i>The LGB will review the Admissions Policy for their School and suggest any amendments or additions.</i>
9.10.	Allocation of places against the Admissions Policy					Deliver <i>The Principal will ensure that places are allocated in line with their</i>	Review <i>The LGB will review the allocation of places against the Admissions</i>

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
						<i>Admissions Policy.</i>	<i>Policy to ensure that it is being administered correctly.</i>
9.11.	Admissions Appeals	Independent					<p>Review</p> <p><i>The LGB will review and support any Admissions Appeals to ensure that the Trust is fairly and appropriately represented.</i></p>
10.	Operations						
10.1.	Estates Management Strategy		Approve	<p>Recommend</p> <p><i>The EB will recommend the Estates Management Strategy to the Trust Board for approval.</i></p>			
10.2.	Risk Management Strategy		Approve	<p>Recommend</p> <p><i>The EB will recommend the Risk Management Strategy to the</i></p>			

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>Trust Board for approval.</i>			
10.3.	Performance of operational contracts		Approve	<p>Review and Recommend</p> <p><i>The EB will review any feedback on the operational contracts that are in place, and make recommendations to the Trust Board.</i></p>	<p>Review</p> <p><i>The SIB will review any operational contracts that are in place, and support and/or challenge the Principal's review.</i></p>	<p>Review</p> <p><i>The Principal will review any operational contracts in place at their School to ensure they are effective, meeting the needs of the School stakeholders, and value for money.</i></p>	
10.4.	Commissioning of contracts (capital works/repairs/rebuild)		Approve	<p>Recommend</p> <p><i>The COO will recommend the commissioning of any Trust wide building contracts and projects (in consultation with the Operations Committee) for Trust Board approval.</i></p>			
10.5.	Sale of land		Approve	<p>Recommend</p> <p><i>The EB will recommend the sale of any Trust owned land, following a</i></p>			

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
				<i>comprehensive research and evaluation exercise to ensure that it is viable and compliant, to the Trust Board for approval.</i>			
10.6	RPA Risk Management Surveys		Approve (Ops Committee)	Deliver			
10.7	Commissioning / renewal / extension of operational contracts		Approve (Ops Committee)	Recommend, Review and Deliver			
10.8	Commissioning of capital projects		Approve (Ops Committee)	Recommend, Review and Deliver	Review	Review	
10.9	ESFA Land and Building Valuation		Approve (Ops Committee)	Recommend, Review and Deliver			
10.10	ESFA SCA - School Condition Allocation Return		Approve (Ops Committee)	Recommend, Review and Deliver			
10.11	ESFA CDC - Condition Data Return / Building Condition Survey		Approve (Ops Committee)	Recommend, Review and Deliver			

	Item/Task	Notes	Trust Board	EB	SIB	Principal	LGB
10.12	ESFA AMAP – Asbestos Management Plan Assurance Process		Approve (Ops Committee)	Recommend, Review and Deliver			