Salterns Academy Trust

Scheme of Delegation

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The Salterns Academy Trust's *Scheme of Delegation* is renewed and approved by the Trust Board annually, so that the roles and responsibilities outlined continually reflect organisational realities and updates to statutory legislation.
The Salterns Academy Trust

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Introduction

This Scheme of Delegation applies to all schools run by The Salterns Academy Trust (SAT)

This Scheme of Delegation explains the ways in which the Trustees, Executive Leaders, Heads, and Local Governing Bodies /Academy Committee fulfil their responsibilities for the leadership and management of the Trust and the schools, and the accountability of each to ensure the success of the Trust and all schools.

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.

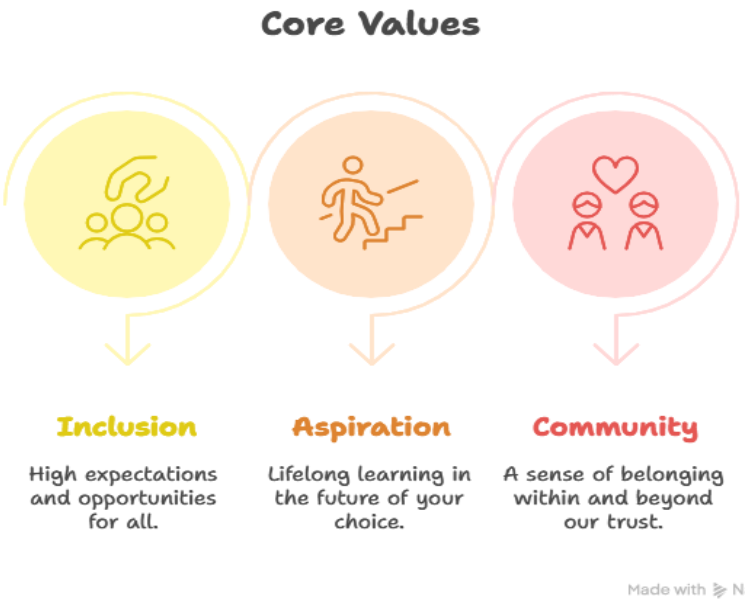
A Multi Academy Trust's (MAT) Board of Trustees is accountable in law for all decisions about its schools. However, this does not mean that the Board is required to make all the decisions itself. Many decisions can and should be delegated to Executive Leaders, Board Committees, including Local Governing Bodies and Academy Committees and Senior Leaders. It is vital that the decision to delegate a function is made by the full Board of Trustees and is recorded. Without such formal delegation, the individual or committee has no power to act.

SAT has a Scheme of Delegation for schools that distinguishes between those schools based on their most recent Ofsted judgment. Any school that receives a judgment that contains more than one rating of Needs Attention, or any area of Urgent Improvement, will have less delegation in recognition of the need for additional input from the Board in order to support their improvement. These schools will have an Academy Committee, with fewer delegated powers than a Local Governing body

SAT Vision and Values

This scheme of delegation is underpinned by SAT's vision and values and a commitment to 'provide an excellent and inclusive educational experience that prepares our students for the world of tomorrow

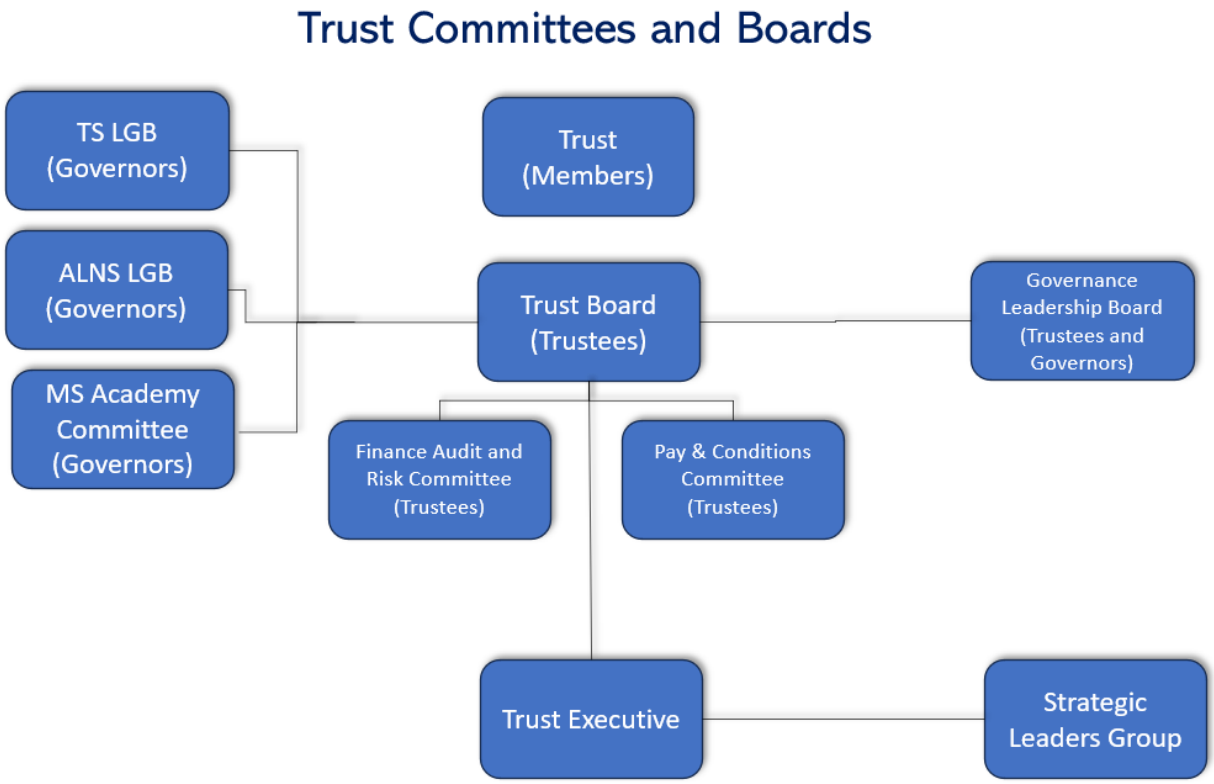
Our values are:



Our ambition is driven by our principles:

OUR PRINCIPLES		
Inclusion ***'High expectations and opportunities for all'***	**Aspiration** ***'Lifelong learning in the future of your choice'***	**Community** ***'A sense of belonging within and beyond our trust'***
We are ambitious for all our children, young people and adults.	We know that an excellent education transforms lives. We are proud to be a child-centered trust that serves its children and their families with kindness and dignity.	Everyone is valued within our relational culture, which is inspirational, innovative and promotes high levels of professional trust.
Our Trust is a place where everyone can feel safe and in which differences are respected and celebrated.	Our culture of high challenge and high support empowers everyone to become the best version of themselves.	Through effective partnership working, we have created strong connections with our families, within Portsmouth and across the wider education sector.
A strong sense of belonging is fostered by knowing each other well, advocating equity of opportunity and overcoming any barriers to success.	Striving for continuous improvement promotes a community where learning is valued and enjoyed, and achievements are celebrated.	We work collaboratively, collegially and creatively together to develop and support our flourishing schools.

Governance Structure and Lines of Accountability



The Trust Board

- The MAT is the legal entity with the Trust Board having collective accountability and responsibility for the MAT and assuring itself that there is compliance with regulatory, contractual, and statutory requirements. The Trust Board provides:

    - **Strategic leadership of the Academy Trust:** the Trust Board defines the Trust vision for high quality and inclusive education in line with its charitable objects
        - It establishes and fosters the Trust's culture and sets and champions the Trust strategy including determining what, if any, governance functions are delegated to the local tier

    - **Accountability and assurance:** the Trust Board has robust effective oversight of the operations and performance of the MAT, including:
        - The provision of education
        - Student welfare
        - Overseeing and ensuring appropriate use of funding
        - Effective financial performance
        - Keeping their estate safe and well-maintained

    - **Engagement:** the Trust Board has strategic oversight of relationships with stakeholders
        - The Trust Board involves parents, schools and communities so that decision-making is supported by meaningful engagement

    The Trust Board appoints the Trust's Chief Executive Officer (CEO) to whom it delegates responsibility for delivery of its vision and strategy and holding the Executive Leadership to account for the conduct and performance of the Trust, including the performance of the schools within the Trust, and for its financial management.

In turn, the CEO line manages the Headteachers and Trust Executive Team, setting their targets and managing them.

The Board constitutes committees for Finance Audit & Risk and Pay & Conditions; these Committees look in detail at matters delegated to them including:

- resources,
- finances,
- executive pay,
- staffing structures.

This list is not exhaustive and exact duties are noted in the individual committee's terms of reference set out in the Trust Standing Orders document.

The Board delegates some of its school level monitoring and scrutinising functions to Local Governing Bodies and Academy Committees and uses these committees to promote stakeholder engagement and as a point of consultation and representation. Trustees do not need to sit on Academy Committees, and so lines of communication to the Trust Board must be clearly established. It is usual for the CEO to seek input from the Chair of the Academy Committee when undertaking the Headteachers performance management.

Roles and Responsibilities

Members

The Members of the Trust are guardians of the governance of the Trust and as such, have a different status to Trustees. Originally, they will have been the signatories to the Memorandum of Association and will have agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Articles of Association will also describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

There must be at least three members, although the DfE prefer at least five, and while Members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the Members and the Trust Board, and in line with DfE expectations, not all Members should be Trustees. Members are not permitted to be employees of the Trust.

When there is a vacancy or need to replace Members and there is no known candidate, potential candidates will be sought across the Trust's schools, communities, and local areas. The Members are appointed in a personal capacity and do not have a set term of office.

The Academies Trust Handbook includes further information about assessing the suitability of potential candidates (para 1.4) and confirms that Members must not be employees of the Trust nor occupy staff establishment roles on an unpaid voluntary basis (para 1.5). The Academies Trust Handbook also notes the DfE's strong preference for a majority of Members to be independent of the Board of Trustees (para 1.6).

Trustees

The MAT is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. SAT uses the term Trustees to avoid confusion between employed staff who may be referred to a Director of a specific area.

The Trust Board are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement(s), it is legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions, mentioned above.

The Board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

Responsibilities of the Chair

The Chair is responsible for ensuring the effective functioning of the Board and has a vital role in setting the highest expectations for professional standards of governance and accountability for the Board. It is the Chair's responsibility to give the Trust Board clear leadership and direction, keeping it focused on its core functions. (Academies Trust Handbook para 1.22).

Trust Board committees

The Trustees may establish committees to carry out some of their governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees, unless otherwise stated in the committee's terms of reference) and responsibilities of board committees are set out in the committee's terms of reference.

The Academy Trust Handbook makes it clear that the Board of Trustees 'should have a finance committee to which the Board delegates financial scrutiny and oversight. In Trusts where the annual income is above £50,000,000, there must also be a separate Audit Committee.

SAT currently has two Board Committees:

- Finance Audit and Risk Committee
- Pay and Conditions Committee

Appointment of Trustees

The appointment of Trustees is confirmed by the Members; new Trustees may be co-opted by the Board or Member-appointed when vacancies arise.

All Trustees are appointed for their skills and knowledge. When there is a vacancy for a Trustee, the Board will consider whether there is a skills gap to be addressed. When undertaking recruitment processes, candidates will only be considered if they provide the expertise to meet the identified skills required. The vacancy may be advertised across the Trust's school communities, and local areas as well as considering national routes if local recruitment is unsuccessful.

Interested candidates will meet with the Chief Executive Officer to discuss the work of the Trust, and the role and duties of Trustees. They will be asked to provide a covering letter setting out how their experience, knowledge and skills meet these requirements.

The Chair of the Trust Board and the Vice Chair of the Trust Board will review applications. The Chair of the Board will then make a recommendation to the remaining Trustees to seek their endorsement of the appointment.

Terms of Office

The term of office for a Trustee is four years. There is an expectation for periodic refreshment of skills and experience in the Trust Board whilst protecting the stability of the Trust and so in line with public service recommendations a Trustee should not exceed two consecutive terms of office other than in exceptional circumstances

Chief Executive Officer (CEO)

The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's schools. As there is delegation of some governance functions to Local Governing Bodies (LGB) and Academy Committee (AC), this may be with some input from the relevant LGB/AC Chair.

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

The CEO will delegate executive management functions to executive leaders and headteachers and is accountable to the Trust Board for the performance of the Executive Leadership Team.

Where a matter contained within this Scheme of Delegation relates to the CEO personally, references to the CEO shall be interpreted as the Chair of Trustees or a Trustee panel nominated by the Chair.

Deputy CEO

In the absence of the Chief Executive Officer, or where the Chief Executive Officer is unavailable or has a declared conflict of interest, the Chief Operating Officer/Deputy Chief Executive Officer shall exercise the delegated executive powers of the Chief Executive Officer, except for matters expressly reserved to the Trust Board, Chair of Trustees or Members.

Any exercise of delegated authority under this provision shall be reported to the Chair of Trustees at the earliest opportunity. Where the CEO absence exceeds 20 working days, the Chair of Trustees may determine any additional reporting or approval arrangements.

Company Secretary

In the temporary absence of the Company Secretary, the Chief Executive Officer may nominate an appropriate senior employee to undertake routine company secretarial functions, with any significant governance matters reported to the Chair of Trustees.

Local Governing Bodies and Academy Committees

The Trustees may establish Local Governing Bodies or Academy Committees to carry out some of its school level governance functions. Trustees are not required to sit on these committees and the committee's decision making is limited by this Scheme of Delegation. The Trust Board will ensure that two parents are appointed to sit on each Academy Committee.

Delegated functions include:

- Provide a source of challenge and support to the Head.
- Ensure the development of a broad and balanced curriculum that will allow all pupils to be fully engaged, challenged, and motivated, leading to significant levels of progress and strong pupil outcomes
- Monitor attainment as identified through end of key stage assessments along with internal data for subsequent year groups.
- Monitor and review the quality of teaching and learning by holding a clear and concise picture of current standards and areas for development as identified through the school's development plan.
- Engage with all stake holders with specific regard for parents, understanding how to further develop positive relationships to support pupil progress, community cohesion and educational excellence across the MAT.
- Review, edit and subsequently amend school specific non-statutory and curriculum policies in line with best practice.
- In relation to SEND, to ensure that policies, procedures, and statutory guidance are followed ensuring best practice across the schools.
- Ensure that the school is adhering to safeguarding policies and procedures.
- Ensure that pupil premium and sports premium is being spent appropriately.
- Building an understanding of how the school is led and managed.
- Monitoring whether the school is:
    - Working within agreed policies
    - Is meeting their agreed targets.
- Report to the Board

As a committee of the Board, delegation can be removed at any time.

Where a new school joins theTrust the Trust Board will decide on the arrangements for local governance, dependent upon the circumstances in which the school joins the Trust.

It is expected that if a school joins the Trust following an Ofsted inspection judgement that contains more than one rating of Needs Attention, or any area of Urgent Improvement, upon conversion the Trust will establish an Academy Committee for that school with a bespoke set of delegated powers which will approved by the Trust Board and set out in the terms of reference for the Academy Committee. The Academy Committee will operate until the Trust passes a resolution to establish a Local Governing Body for the School.

The Purpose of the Academy Committee is to ensure the provision of a broad, balanced curriculum that adequately meets the needs of all the students in the school. Aa part of its work the Academy Committee will have oversight of the leadership and management of the curriculum and staffing in line with delegated authority set out in their terms of reference and this Trust Scheme of Delegation. The Academy Committee will also ensure compliance with statutory requirements including Health and Safety.

Matters relating to estates management, finance and staffing resources will be retained by the Trust Board, and be delegated to the CEO, who may delegate these functions to other members of the Trust Executive Team, subject to compliance with this scheme of delegated authority.

Headteachers

The Headteachers are responsible for the day-to-day management of their school and are managed by the CEO but report to the Local Governing Body / Academy Committee on matters which have been delegated to it. This may include an element of monitoring and scrutiny of the school's management processes.

Communication and information flows

The governance structure ensures a productive flow of information and communication between the LGBs and their governors, the Trust Executive and the Trust Board and its Trustees.

If concerns cannot be addressed through these routes, then the Chair of the LGB should contact the Chair of the Trust Board directly to resolve the matter.

Register of Business Interests

The Register of Business Interests for the Members and Trustees is maintained by the Clerk and updated on a regular basis. Declarations of Business Interests are also sought prior to each meeting. A similar process is undertaken for each LGB. This enables the Trust to monitor potential conflicts. Where there is a conflict of interest, the relevant Member/Trustee/Governor will exclude themselves from the specific item and any associated decision-making.

Disclosure and Barring

The Salterns Academy Trust must ensure enhanced Disclosure and Barring Service (DBS) certificates are obtained as appropriate for all staff and supply staff. All Salterns Academy Trust Members, Trustees and individuals on any committees including local governing bodies are required to have an enhanced criminal records certificate from the Disclosure and Barring Service (DBS), which does not include a barred list check (unless in addition to their governance duties they also engage in regulated activity). (Academies Trust handbook para 1.51-1.52).

Governance Professional (Clerk)

The Trust must appoint a Governance Professional who will work alongside the CEO and the COO (Chief Operating Officer) to:

- Ensure that the company and its schools understand the legal and regulatory requirements
- Keep the Board up to date with legal / regulatory requirements
- Communicate with LGB members and disseminate information across the Trust
- Ensure that the LGB members understand the governance structure of the Trust

All Board, committee and LGB meetings will be supported by a Clerk, who will:

- Understand the Trust's ethos
- Be familiar with the Scheme of Delegated Authority and support the Board, and/or committee and and/or LGB members in complying with it
- Be familiar with the Academies Trust Handbook
- Help LGBs/ACs to understand the governance arrangements in the Trust
- Have awareness of the Trust's processes for obtaining professional advice, e.g., audit, legal, health and safety
- Assist LGBs/ACs in complying with the Board's reporting requirements
- Assist with agenda setting and minute taking for LGB/AC meetings

- Ensure that papers are available electronically at least 7 days prior to any meeting
- Work within the Clerk's Competency framework and undertake professional training where appropriate.

Appeals panels and hearings

Appeals panels and hearings in relation to exclusions, complaints and disciplinary matters may be convened in accordance with the relevant Trust policy. The composition of the Panel will be determined in accordance with the relevant Trust policy. This may include selecting a suitable governor from any LGB/AC within the Trust or a Trustee to serve, if needed to ensure a fair process. Governors on all LGBs/AC and Trustees understand their collective responsibility to support the requirement to perform roles on Panels, if necessary.

Funding and charging arrangements

Each school within The Salterns Academy Trust has a supplemental funding agreement with the Secretary of State and so receives its General Annual Grant (GAG) revenue funding directly from the DFE. Each school pays a financial contribution to the central Trust budget to support the cost of the central services provided. The Financial contribution is reviewed and set annually by the Board of Trustees as part of the budget setting process.

The Salterns Academy Trust is focused on developing curriculum, assessment, shared policies and practices and economic savings in a collaborative operation, and the ethos of the Trust is that sharing expertise across academies is a positive benefit to all parties. No School should generate income at the expense of another. Conversely, no school should provide ongoing support at a loss. Where this is a tangible cost incurred by an academy for an ongoing support arrangement, then a financial arrangement may be put into place between two schools by the CEO. There will be no charge for ad hoc support between schools.

Review

The Scheme of Delegation shall operate from the effective date in respect of the Trust and all schools. 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 Leaders and Local Governing Bodies/ Academy Committees.

Policy Schedule:

The table below sets out the required policies the Trust and its schools must have in place

Operational policies (including, but not limited to: minibus policy, IT related policies etc.) will be approved by the Trust CEO if Trust wide, or the Headteacher/ Exec Headteacher if school specific. The CEO / Headteacher may choose to seek approval of these policies via the Trust board or LGB at their discretion.

All other policies are at discretion of the CEO /Headteacher, who may seek the approval of the LGB or Trust board, dependent upon the nature of the policy and following discussion with the relevant Chair.

Category	Title	Approving Body	Frequency
Finance and resources	Procurement procedure	Finance Audit and Risk	Annual
	Gifts and hospitality		Annual
	Health & safety		Annual
	Investment		Annual
	Reserves		Annual
	FOI Publication Scheme		3 years
	Records management		3 years
	Risk Policy		2 years
	Data Protection Policy and associated privacy notices		3 years
Stakeholders	Complaints	Trust Board	
	Equalities		
	Whistleblowing		Annual
	Admissions arrangements – if changes proposed		Annual
School specific	Charging & remissions	LGB/AC	
	Admissions arrangements – if no changes proposed		
	Attendance		
	Behavior		
	Careers: provider access policy statement (required for secondary academies)		
	Relationships & sex education & health education		
	Safeguarding & child protection		
	School uniform		
	Special educational needs & disability (SEND)		
	Supporting pupils with medical conditions		
	Governors' allowances policy		
	Accessibility plan		
	CCTV policy		
	First Aid in Schools		
	Children with health needs who cannot attend school		
	Curriculum Policy		
	Teaching and Learning Policy		
	Inclusion Strategy		
Staffing	All HR policies	Pay and Conditions Committee	

Overview of Delegation

Please see overleaf.

Item	MEMBER RESPONSIBILITIES	Members	Trustees	CEO
1	Amend and adopt the Articles of Association	Not delegated	Recommendations to the Trust Members	Consultation and implementation
2	Change the name of the Academy Trust	Not delegated	Recommendations to the Trust Members	Consultation and implementation
3	Dissolving the Trust or amending its structure	Not delegated	Recommendations to the Trust Members	Consultation and implementation
4	Appoint and remove Trustees to the Board in line with the Articles of Association	Not delegated	Recommendations to the Trust members	Consultation and implementation
5	High level monitoring of the effectiveness of the Trust Board to deliver the charitable objects	Not delegated	Provide members with information to allow them to fully understand the high-level effectiveness of the Trust	Provide Trust Members with information to allow them to fully understand the high-level effectiveness of the Trust
6	Appointment of external auditors	Not delegated	Recommendations to the Trust Members via Finance Audit and Risk Committee	Responsible for procurement process, working with CFO & COO

	STRATEGY						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
1	Approves overall Trust vision, ethos, and strategy	Not delegated	Develops recommendations for the Trust Board	Supports CEO	Consulted	Consulted	Consulted
2	Entering into funding agreements	Partly delegated (refer to Finance Policy)	Can sign in some cases (refer to Finance Policy)	CFO can sign in some cases (refer to Finance Policy)			
3	Entering into leases or other legal arrangements (excluding purchasing contracts)	Partly delegated (refer to Finance Policy)	Can sign in some cases (refer to Finance Policy	CFO can sign in some cases (refer to Finance Policy)			
4	Change of age range or PAN	Not delegated	Recommendations to the Trust Board	Consulted	Consulted	Consulted	Consulted
5	Trust Improvement Planning	Not delegated	Recommendations to the Trust Board	-Executive Leaders ensure requirements are delivered across Trust			Ensures requirements are delivered in school
6	Approval of School Improvement Plans based on Self Evaluation Framework (SEF)	Fully delegated	Informed		Delegated authority for approval	Delegated authority for approval	Responsible for development and delivery of SIP based on SEF

	GOVERNANCE						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
7	Approval of Standing Orders and Scheme of Delegation	Not delegated	Recommendations to the Trust Board	COO responsible			
8	Approval of terms of reference for sub-committees	Not delegated (refer to Standing Orders)	Recommendations to the Trust Board	COO responsible			
9	Approval of terms of reference for LGBs/AC	Not delegated	Recommendations to the Trust Board	COO responsible for development	Recommendations to the Trust Board	Recommendations to the Trust Board	
10	Appoint Chair of LGB/AC	Fully delegated except for Academy Committee s	Consulted		Delegated authority for approval		
11	Remove Chair of LGB /AC	Not delegated	Recommendations to the Trust Board		Consulted (where appropriate)	Consulted (where appropriate)	Consulted
12	Appoint LGB/ AC governors	Not delegated for Trust - appointed positions			Delegated authority for LGB-appointed positions	Delegated authority for parent reps and staff reps	
13	Remove LGB/AC governors	Not delegated for Trust - appointed positions	Recommendations to the Trust Board for Director-appointed positions		Delegated for co-opted, staff and parent LGB-appointed positions	Delegated for parent and Staff appointed AC members	
14	Establishing, amending, or dissolving LGBs/AC	Not delegated	Recommendations to the Trust Board	Consulted			Consulted
15	Appoint Governance Professional (Clerk)	Fully delegated (Chair consulted)	Authorised to appoint	Involved in Process (COO may be delegated to appoint by CEO)			
16	Governor expenses policy	Fully delegated			Delegated authority for approval	Delegated authority for approval	Recommendations to the LGB

17	Maintenance of Register of Business Interests	Not delegated for Trustees and Members			Responsibility for LGB Register	Responsibility for LGB Register	
18	Ensuring the accuracy of the Risk Register	Not delegated (reviewed by Trust Board and by Finance, Audit and Risk Committee)	Oversight	Recommendations to the Trust Board	Monitor school-based risks	Monitor school-based risks	Responsible for monitoring and reporting school-based risks
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
19	Maintenance of Risk Register processes	Fully delegated	Full responsibility for risk management across the Trust	COO supports CEO in all aspects	Governance of school-based risk management	Governance of school-based risk management	Responsible for school-based risk management
20	Approval of Trust-wide policies not specifically referenced elsewhere within this document	Not delegated	Recommendations to the Trust Board	Recommendations to the Trust Board			
21	Approval of individual school policies not specifically delegated elsewhere within this document (see policy schedule)	Fully delegated			Delegated authority for approval	Delegated authority for approval	Recommendations to the LGB
22	Ensure the Trust meets the requirements of the Academies Trust Handbook and Accounts Direction	Partly delegated to Finance, Audit and Risk Committee	Oversight	Recommendations to the Trust Board (COO)			
23	Consider applications to join the Trust	Not delegated	Recommendations to the Trust Board	Consulted	Consulted		Consulted
24	Appoint a Finance, Audit and Risk Committee (either dedicated or combined with another committee) to advise on	Not delegated					

	the adequacy of the Trust's controls and risks.						
25	Ensure an appropriate, reasonable, and timely response to findings by auditors, taking opportunities to strengthen financial management and control	Not delegated	Recommendations to the Board	Strategic input			
26	Ensure committees contain a majority of trustees	Not delegated					
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
27	Manage risks, including contingency and business continuity planning (BCP) and maintain a risk register. Board to retain oversight of risk and conduct a full review of risk register at least annually.	Oversight	Responsible	Support CEO	Reviews risk registers and BCP	Reviews risk registers and BCP	Manage risks and BCP related to own schools
28	Be transparent with governance arrangements	Delegated	Responsible	Support CEO			
29	Publish the Trust's governance arrangements in its governance statement and in a readily accessible form on its website.	Delegated	Oversight	COO responsible			

30	Capture in an up-to-date register of interests the relevant business and financial interests of (as a minimum) members, trustees, local governors and senior employees and interests of other individuals	Delegated	Oversight	COO responsible			
31	Publish relevant business and financial interests of members, trustees, local governors, and accounting officers	Delegated	Oversight	COO responsible			
32	Ensure governance documents are available for public inspection	Delegated	Oversight	COO responsible			
33	Arrange DBS checks as appropriate	Delegated	Oversight	People director responsible for process			Oversight within own school

ref	**INTERNAL SCRUTINY**	**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
34	Check financial and non-financial controls and risks	Oversight by FAR	Oversight	CFO responsible			
35	Ensure information submitted to DfE affecting funding is accurate and compliant	Oversight by FAR	Oversight	CFO responsible			
36	Ensure checks are conducted by someone independent, suitably qualified, and experienced	Oversight by FAR	Oversight	COO responsible			
37	Provide annual summary of internal scrutiny to DFE by 31 December, and provide other internal scrutiny reports on request	Oversight by FAR	Oversight	COO responsible			

38	Confirm in the governance statement which internal scrutiny option has been applied and why	Oversight by FAR	Oversight	COO responsible			
39	Provide internal scrutiny reports to the Finance, Audit and Risk Committee and make the findings available to all trustees promptly	Oversight by FAR	Oversight	COO responsible			

	EDUCATION						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
40	Approval and monitoring of Trust and academy targets, including for student achievement, progress, and attendance	Fully delegated	Responsible for approving school targets, and providing appropriate reporting to the Board	Reporting specific area of responsibility to CEO	Delegated authority for approval	Monitoring of targets	Proposing school targets to CEO and monitoring of progress, and makes recommendations to LGB
41	Post-Ofsted Action Plan	Fully delegated except for AC	Oversight	Consulted	Delegated authority for approval	Consultee & Monitor implementation	Development and delivery of the Plan
42	Ensure a broad and balanced curriculum is taught to all students which meets national requirements	Fully delegated		Oversight	Delegated authority for approval	Delegated authority for approval	Development and delivery
43	Quality/Standard of teaching	Fully delegated	Oversight	Monitors and informs Trust Improvement Planning (Dir Ed)	Monitoring	Monitoring	Development and delivery
44	Curriculum and assessment: Planning, implementation, and review	Fully delegated	Oversight	Consulted (Dir Ed)	Monitoring of effectiveness	Monitoring	Development and delivery
45	Ensure the provision of free school meals to students that meet the criteria	Fully delegated			Monitoring	Monitoring	Ensuring delivery of FSM catering of suitable quality
46	Set term dates	Fully delegated	Final approval	Consulted	Consulted	Consulted	Recommendations to the CEO
47	Set Length/ organisation of school day	Fully delegated	Final approval	Consulted	Consulted	Consulted	Recommendations to the CEO
48	Establish Behaviour and Relationships Policy	Fully delegated	Consulted	Consulted	Approval	Consulted	Develops and implements policy
49	Issues suspensions (fixed term exclusions)	Fully delegated	Final approval if over 5 days		Receives report	Receive report	Authorised for up to 5 days
50	Issues permanent exclusions	Fully delegated	Final approval		Convenes hearing to review decision	Involved	Authorised, must seek approval from CEO

ref		Trust Board	CEO	Trust Exec	LGB	AC	Headteacher
51	Holds exclusion appeals	Fully delegated			Convenes hearing to review decision	Involved	Organises the process
52	Admissions policy approval where no change is proposed	Fully delegated			Authorised	Authorised	Recommendations to LGB
53	Admissions policy approval where change is proposed	Not delegated			Consulted	Consulted	Recommendations to Trust Board
54	Admission appeals	Fully delegated			Receive reports	Receive reports	Authorised to attend admission appeals
55	Stakeholder engagement	Fully delegated	Reports to Trust and approves engagement plan	Develops and implements plans with CEO	Responsible for stakeholder engagement for individual school	Responsible for stakeholder engagement for individual school	Develops and implements plans with LGB
56	Websites & Prospectus	Fully delegated	Responsible for development of Trust prospectus	COO maintains SAT website and monitors school website compliance	Monitors website and reviews prospectus	Monitors website and reviews prospectus	Maintains school websites and produces prospectus
57	ad/hoc closure of school arising from extreme weather, public health, strike action etc	fully delegated	Confirms decision		Consulted	Consulted	Makes decision for own school subject to confirmation from CEO
58	Liaison with Media and reactive and proactive PR	Fully delegated	Final approval	Delivery			Delivery

	Financial Management and Oversight						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
59	Trustees to maintain robust oversight of the trust and ownership of financial sustainability and ability to operate as a going concern.	Not Delegated					
60	Have appropriately qualified and/or experienced finance staff	Delegated	Oversight	CFO responsible			
61	Notify DFE within 14 days if proposing a deficit revenue budget for the current financial year which it cannot address after taking into account unspent funds from previous years, as this would be non-compliant with the funding agreement and Academy Trust Handbook	Delegated	Oversight	CFO responsible			
62	Ensure budget forecasts are accurate, based on realistic assumptions and reflective of lessons learned from previous years	Delegated	Oversight	CFO responsible			
63	Prepare and monitor financial plans to ensure the trust remains a going concern and ensure rigour and scrutiny in budget management	Delegated	Oversight	CFO responsible			
64	Manage cash position robustly and avoid becoming overdrawn	Delegated	Oversight	CFO responsible			
65	Have a cautious approach to investments in line with the Academy Trust handbook principles	Not Delegated	Recommends investment strategy for approval	develops investment strategy			
66	Publish on trust's website the number of employees whose	Delegated	CEO reports annually to P&C	CFO responsible			

	benefits exceeded £100k, in £10k bandings						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
67	Ensure senior employees' payroll arrangements meet HM Treasury's tax requirements.	Delegated	Oversight	CFO responsible			
68	Have published procedures for whistleblowing and respond properly and fairly	Not Delegated. Board approves policy	Recommends Policy for approval	Develops policy			
69	Notify DfE via Get information about schools within 14 days of changes in information about members, trustees, local governors, chair of trustees, chairs of local governing bodies, accounting officer, and chief financial officer	Delegated	oversight	COO responsible			
70	Completion and approval of annual accounts, budget forecast return and other reports to funding and regulatory bodies	Not delegated	Endorsement as Accounting Officer	Recommendations to the Trust Board & CEO			
71	Completion and submission of other accounting returns	Fully delegated	Endorsement as Accounting Officer	Authorised (CFO)			
72	Completing annual and periodic financial reports to the Trust Board and/or DfE and EFA (including income/ expenditure, cash flow, projections etc.).	Fully delegated	Endorsement as Accounting Officer	Authorised (CFO)			
73	Authorised to complete PAYE returns	Fully delegated		Authorised (CFO)			
74	Authorised to complete VAT returns	Fully delegated		Authorised (CFO)			
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**

75	Assurance over adequacy of systems of internal financial control	Not delegated	Provides assurance as Accounting Officer	Monitoring the delivery of Trust finance provision (CFO)			
76	Appointment of internal auditors	Not delegated (via Finance Audit & Risk Committee)		Delivery of audit procurement process			
77	Approval of the Finance Policy and appendices, including the Scheme of Delegated financial Authority	Not delegated	Endorsement as Accounting Officer	Recommendations to the Trust Board (CFO)			
78	Approval of consolidated annual budget	Not delegated	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to the Trust Board (CEO and CFO)			
79	Approval of schools' budget plans	Not delegated	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to the Trust Board (CEO and CFO)	Review of school expenditure plans, prior to formal approval of the budget by Trust Board, in July each year.	Consulted	Informs budget plan development
80	Approval of capital budget plans	Not delegated	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to the Trust Board (CEO and CFO and COO)			Informs budget plan development
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**

81	Approval of Central budget and school contributions	Not delegated	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to the Trust Board (CEO and CFO)			Informs budget plan development
82	Receipt and review of management accounts	Not delegated	Oversight	Review of school management accounts and preparation of summary report to the Trust Board (CFO)	Termly overview of school's financial position against budget		Accountable for school's financial position
83	Monitor and review financial performance against budget, including monthly management reports, budget forecast reports, and end of year outcome projections	Not delegated (Finance, Audit & Risk Committee to review and provide feedback to the Board.)	Oversight	Monthly review (CFO)			
84	Monitor individual school performance against budget	Fully delegated	Oversight	Produce management accounts for LGB (CFO)	Delegated authority for monitoring		Accountable for school's financial position
85	Authority to make budget virements.	Fully delegated	Approval of all budget virement requests (in line with finance policy)	-Makes budget virements for all budgets and reports to the Trust Board (within Finance Policy) (CFO)	-Endorses HT recommendations for budget virements for school budget (within Finance Policy)		Recommendations to LGB
Ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**

86	Authority to approve reserves requests	Not delegated	Delivers on reserves policy and makes recommendations to the Board	Develops proposals with CEO	Reviews requests for the school	Reviews requests for the school	Submits requests for the school to CEO
87	Approval to borrow money	Not delegated	Recommendations to the Trust Board	Develops proposals with CEO			
88	Open a bank account and approve signatories	Fully delegated	Approved signatory	Approved signatory (CFO)			Approved signatory
89	Payroll – Administration starters, leavers, and amendments	Fully delegated	Authorises payroll and changes, on recommendation of CFO	Oversees systems of internal control (CFO)			
90	Purchasing - Authorised to create vendors on accounting system	Fully delegated	Oversight	Authorised (CFO)			
91	Authorises income including special grants and contracts.	Fully delegated	Oversight	Authorised (CFO)			
92	Authorisation of expense claims (cannot authorise own expenses)	Fully delegated (except CEO expenses)	Authorised	Authorised (CFO)			Authorised for the school
93	Control account reconciliation	Fully delegated	Oversight	Authorised (CFO)			
94	Write-off bad debts	Partly delegated (refer to Finance Policy)		Recommendations to the Trust Board	Partly delegated (refer to Finance Policy)		

	FIXED ASSETS						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
95	Management of capital funding	Fully delegated	Oversight	Ensures management and governance arrangements are appropriate (CFO and COO)			
96	Estates Strategy	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals	Informs development of proposals	-Informs development of proposals
97	Granting, acquiring or disposal of freehold on land and buildings	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals		-Informs development of proposals
98	Granting, acquiring or disposal of a lease on land and buildings	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals		-Informs development of proposals
99	Structural changes to and internal changes of use of buildings	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals		-Informs development of proposals
100	ICT infrastructure - strategic changes	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals		-Informs development of proposals
101	Asset Register	Fully delegated		Authorised to review and approve (CFO)			
102	Security of Assets	Fully delegated		Oversight and must report to the Trust Board by exception (CFO)			Responsible for local security arrangements
103	Disposal of Assets	Partly delegated (refer to Finance Policy)			Authorised to review and approve up to a value with report to Trust Board		

104	Loan of Assets	Fully delegated	Oversight	Authorised to review and approve (CFO)			

	PURCHASING AND PROCUREMENT						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
105	Placing orders for goods and services, entering into contracts	Partly delegated (refer to Finance Policy)	Partly delegated (refer to Finance Policy)	Partly delegated (refer to Finance Policy)			Partly delegated (refer to Finance Policy)
106	Waiver of financial regulations in respect of purchasing in exceptional circumstances	Fully delegated to the Chair	Endorses and recommends to Chair	Recommendations to the CEO			
107	Ensuring compliance with tendering processes	Fully delegated		Led by COO			
108	Manage conflicts of interest, be even-handed with related parties, and ensure goods or services provided by them are at no more than cost,	Fully delegated	Responsible	Supports CEO			

	INSURANCES						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
109	Annual Risk Review & Premium Renewal. Have adequate insurance or be a member of DfE's risk protection arrangement	Fully delegated		Authorised to review and approve (CFO & COO)			

	HUMAN RESOURCES						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
110	Approval of Trust-wide staffing structure	Not delegated	Proposes structure and resourcing	Consulted	Consulted	Consulted	Input on local needs
111	Authorised to increase academy/organisational headcount (Establishment) within existing staffing budget	Fully delegated	Can authorise changes beyond overall budget and approved staffing structure, prior to endorsement at Pay and Conditions committee	Consult with CFO and COO			Can authorise replacement posts within the approved staffing budget and the approved staffing structure
112	Job Description sign off of Executive Team	Fully delegated	Approves job descriptions and informs Trust Board	Consult with CFO and COO			
113	Authorised to evaluate jobs and grades	Fully delegated	Oversight	Responsible for reviewing cross-organisational grading			Submits information to allow evaluation process
114	Authorised to agree/vary basic employment Terms and Conditions	Fully delegated	Authorised to vary T&C, provided HR/legal advice sought, as appropriate	Ensures consistent application of T&Cs			
115	Recruitment and appointment of CEO	Not delegated		Involved in process	Involved in process	Involved in process	Involved in process
116	Recruitment and appointment of permanent Trust Executive staff (including CFO)	Partly delegated	Appoints Executive team jointly with Chair of Trust Board	Involved in process			
117	Recruitment and appointment of Headteachers	Endorse and approve appointment	Leads process and recommends for Chair of Board endorsement	Involved in process	Involved in process	Involved in process	
118	Recruitment and appointment of other Senior Leaders	Fully delegated	Involved in process, oversees safer recruitment practices	Involved in process, as appropriate	LGB involved in process	involved in process	Leads process in own school.

Ref		Trust Board	CEO	Trust Exec	LGB	AC	Headteacher
119	Recruitment and appointment of other staff	Fully delegated	Oversight	Authorised to appoint staff within own teams			Authorised to appoint staff within school
110	Signing of employment contracts	Fully delegated (except Chair must sign CEO contract)	Signs contracts				Approves contracts of staff within school
111	Annual approval of pay policy for teaching and leadership including pay awards, pay point values, etc.	Not delegated (via Pay and Conditions committee)	Makes recommendations to the Pay & Conditions Committee for the Executive Team and general agreement on implementation of pay increases	Recommendations to the Trust Board			Responsible for recommendations for individual pay progression in own school within agreed ranges.
112	Annual approval of pay policy for other staff, including cost of living awards and pay progression	Not delegated (via Pay and Conditions committee)	Makes recommendations to the Pay & Conditions Committee for pay progression and general agreement on implementation of pay awards	Recommendations to the Trust Board			Consulted on any proposals to deviate from national agreements
113	Appointment outside range in salary structure	Fully delegated	Approves and reports to Pay and Conditions Committee				
114	Value of other discretionary allowances	Fully delegated (except CEO)	Approval of discretionary allowances	Advises CEO			Proposals for other allowances agreed with CEO
115	Annual Pay Progression	Not delegated (via Pay and Conditions Committee)	Ensures Trust wide consistency	Advises CEO			Oversight of appraisal process and makes recommendations
116	Handling of all pension matters (teachers and support staff)	Fully delegated		CFO Authorised			
117	Approval of employment policies	Delegated to Pay and Conditions Committee	Ensures Trust wide consistency	Recommendations to the Committee	Oversight of delivery in school	Oversight of delivery in school	Delivery

Ref		Trust Board	CEO	Trust Exec	LGB	AC	Headteacher
118	Objective setting and performance appraisal including ensuring mandatory training is undertaken and completed	Fully delegated (except CEO) in accordance with Appraisal Policy	Appraises Trust Executive and Headteachers	Appraisal arrangements for own team			Appraisal arrangements for own school
119	Staff wellbeing including preventative risk assessment for work-related stress	Overisght	Leads on wellbeing of staff across the Trust and reports to Trustees	Advises CEO	Oversight of delivery in school	Oversight of delivery in school	Responsible for staff wellbeing in their school
120	Approval of formal restructure plans	Not delegated - Pay and Conditions Committee	Makes recommendations to Pay and Conditions Committee	Makes recommendations to Pay and Conditions Committee	Consulted in own school	Consulted in own school	Decisions on internal school restructure in consultation with CEO
121	Approval of severance or redundancy agreements	Fully delegated (except CEO)	Approves agreements and reports to Pay and Conditions committee	Must seek approval from CEO			Must seek approval from CEO
122	Authority to issue warnings or other disciplinary measures except dismissal	Fully delegated (except CEO)	May issue warnings	May issue warnings in own team	Part of formal Panel	Part of formal panel	May issue warnings in own school
123	Authorisation of settlement agreements	Fully delegated (except CEO)	Authorised to make settlement agreements, providing HR/Legal advice sought as appropriate and Chair of Trust Board informed				Must seek approval from CEO
124	Suspension and end of suspension of staff	Fully delegated (except CEO)	Delegated authority for approval		Chair informed	Chair informed	Decisions within own school, must seek written approval in advance with CEO.

ref		Trust Board	CEO	Trust Exec	LGB	AC	Headteacher
125	Disciplinary hearings where dismissal is a potential outcome	Partly delegated (following Trust Disciplinary policies)	Responsible for the appropriate application of the disciplinary process for the Trust	May be involved in process	Chair informed. Part of formal Panel.	Chair informed. May be part of formal panel	Responsible for the correct application of the disciplinary process in the school (Must consult CEO and Chair of LGB from outset)
126	Appeals	Partly delegated (following Trust Appeals process)	-Part of formal appeals panel.	May be involved in process	Holds appeal panels against disciplinary hearing decisions made by HT	Holds appeal panels against disciplinary hearing decisions made by HT	
127	Ensure decisions about executive pay follow a robust evidence-based process reflecting the individual's role and responsibilities, and that the approach to pay is transparent, proportionate, and justifiable.	Not delegated Pay and Conditions Committee responsible	Provides information to Pay and Conditions Committee				
128	Have suitability checks in place for members to ensure they are not subject to a direction under section 128 of the Education and Skills Act 2008	Delegated	Oversight	People Director ensures process in place and delivered.			

	HEALTH AND SAFETY						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
129	Health and Safety Policy	Not delegated	Recommendations to the Trust Board	Consulted	Ensures school arrangements are adequate	Ensures school arrangements are adequate	Implementation and local policy
130	Critical incident planning	Fully delegated	Oversight	Holds Trust and school critical incident plans and reviews as appropriate	Ensures critical incident plans are adequate and in place	Ensures critical incident plans are adequate and in place	Holds school critical incident plans and reviews as appropriate
131	Health and Safety RIDDOR reporting	Fully delegated		Ensures RIDDOR reporting is in place	Local Monitoring	Local Monitoring	Ensures RIDDOR reporting is in place for school
132	Health and Safety Accident reporting	Fully delegated		Ensures Accident reporting is in place (including Near Misses)	Ensures accident reporting arrangements are in place	Ensures accident reporting arrangements are in place	Ensures Accident reporting is in place for school (including Near Misses)
133	Statutory training	Fully delegated		Monitors statutory training for H&S and reports to the Finance Audit and Risk Committee	Monitors school statutory training for H&S	Monitors school statutory training for H&S	Monitors statutory training and reports to LGB
134	Statutory compliance testing	Fully delegated		Implements, monitors statutory compliance testing, and reports concerns to the Finance, Audit and Risk Committee	Local monitoring	Local monitoring	Implements, monitors statutory compliance testing, and reports concerns to the LGB/AC

135	School health and safety arrangements, including use of risk assessments	Fully delegated	Oversight	Responsible to ensure arrangements are in place	Local monitoring	Local monitoring	Responsible to ensure arrangements are in place in school
Ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
136	Fire risk assessment	Fully delegated	Oversight	Ensures all schools have valid risk assessments in place	Information only	Information only	Ensures school has valid risk assessments in place
137	Asbestos risk assessment	Fully delegated	Oversight	Ensures all schools have valid risk assessments in place	Information only	Information only	Ensures school has valid risk assessments in place
138	General monitoring and action plans in relation to safety of sites including buildings conditions	Fully delegated	Oversight	Drafts action plans from audits, reports to the Trust Board	Reviews progress against action plans	Reviews progress against action plans	Drafts action plans from audits, reports to the LGB

	SAFEGUARDING						
Ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
139	Ensure suitable Safeguarding Policy and associated procedures are in place across the Trust	Not delegated. Overseen by Trustee with responsibility for Safeguarding and other Link Trustees as appropriate	Oversight	Oversight	Adopts Safeguarding Policy and procedures and monitors implementation	Adopts Safeguarding Policy and procedures and monitors implementation	Responsibility for safeguarding in the school. Drafts Safeguarding Policy
140	Monitor the effectiveness of the Safeguarding Policy	Partially delegated	Ensures annual review of Safeguarding Policy takes place and reports are	Addresses findings from the reviews, identifying risk and ensuring mitigation	Adopts Safeguarding Policy and procedures and monitors implementation,	Adopts Safeguarding Policy and procedures and monitors	Reviews effectiveness of the Safeguarding Policy and makes recommendations

			provided to Finance, Audit and Risk Committee		including through termly reports	implementation, including through termly reports	for change where appropriate
Ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
141	Produce a termly report on the school's Safeguarding policy and procedures	Fully delegated (Link Trustee receives LGBs / AC termly reports and provides termly assurance of effective local governance to the Board)	Receives termly LGB reports for information		Receives termly Safeguarding report from school and ensures that termly Link Governor scrutiny takes place	Receives termly Safeguarding report from school and ensures that termly Link Governor scrutiny takes place	Meets DSL and ensures termly Academy Safeguarding report produced and shared with LGB and CEO
142	Attend all relevant training and ensure all staff are trained	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE
143	Ensure each school appoints a Designated Safeguarding Lead and an LGB/AC Link Governor for Safeguarding	Not delegated	Oversight		Appoint a Link Governor for Safeguarding for the school and ensure appropriate training	Appoint a Link Governor for Safeguarding for the school and ensure appropriate training	Appoint a Designated Safeguarding Lead for the school and ensure appropriate training.
144	Ensure Safer Recruitment procedures are implemented and adhered to	Fully delegated	Oversight	Ensures that all central trust recruitment panels have a member of staff who is Safer Recruitment trained.	Monitors and ensures the Safer Recruitment processes are effective via Link Governor for Safeguarding	Monitors and ensures the Safer Recruitment processes are effective via Link Governor for Safeguarding	Ensures that all school recruitment panels have a member of staff who is Safer Recruitment trained.

145	Ensure Prevent duty is implemented	Fully delegated	Oversight		Receives termly Safeguarding report (including update on Prevent duty) and ensures that termly Link Governor scrutiny takes place	Receives termly Safeguarding report (including update on Prevent duty) and ensures that termly Link Governor scrutiny takes place	Ensures Prevent duty is fully implemented and reported termly to the LGB via the Safeguarding report
Ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
146	Confidential Safeguarding issues reported to LADO where appropriate	Fully delegated (unless CEO)	Reports safeguarding issues to LADO (if concerns are about executive team or Heads), ensures Heads' compliance		Chair informed	Chair informed	Reports safeguarding issues to LADO as appropriate and informs the CEO

	THE REGULATOR AND INTERVENTIONS						
ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
147	Provide DfE with access to books, records, information, explanations, assets, premises, and staff to assist with its audits	Delegated	Responsible	Supports CEO			
148	Provide DfE with permission for any third party to provide requested information where there are concerns or an investigation is ongoing at the Trust	Delegated	Responsible	Supports CEO			
149	Retain records for at least six years after the period to which funding relates	Delegated	Oversight by CEO	Responsible			
150	Submit school resource management self-assessment checklist to DfE annually	Delegated		COO/CFO responsible			
151	Be aware of the risk of fraud, theft and irregularity and address with proportionate	Delegated	Responsible	Supports CEO by putting effective control measures in place			

	controls and appropriate action						
Ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
152	Notify DFE of fraud or theft over £5,000, individually, or cumulatively, or of any value where unusual or systematic	Delegated	Oversight	CFO responsible			
153	Be aware of the risk of cybercrime and put in place proportionate controls and appropriate action where a cyber security incident has occurred	Oversight by FAR committee	CEO oversight	COO responsible			
154	Obtain permission from DFE before paying any cyber ransom demands	Delegated	Responsible	Supports CEO			
155	Comply with a Notice to Improve	Delegated	Responsible	Supports CEO			
156	Waive delegated authorities and obtain DFE approval of certain transactions described in the handbook if the trust has an NtI	Delegated	Responsible	Supports CEO			
157	Publish the NtI on the trust's website until it is lifted	Delegated	Responsible	Supports CEO			

Ref		Trust Board	CEO	Trust Exec	LGB	AC	Headteacher
158	Cooperate with NAO and provide help, information and explanation.	Delegated	Responsible	Supports CEO			
159	Obtain DFE's prior approval for transactions beyond the trust's delegated limits	Delegated	Oversight	CFO responsible			
160	Make financial disclosures in the annual accounts in line with the Academy Trust handbook	Delegated	Oversight	CFO responsible			
161	Refer novel, contentious and/or repercussive transactions to DFE for prior approval	Delegated	Responsible	Supports CEO			
162	For staff severance payments, consider the following before committing: whether the proposed payment is in the trust's interests; whether payment is justified and value for money, based on a legal assessment	Fully delegated except for CEO	Responsible	Supports CEO			

	review the level of settlement, which must be less than the legal assessment of what the relevant body (e.g. employment tribunal) is likely to award						
Ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
163	Obtain DFE's prior approval for the non-contractual/non-statutory element of a staff severance payment of £50,000 or more (gross, before deductions)	Delegated	Responsible	Supports CEO			
164	Not accept a settlement for a staff severance payment unless satisfying the conditions in the Academy Trust Handbook	Delegated	Responsible	Supports CEO			
165	Ensure confidentiality clauses do not prevent an individual's right to	Delegated	Responsible	Supports CEO			

	make disclosures in the public interest						
Ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
166	Obtain DFE's prior approval for ex gratia payments	Delegated	Responsible	Supports CEO			
167	Obtain DFE's prior approval for writing off debts and losses, guarantees, letters of comfort and indemnities beyond limits in the Academy Trust Handbook	Delegated	Responsible	Supports CEO			
168	Obtain DFE's prior approval, before acquiring and disposing of fixed assets beyond limits in the Handbook and ensure disposal achieves best price.	Delegated	Responsible	Supports CEO			
169	Obtain DFE's prior approval for leases beyond limits in the Academy Trust Handbook	Delegated	Responsible	Supports CEO			
170	Consider the funding needs of individual schools if pooling GAG, and have an appeals mechanism	Delegated	Responsible	Supports CEO			
171	Not pool PFI funding	Delegated	Responsible	Supports CEO			

Ref		Trust Board	CEO	Trust Exec	LGB	AC	Headteacher
172	Ensure gifts by the Trust have the decision documented, and have regard to propriety and regularity	Delegated	CEO Oversight	CFO responsible			
173	Obtain DfE's prior approval before borrowing, including overdrafts but excluding finance leases on the DfE approved list, and only use credit cards for business expenditure	Delegated	CEO Oversight	CFO responsible			
174	Ensure no member, trustee, local governor, employee or related individual or organisation uses their connection to the Trust for personal gain	Not Delegated in relation to trustees/members/governors	Responsible in relation to employees	Supports CEO			
175	Ensure no payments to trustees unless permitted by the articles and unless they comply with the terms of any agreement with the Secretary of State	Delegated	CEO oversight	CFO responsible			
176	Obtain Charity Commission prior	Not Delegated					

	approval for paying a trustee for acting as a trustee						
Ref		**Trust Board**	**CEO**	**Trust Exec**	**LGB**	**AC**	**Headteacher**
177	Ensure all Leaders manage their relationships with related parties to avoid real and perceived conflicts of interest	Not Delegated					
178	Recognise that related party transactions may attract public scrutiny and require sufficient disclosure in annual accounts to support accountability and transparency.	Not Delegated					
179	Report all contracts and other agreements with related parties to DFE in advance	Delegated	Responsible	Supports CEO			
180	Obtain DFE prior approval for contracts and other agreements with related parties beyond limits in the Academy Trust Handbook subject to the exceptions in 5.42	Delegated	Responsible	Supports CEO			