

Introduction

The Lighthouse Schools Partnership exists both to promote the sharing of excellence and capacity and to support each school in maintaining its own identity and ethos. Every Local Governing Body may issue its own ethos statement and the Board of Trustees, Executive Principal and other bodies within the Trust will be mindful of the importance of each school retaining its own identity.

This Scheme of Delegation is granted to schools by the Board of Trustees. The Trustees may withdraw this delegation or part of it if there is significant concern, supported by robust data, around the actual or predicated outcomes for pupils, the safety and welfare of pupils or the financial stability of the School.

The Board of Trustees

The Board of Trustees is the statutory Governing Body for all schools within the Trust but will delegate according to the provisions set out in the Trust Articles and this Scheme of Delegation. Only the Board of Trustees can take decisions on the delegation of powers, including the establishment of Local Governing Bodies (LGBs) and the approval of LGB Terms of Reference. The appointment of governors (with the exception of elected parent or staff governors and Diocesan/Foundation representatives on Church School Local Governing Bodies) will be made by the Board of Trustees on the recommendation of the Local Governing Body.

Local Governing Bodies

The Board of Trustees will ensure that each school has a Local Governing Body (an LGB may oversee more than one school). The Local Governing Body is empowered, as a Committee of the Board of Trustees, to act and exercise the powers and responsibilities set out in this scheme of Delegation and in its Terms of Reference. The committee structure of the local governing bodies may include sub-committees. The Local Governing Body may also review the establishment, Terms of Reference, constitution and membership of any committee or sub-committee annually. Each committee must have a chair, who is either appointed by the Local Governing Body or elected by the committee. Neither the Board of Trustees nor any committee with delegated powers of governance may contain more than one third members who are employed by the Trust.

Headteachers in Hub Teams

The headteachers of each cluster will form an advisory group to be consulted by and make recommendations to the Trustees.

Hub Chairs Development Group

The Chair of the Local Governing Body (or nominee) of each school within the hub together with two Trustees will form an advisory group to be consulted by and make recommendations to the Trustees.

Matters which cannot be completely delegated

There are some roles, decisions and powers on which the Board of Trustees must retain the final say:

- The Board of Trustees is the employer of all staff and therefore is the final appeal body in most matters of pay and staff discipline;
- The Board of Trustees is the admissions authority for all schools in the Trust;
- The Board of Trustees will agree the final budget for each school.

The Board of Trustees may delegate such authority as it deems appropriate to a Local Governing Body but the Board of Trustees remains collectively and personally responsible for every decision made by a Local Governing Body.

Consequently, the Trust will not:

- (a) restrict its own ability to withdraw such delegation at any time, with or without notice; or
- (b) delegate authority to a Local Governing Body to act in a way inconsistent with any of the Trust's published policies and procedures.

Amending the level of delegation to a school

Where there has been a fall in performance or other serious risk identified by the Board of Trustees the level of delegation to a school may be reduced. Typically this will mean that the CEO, CFOO or DSI will be required to monitor and confirm decision making in the school. This is likely to include delegation of staffing and appointments. Where possible a letter will be issued so that Headteacher and Governors are aware that a reduction in delegation is being considered. In other circumstances, such as an Inadequate or Requiring Improvement outcome from an Ofsted Inspection, reduction in delegation may need to be immediate. In all cases the Trustees will set out the exact nature of the reduction in a letter to the Headteacher and Local Governing Body. Criteria will be set whereby full delegation can be restored.

Reading the Scheme of Delegation

A number of bodies or persons within the Trust may have interest in any particular element within the Scheme of delegation. To clarify to which tier a decision is being delegated the body responsible is indicated by a tick – thus ✓.

Issues relating to church schools are asterisked* in the margin. The Diocese of Bath and Wells will have the right to approve the first Scheme of Delegation and any future changes to these items will also be referred to the Diocese for approval. A Memorandum of Understanding between the Diocese and the Trust sets in more detail out how the parties should behave in fulfilling their duties to each other.

In this document the phrases used have the following meanings:

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 assigned to them and reporting on its delivery at suitable intervals. In the case of the Chief Executive this will be at Trust level. In the case of the HT this will be at school level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Schools (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Ratify: The Board of trustees sign or give formal consent to a decision made elsewhere, making it officially valid. The Board reserves the right to withhold ratification.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the Chief Executive they will be making recommendations to the Board and/or Local Governing Body (as appropriate), (ii) the Local Governing Body they will be making recommendations in relation to their school to the Board, Chief Executive and/or HT (as appropriate) and (iii) the HT they will be making recommendations in relation to their school to the Chief Executive and/or Local Governing Body (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the Chief Executive they will be making reports to the Board and/or Local Governing Body (as appropriate), (ii) the Local Governing Body they will be making reports in relation to their school to the Board and/or Chief Executive (as appropriate) and (iii) the HT they will be making reports in relation to their school to the Chief Executive and/or Local Governing Body (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the Chief Executive and/or Local Governing Body (as appropriate), (ii) the Chief Executive they will be reviewing the HT and (iii) the Local Governing Body they will be reviewing the HT and his/her leadership team.

Comply: the individual/group will follow agreed policies and procedures.

Category	Item	Task/Action	Trustees	Executive Team (CEO, CFOO, DSI)	Senior Leaders Forum	Hub Chairs' Dev Groups	Local Governing Body	Headteacher
STRATEGY AND LEADERSHIP	1	Set strategic objectives of the Trust	✓	Recommend	Consult	Consult		
STRATEGY AND LEADERSHIP	2	Set strategic objectives of each school	Review	Consult			✓	Recommend
STRATEGY AND LEADERSHIP	3	Deliver strategic objectives of the Trust		✓	Consult	Consult		
STRATEGY AND LEADERSHIP	4	Deliver strategic objectives of the Schools		Review			Review & Report	✓
STRATEGY AND LEADERSHIP	5	Scrutiny - review & challenge progress of the Trust against its strategic objectives and KPIs	✓	Report				
STRATEGY AND LEADERSHIP	6	Compliance: Funding Agreement - comply with all obligations including the Schools Financial Handbook	✓	Report			Comply	
STRATEGY AND LEADERSHIP	7	Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety	✓	Report			Comply	

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STRATEGY AND LEADERSHIP	8	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	✓	Report			Comply	
STRATEGY AND LEADERSHIP	9	Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	✓	Report			Comply	
STRATEGY AND LEADERSHIP	10	Expansion of the Trust - consider requests from other schools to join the Partnership	✓	Develop	Consult	Consult		

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STRATEGY AND LEADERSHIP	11	Appointment and removal of Trustees(The process for appointment and removal of Trustees is set out in the Trust's Articles and sits beyond the scope of this Scheme of Delegation, also note the process of appointment and removal of Diocese appointed Trustees)	Determine - policies and criteria for the selection of Trustees and make recommendations to members about the skills need of the Board as Trustee vacancies occur. Review - the Board's own performance Review - performance of the Local Governing Bodies					
STRATEGY AND LEADERSHIP	12	* Appointments of Governors (other than elected parent or staff governors or C of E Foundation Governors)	✓				Recommend - Local Governing Bodies will propose names to Board of Trustees. (LGBs should follow process set out in LSP protocol for advertising vacancies and appointing governors.)	
STRATEGY AND LEADERSHIP	13	Internal organisation of each Local Governing Body, including the election of Chairs and Vice-Chairs					✓ Determine & Report	

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STRATEGY AND LEADERSHIP	14	Annual review of Local Governing Body performance	✓ Review	<p>The CEO and Chair of the Trust will hold an annual conversation with the Headteacher and LGB Chair to support their self-review. They will report outcomes to the Board.</p> <p>Where there are concerns about a school's performance the CEO/CFOO/DSI may be delegated to attend LGB meetings to support the work of Local Governors.</p>			<p>Review - annually the size, structure and composition and skill</p> <p>Deliver - if appropriate make changes to the size and composition of the Local Governing Bodies</p>	
STRATEGY AND LEADERSHIP	15	Coordinate annual Local Governing Body work plan for efficient use of meeting time	✓ Determine in good time Trust meeting schedule and key requirements to allow Chairs of Governing Bodies to plan the flow of governance activity.					

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STRATEGY AND LEADERSHIP	16	* Power to disband an Local Governing Body (this would only be used in exceptional circumstances)	✓					
STRATEGY AND LEADERSHIP	17	Appointment of the Auditors and Audit Committee	✓					
STRATEGY AND LEADERSHIP	18	Appointment of Clerk -Board	✓					
STRATEGY AND LEADERSHIP	19	Appointment of Clerk - Local Governing Bodies					✓	
STRATEGY AND LEADERSHIP	20	Policies - review and approval of Trust Wide Policies (including admissions, HR, charging and remissions policies, health & safety and safeguarding/code of conduct)	✓	Deliver - presenting polices to the Board for approval Report - material non-compliance to the Board	Consult	Consult	Comply and Consult	Deliver - applying trust wide policies in the context of the school Report - non-compliance to the Local Governing Body and the Chief Executive
STRATEGY AND LEADERSHIP	21	Policies - review and approval of specific school policies					✓	Deliver - presenting polices to the Local Governing Body for approval Report - material non-compliance to the Board

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STRATEGY AND LEADERSHIP	22	Prepare terms of reference for Local Governing Bodies	✓	Develop			Consult	
STRATEGY AND LEADERSHIP	23	Prepare terms of reference for Committees of the Local Governing Body					✓	
STRATEGY AND LEADERSHIP	24	Provide training programme for trustees and governors	Consult	✓ Subject to approval of Trustees			Consult	
STRATEGY AND LEADERSHIP	25	MAT Development Plan (Each Hub may also develop its own collaboration plan which will be an annex to the TDP)	✓	Deliver - drafting and agreeing the Trust Development Plan	Consult	Consult		
EDUCATION AND CURRICULUM	26	Development Plan - for each school in line with strategic aims of the Trust		Support HTs in developing school Development Plans			✓	Determine - the school Development Plan in consultation with the Local Governing Body and Chief Executive

Category	Item	Task/Action	Trustees	Executive Team (CEO, CFOO, DSI)	Senior Leaders Forum	Hub Chairs' Dev Groups	Local Governing Body	Headteacher
EDUCATION AND CURRICULUM	27	MAT Key Performance Indicators - setting and reviewing performance of the Trust	<ul style="list-style-type: none"> ✓ Determine - Trust wide and school KPIs Review - performance against KPIs 		Discuss and develop proposals for KPIs in line with the strategic objectives of the Trust			
EDUCATION AND CURRICULUM	28	Key Performance Indicators - setting and reviewing performance of the Schools	<ul style="list-style-type: none"> ✓ Determine - Trust wide and school KPIs Review - performance against KPIs Ratify KPIs developed by each Local Governing Body 	<ul style="list-style-type: none"> Report performance of the Local Governing Bodies against KPIs Ensure that each school's KPIs are aligned with Trust KPIs. Support the Local Governing Body in developing KPIs to recommend to the Board. 			<ul style="list-style-type: none"> Recommend - targets for performance of the school to the Board of Trustees Review - performance of the school and report to the Chief Executive Deliver - holding HT to account for delivery against KPIs 	<ul style="list-style-type: none"> Deliver - performance of the school against KPIs taking sure to institute rigorous tracking of pupil, class and sub-groups Report - performance of the school to Local Governing Body
EDUCATION AND CURRICULUM	29	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		<ul style="list-style-type: none"> Review - Support and Quality Assure HTs in their leadership on teaching standards 			<ul style="list-style-type: none"> Review - at the school 	<ul style="list-style-type: none"> ✓ Deliver - management of staff to ensure teaching and learning objectives are met Report - strengths and concerns in the quality of teaching to Local Governing Body

Category	Item	Task/Action	Trustees	Executive Team (CEO, CFOO, DSI)	Senior Leaders Forum	Hub Chairs' Dev Groups	Local Governing Body	Headteacher
EDUCATION AND CURRICULUM	30	Action Plans - where there is under-performance of a school in outcomes or standards.	<p>Review</p> <p>The Board of Trustees may suspend some or all of the powers delegated in this scheme until standards have improved.</p> <p>Where an Action plan has been agreed, the Board will receive updates from the DSI on impact.</p>	<p>✓</p> <p>Recommend - DSI will support the Board in identifying where a school's outcomes or tracking are indicating a need for closer support or reduction in delegation.</p> <p>The CEO/DSI will ensure that resources are identified to support improvement plans where required.</p>			Review	<p>Deliver</p> <p>Develop a Raising Attainment and Progress Plan in consultation with LGB & DSI.</p>

Category	Item	Task/Action	Trustees	Executive Team (CEO, CFOO, DSI)	Senior Leaders Forum	Hub Chairs' Dev Groups	Local Governing Body	Headteacher
EDUCATION AND CURRICULUM	31	Curriculum - setting the curriculum for the Schools and reviewing its effectiveness. (School curriculum remains fully delegated to each LGB although schools are encouraged to seize opportunities to collaborate to raise standards and reduce workload.)	Review	Review - effectiveness of the curriculum across Trust Report on compliance on statutory curriculum requirements to Board of Trustees. Develop a Curriculum Policy Statement identifying areas for shared planning and resources.	Consult - identify where collaboration will bring benefits to schools		✓ Determine curriculum in the school	Develop the curriculum model for the school subject to Local Governing Body approval
EDUCATION AND CURRICULUM	32	MAT CPD Programme - developing and implementing an offer of professional development relevant to all schools (The CPD offer will largely be delivered by Teaching Schools)	Review	✓ Deliver	Consult			
EDUCATION AND CURRICULUM	33	Individual School CPD - developing and implementing an offer of professional development relevant to the individual needs of the school					Review	✓ Deliver

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EDUCATION AND CURRICULUM	34	Pupil Premium - reviewing and challenging the value for money/Impact of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review	Report - to Board effectiveness of use of the Pupil Premium across Trust			✓ Review - how Pupil Premium is spent at the school and its impact	Determine - Allocate resources efficiently to deliver strategies which raise achievement
EDUCATION AND CURRICULUM	35	*Set admissions policy (The Board of Trustees acts as the Admissions Authority for the whole Trust. Changes to Planned Admissions Numbers and policies will require public consultation.)	✓ Determine the Planned Admissions Number for each school Review the Admissions Policy in each school to ensure that Admissions criteria and practices are aligned to the aims of the Trust. Consider appeals strategy taking into account, but not being bound by, any representations from the Local Governing Body.	Report on compliance with statutory expectations and the Trust's policy Oversee statutory arrangements for consultation on Admissions policies across the Trust	Consult	Consult	Determine the admissions criteria for the school in line with the Admissions Policies of the Trust. Deliver admissions arrangements for the school including deciding on individual applications. Recommend a change in the Planned Admission Number to the Board of Trustees.	Deliver - seeking support of Chief Executive as required. Oversee the 'day to day' admissions function associated with admissions enquiries and applications.
EDUCATION AND CURRICULUM	36	Change in age range of any of the Trust's schools	✓ Determine		Consult		Consult	

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EDUCATION AND CURRICULUM	37	Collective worship arrangements for school without religious character					✓ Review	Deliver
EDUCATION AND CURRICULUM	38	* C of E Schools Only Responsible for the distinctive Christian character of the school as defined by the school's foundation, the principles of the Church of England, and the SIAMS process.	C of E Trustees to monitor				✓ Determine	Deliver
EDUCATION AND CURRICULUM	39	* C of E Schools Only Responsible for maintaining and developing the partnership between the school and the church at parish and diocesan level.	C of E Trustees to monitor				Review	✓ Deliver

Category	Item	Task/Action	Trustees	Executive Team (CEO, CFOO, DSI)	Senior Leaders Forum	Hub Chairs' Dev Groups	Local Governing Body	Headteacher
EDUCATION AND CURRICULUM	40	Fixed-term and Permanent Exclusions(<i>now separated from pupil issues</i>)	Review	Consult			Ratify - in case of Permanent Exclusion Hearing. LGB Panel should ensure that decision is robust and in accord with Statutory Guidance. In cases concerning pupils with SEN, independent advice should be sought from a SENCo in another school. Review - LGB will monitor rates of exclusion for disadvantaged and SEN pupils.	✓ Only the Headteacher can exclude. This action should only be taken in accordance with the DfE Statutory Guidance. In the case of a permanent exclusion advice should be sought from the CEO or DSI.
EDUCATION AND CURRICULUM	41	Student/Pupil issues (including attendance, punctuality and disciplinary matters)	Review	Review delivery			Receive reports from the HT Report any material issues to the Board and the Chief Executive	✓ Deliver - ensuring student/Pupil issues are dealt with in accordance with Trust and school policies Report - to the Local Governing Body on any material issues
EDUCATION AND CURRICULUM	42	Policies relating only to an individual school e.g. school uniform					✓ Determine	Deliver

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EDUCATION AND CURRICULUM	43	School hours and length of school day - setting the opening and closing times for the Schools	Review		Consult	Consult	✓ Determine	Recommend
EDUCATION AND CURRICULUM	44	Term Dates	✓ Determine - in consultation with Local Governing Bodies and other local schools		Consult	Consult	Consult - with the Board	Comply
EDUCATION AND CURRICULUM	45	INSET days		Recommend where shared INSET might support the Trust's strategic objectives	(Will decide if and when common INSET days are required)			✓
EDUCATION AND CURRICULUM	46	School lunch - ensure provided to appropriate nutritional standards					Review	✓ Deliver
EDUCATION AND CURRICULUM	47	Provision of free school meals to those meeting criteria					Review	✓ Deliver

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EDUCATION AND CURRICULUM	48	To develop a MAT safeguarding policy in line with statutory requirements and best practice.	✓	Develop - Trust Safeguarding Policy Deliver - review annual Safeguarding Audit for each school Report - outcomes, issues and progress	Consult	Consult	Adopt the Trust Safeguarding Policy to meet the local needs of the school - it is a requirement of KCSIE that each school amends (or adopts) the Trust Policy (if necessary) to precisely meet the circumstances of its context. Amendments should be notified back to the the Board of Trustees. Review application of safeguarding policy at least three times a year in LGB meeting. Appoint local safeguarding Governor (who cannot be a member of staff). Monitor progress on actions identified in Safeguarding Audit.	Deliver
EDUCATION AND CURRICULUM	49	To establish and review the Trust's safeguarding policy	✓	Deliver	Consult	Consult		
EDUCATION AND CURRICULUM	50	To implement the Trust's Safeguarding Policy within each school					✓	Deliver

Category	Item	Task/Action	Trustees	Executive Team (CEO, CFOO, DSI)	Senior Leaders Forum	Hub Chairs' Dev Groups	Local Governing Body	Headteacher
EDUCATION AND CURRICULUM	51	Maintain accurate and effective and secure pupil records.						✓
EDUCATION AND CURRICULUM	52	Maintain accurate, effective and secure employee records.		✓ Trust's HR processes				Comply - Head's to maintain such accurate records as Trust HR process may require
EDUCATION AND CURRICULUM	53	Comply with all Data Protection legislation and good practice.		Will ensure that the Trust is compliant with GDPR duty				✓
EDUCATION AND CURRICULUM	54	To determine, on an annual basis, those policies which will be developed by the Trust and be mandatory for all Trust Schools	✓ Determine		Consult	Consult		
EDUCATION AND CURRICULUM	55	To provide to the Trust, on an annual basis, copies of all policies and procedures and a schedule for their review					✓	

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FINANCIAL	56	Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Schools so as to the secure the Trust's financial health in the short term and the long term -the approach of top-slicing will be used. (NB any carry forwards and reserves held in an individual school will be used for the benefit of that school and not recouped to central funds.)	✓ Determine core charges and funding model - in consultation with the Local Governing Bodies	Recommend a funding model to the Board for approval	Consult	Consult	Consult - with the Board Review - compliance with the overall financial plan for the school	Comply
FINANCIAL	57	Trust Annual Budget - formulating and setting the Trust wide budget	✓ Determine	Deliver - on preparation of Trust budget and present to the Board for approval Review - submission of Trust budget to the EFA	Consult	Consult		
FINANCIAL	58	To monitor monthly expenditure - and account to the Trust for value for money.	Review	✓ Deliver				

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FINANCIAL	59	To develop and propose the individual school budget. (This delegation could be suspended if there are concerns about the financial management of a school.)	Ratify Trustees will only approve a deficit budget where a deficit recovery plan with very clear timelines is also implemented.	Report Where a school is approaching a deficit the CFOO will work closely with the Head, SBM & LGB to sign off a recovery plan.			✓ Determine	Deliver
FINANCIAL	60	Expenditure and ensuring delivery of Annual Budgets	Review	Report - to the board any material issues with delivery against the Annual Budget by the Schools Receive reports - on matters of concern in connection with compliance with the Annual Budgets			ReviewReport - to the Chief Executive any issues with expenditure or compliance with the Annual Budgets by the school	✓ Deliver Report - to the Local Governing Body any need for any matters of concern in respect of the school's annual budget
FINANCIAL	61	Reporting: financial reporting and KPIs published in Annual report and lodged with companies House	✓ Determine	Deliver			Review	Deliver
FINANCIAL	62	Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Schools	✓ Determine	Deliver - on recommending financial limits to the Board Review - effectiveness of limits			Review Delivery- School Comply - adherence to limits	Comply - adherence to limits

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FINANCIAL	63	Financial Policies - establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	✓ Determine	Review - compliance with policies Report - any issues or non-compliance to the Board			Review delivery - compliance with policies Report - any issues or non-compliance to the Chief Executive	Deliver - compliance with finance policies
FINANCIAL	64	Approving annual accounts (Ultimate approval of Accounts will sit with the Members of the Trust)	✓ Determine	Develop - arrange for auditing and filing of annual report and accounts			Comply - by keeping proper records in respect of the school and providing such information to assist the Trust in preparation of the Annual Accounts	
FINANCIAL	65	Corporate Risk Register	✓	Deliver - management of corporate risk register			Review - school risk register	Deliver - management of school risk register
FINANCIAL	66	Investments - agreeing the investment policy in line with the Schools Financial Handbook and any internal polices and controls	✓	Deliver				

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HR	67	Appointing the Chief Executive	✓ Deliver		Consult	Consult		
HR	68	*Appointing the HT at each school (The Articles and MoU will indicate the involvement of the Diocese in the appointment of a HT of a C of E school) The appointment of a HT at a Trust school should be primarily led by the Chair and members of a LGB although it must be validated and confirmed by Trustees. The CEO/DSI and Trustee present will have the delegated authority to confirm the appointment. For the appointment of a Deputy Headteacher the CEO or DSI will be invited to be part of the appointment panel but the decision is fully delegated to Headteacher and Governors. (There are clear guidelines for this process in C of E schools set out	✓ Ratify - delegate CEO or DSI and one Trustee to be members of appointment panel. They will have the delegated power to ratify the panel's appointment on behalf of the Board of Trustees. If they withhold ratification the appointment cannot be made.	Recommend			Recommend -Local Governing Body to appoint three members to sit on the final appointment panel with the CEO or DSI and one Trustee and delegate authority to make to appointment to them. Appointment Panel to be led by Local Governing Body Chair.	

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		in the 2016 MoU. The Diocese will be invited to send an adviser to support the process.)						
HR	69	Appointing of cross-Trust Staff (in line with recruitment policy)	✓ Determine	Deliver - Appoint and report to the Board	Consult where appropriate	Consult where appropriate		
HR	70	Appointing school staff in accordance with Trust HR policies With the exception of HT & DH appointments, staffing is delegated to the Headteacher.		(In the case of an organisational change the CEO may direct a school to fill a vacancy with a member of staff redeployed from another Trust school.)			Governors form part of (and a majority of in the case of Head and Deputy Head) the selection and appointment panel for all senior leadership vacancies.	✓ Appoint
HR	71	Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	✓ Determine	Deliver	Consult		Review	Comply

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HR	72	HT Appraisal in accordance with Trust's Appraisal Policy	<p>✓ Board to ratify decisions of Local Governing Bodies. Trustees to appraise Chief Executive with reference to a 360 degree review of performance</p>	<p>Recommend - Headteacher will be paid within their school group. Any payment for a Headteacher beyond a school range will require the agreement of the CEO.</p>			<p>Recommend to the Board HT Appraisal to be undertaken by CEO/DSI & two nominated Local Governing Body members (which may include the Chair, appointed or elected parent governors but may not include members of staff). CEO/DSI will write up recommendations which will be confirmed and communicated to headteacher by the Chair of the Panel.</p>	
HR	73	Implementing the Appraisal/Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	<p>✓</p> <p>Determine - in respect of Chief Executive</p> <p>Ratify - Receive reports - in respect of appraisal arrangements and outcomes</p> <p>Review - appeals about pay decisions and appraisal are heard by the trustees as the employers.</p>	<p>Review - in respect of HTs and cross Trust staff (and any appeals from school staff)</p> <p>Review - and Report - (annually) to the Board on appraisal arrangements and outcomes</p>			<p>✓</p> <p>Recommend - Committee of the Local Governing Body to have oversight of the performance management of staff, including the HT to ensure the rigour and fairness of the process. Particular attention will be given to UPS decisions.</p>	<p>Determine - HT to make recommendations on pay progression and threshold and report these annually to both Local Governing Body and the Chief Executive.</p>

Category	Item	Task/Action	Trustees	Executive Team (CEO, CFOO, DSI)	Senior Leaders Forum	Hub Chairs' Dev Groups	Local Governing Body	Headteacher
HR	74	Setting Terms and Conditions of Employment	✓ Determine - and consider any proposals by Local Governing Bodies to make amendments	Recommend	Consult		Consult - report to Board on any suggested changes to the school's terms and conditions	Comply
HR	75	Dismissing Chief Executive, HTs, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies) HT would only be dismissed by Trustees following discussions with Local Governing Body	✓ Determine	Review - in respect of HTs, cross school staff and senior leadership teams of the Schools Report - any dismissals to the Board			Consult/Recommend - in respect of the HT of the school	
HR	76	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report - to the Board			Review (in consultation with the Chief Executive)	✓ Comply
HR	77	Consider any requests for Early retirement or Flexible working		Consult (Cases of early retirement must always be discussed with the Trust HR team.)			Review - to hear appeal, if necessary.	✓ Deliver
HR	78	Reviewing discipline and grievance policy	✓ Review delivery	Recommend	Consult	Consult		

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Services	79	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy	✓ Determine	Deliver			Comply	Comply
Services	80	Setting school specific procurement policies - in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy	✓ Determine	Review			Deliver - in accordance with Trust policy	Comply
Services	81	Determining and allocating central services provided to the Schools by the Trust	✓ Determine (in consultation with the Local Governing Bodies)	Deliver- on recommending the allocation of services to the Board	Consult	Consult	Consult	
Services	82	Overseeing the effectiveness of services provided centrally by the Trust	Review	✓ Deliver and report to Board	Consult	Consult	Report - to the Board	

Category	Item	Task/Action	Trustees	Executive Team (CEO, CFOO, DSI)	Senior Leaders Forum	Hub Chairs' Dev Groups	Local Governing Body	Headteacher
Services	83	Decide on shared services and activities other than those provided centrally by the Trust			Consult		Review	✓ Determine - to decide where an school might collaborate with others in non-core activities
Estates	84	Asset and Premises Maintenance Strategy -ensuring premises are adequately maintained	✓ Determine - Trust wide policy	Recommend			Review delivery of school plan	Deliver - in accordance with school policy to ensure sites are safe and compliant.
Estates	85	Distribution of School Capital Allocation to premises projects	✓ Determine	Recommend The CFOO will ensure that recommendations are offered on the basis of evidence of condition or need based in surveys or other robust evidence and in line with the strategic priorities of the Trust.			Recommend - LGBs should make premises and estates priorities known to the CFOO via the School Business Manager. Condition Surveys should be reviewed by the LGB.	Deliver
Estates	86	Developing school buildings strategy or master plan		Review - in relation to availability of capital funding and make recommendations to Board			✓ Determine - LGBs should hold strategic plans for how their sites can be maintained and improved.	Deliver

Category	Item	Task/Action	Trustees	Executive Team (CEO, CFOO, DSI)	Senior Leaders Forum	Hub Chairs' Dev Groups	Local Governing Body	Headteacher
Estates	87	Acquiring and disposing of Trust Freehold owned land (this is tightly governed by ESFA regulation)	✓ Deliver	Recommend			Consult - in case of land originally belonging to a school	Consult
Estates	88	Changing use of Assets e.g. change in use of a building.	✓ Deliver				Recommend to the Board of any changes to fixed assets used by the school	
Operations	89	Arranging insurance for the Trust (Buildings, Public liability, Business Interruption and Officers liabilities) in accordance with the EFA Handbook	Review	✓ Deliver				Insurance Claims to be dealt with locally
Operations	90	Exceptional school closure E.g. snow or loss of utilities		Consult			Consult - Chair	✓
Operations	91	Media and PR of the Trust		✓ Deliver				
Operations	92	Media and PR - overseeing public relations activities to project the activities of the Schools to the wider community		Co-ordinate for Trust wide activities	Consult			✓
Operations	93	School Prospectus and website		Review	Consult			✓
Operations	94	Trust website and any other public documentation of the Trust		✓				