



Scheme of Delegation 2026-2027

Approved by the Board of Trustees
Date: September 2026

1. The Partnership Trust ("the Trust") operates the family of academies ("Schools"). It is a company limited by guarantee and is an exempt charity which means that although it has the responsibilities that are placed upon charities it is not required to be registered with the Charity Commission or file documents there. The Trust is constituted under Articles of Association which set out the purposes ("Objects") and powers of the Trust and how these are to be exercised. The Objects cannot be changed although they can be added to with the approval of the Secretary of State and the Charity Commission.

The Objects of the Trust as set out in the Articles are:-

- 2.1 *to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum and which:*
 - (i) *shall include Church of England Academies ("**Church Academies**" and each a "**Church Academy**") designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship, and*
 - (ii) *may include other Academies whether with or without a designated religious character; but in relation to each of the Academies to recognise and support their individual ethos, whether or not designated Church of England. Where an Academy is designated or recognised as a Church Academy, in relation to the ethos and religious education provided at the Academy the Directors shall have regard to any advice and follow any directives issued by the Diocesan Corporate Member; and*
 - 2.2 *to promote for the benefit of the inhabitants of the areas in which the Academies are situated the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants*
2. As a company limited by guarantee and to meet the requirements of company law the Trust has a dual governance level. It has:
 - Members, the equivalent of shareholders in a commercial limited company, and
 - Trustees, who are the directors of the company and who together comprise the Trust Board ("TB") and who report and are accountable to the Members.

3. Mission, Vision and Values

There is an expectation that all involved with governance of the Trust and Academies are committed to undertake their roles in line with Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.



4. Members

The Members have overall nominal responsibility for the Trust but they exercise their functions through the Trust Board. Each Member guarantees to contribute £10 if the Trust were to become insolvent and be wound up – that is the “guarantee” implied by the term “company limited by guarantee”. The powers and duties of the Members in broad terms are:

- To appoint and remove Trustees
- To maintain the Membership and to appoint Members
- To approve any proposed changes to the Articles of Association
- To receive the annual accounts of the Trust

Further information regarding the obligations of members are set out in the Articles.

5. Trustees

The Trustees are the directors of the Trust. They are accountable to external agencies, including the Charity Commission and Department for Education for the quality of education they provide and are required to have in place systems through which they can assure themselves of quality, safety and good practice. For those schools with The Trust that are Church of England Schools, the Trustees are also accountable to the Diocesan Board of Education (DBE) to ensure that the school is conducted in accordance with their requirements. Trustees have a duty to act in the fulfilment of the Objects

6. The TB has overall responsibility for the operation of the schools. In order to discharge these responsibilities, Trustees delegate functions that are specific to the individual schools to committees – known as Local Governing Committees (“LGC”) and it delegates certain of its functions that relate to the Trust as a whole to other committees of the TB. The Executive Team (“ET”)(made up of the Chief Executive Officer (“CEO”), Chief Financial Officer (“CFO”) Director of Operations (COO), Director of Education (DED), Director of School Improvement (DSI), Director of Safeguarding (DS) Executive Principals (“EP”)), have delegated responsibility for the day to day operation of the Trust and each School has a Headteacher (“HT”) who reports to the CEO and has delegated responsibility for the operation of the individual School.
7. In law the TB and its committees are a corporate body, which means:
 - no Trustee can act on her/his own without proper authority from the Board;
 - Trustees carry equal responsibility for decisions made in accordance to their level of governance;
 - although appointed from different backgrounds and with different skills, the overriding concern of all trustees is the welfare of the Trust as a whole.

8. This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of The Trust, the roles and responsibilities of the Trustees and members of Local Governing Committees (“LGCs”) to ensure the success of The Trust. The Trustees are accountable in law for all decisions about the Trust and its schools. It is vital to ensure there are systems in place so the Board is assured of the quality of education as well as the safety and good practice of activity within the Trust. However, this does not mean the Board is required to undertake all tasks or make all the decisions itself. This document sets out delegations by the Board within the governance structure of the Trust.
9. This document will be reviewed by the Board at least annually and has been put in place from the effective date in accordance with the provisions of the Articles. The intention of this document is to:
 - Set out delegations for specific areas of activity or decision making in a clear, usable format
 - Provide clarity, consistency and avoid duplication or overlap in governance
 - Seek to place governance decision making as close as possible to the point of impact.
10. This document does not lay out every legal responsibility of the TB or every activity in the remit of its stakeholders; rather it is concerned with the core activities that are carried out within each area of delivery.
11. The Trust’s approach to governance allows it to adapt to the different needs of the schools. There may be circumstances when the Board will need to intervene and choose to withdraw specific delegated authorities although these are expected to be the exception rather than the rule. Possible examples where this may be required include, but are not limited to, significant concerns within a school which may relate to safeguarding, finance, educational performance or an adverse Ofsted inspection. The TB has the right to take any necessary action where it feels that there is cause for concern within a school.
12. The Scheme of Delegation and Terms of Reference should be read alongside the Articles, annual agenda planner, Financial Regulation and policy schedule. These documents cover governance delegations but are in addition to the Trust’s financial and HR delegations. They are informed by an assumption that functions will be carried out in line with agreed Trust policies or approaches. In addition, where any significant concerns or issues arise, and in line with Trust policies as well as regulators’ requirements, it is recognised that these may be raised by exception with the Board or other Trust stakeholders.
13. Trustees and all who have delegated responsibility are required to ensure that no conflict of interest arises. They are required to disclose and declare any business interests. A “Personal Financial Interest” is defined in Articles 6.5 to 6.9 and is widely drafted to include companies in which the Trustee has an interest as well as interests of family members and those with whom the Trustee has business or other close relationships.

In addition, all Trustees and those with delegated responsibility are required to observe The Trust Code of Conduct, this includes the Nolan Principles.

Audience

This document is designed for use by key governance stakeholders within the Trust as well as externally. It will be made available on the Trust's website.

Structure

The document is divided into key areas of responsibility and activity. The main approval levels used in this document are:

Approve	Responsible for approving a document or process and, where appropriate, determining how the task will be undertaken including defining appropriate milestones and targets to be reported against. Where this relates to appointments, for example of a lead trustee role, this is included in the delegations as ' Appoint '.
Consulted	Will be consulted as part of the process of completing a task. Their contributions <i>may</i> inform the approach or decision.
Deliver	Operationally responsible for undertaking a task and reporting on its delivery at suitable intervals. It is recognised that the person responsible for delivering specific areas of work may draw on other resources or work with colleagues. As an example, whilst the Headteacher's ' deliver ' the budget for their own school, they will work with other colleagues, including those in finance, in order to do this.
Informed	Will receive one-way information on decisions or approaches.
Monitor	Will consider actions being planned or taken or progress made as part of the process of completing a task. Where required, this monitoring role may include suggesting action to be taken to contribute to the task being delivered appropriately.
Prepare	Responsible for developing documents or information, processing and collating information for approval or review. It is recognised that the person responsible for preparing specific areas of work may draw on other resources or work with colleagues.
Recommend	Will make recommendations as to how a task, decision or approach should be undertaken or completed. The recommendation will <i>usually</i> inform the approach or decision.
Report	Responsible for reporting on the delivery of tasks, in some cases after a review of delivery undertaken by others or drawing on input from colleagues, for example on financial monitoring or reporting. The document refers to internal reporting, for example from the CEO to the Board, but does not seek to capture external reporting, for example to the ESFA or Companies House.
Review	Responsible for reviewing whether a task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately.

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
1	BEING STRATEGIC					
1.1	Trust Mission, Vision and Values	Prepare (i.e. develop high level thinking and approach/ consultation for any significant review) and approve	Committees: informed and may be consulted as part of significant review	Prepare (i.e. develop detail and documentation including consulting), then recommend . Deliver and review	Expect to be consulted for significant review. Informed on approaches	Expect to be consulted for significant review or change. Informed on approaches
1.2	Trust strategy and key priorities	Prepare (i.e. develop high level thinking and approach/ consultation for any significant review) and approve	Committees: informed and may be consulted as part of significant review	Prepare (i.e. develop detail and documentation including consulting), then recommend . Deliver and review	Informed on approaches	Informed on approaches
1.3	Apply Trust strategy to individual schools			Prepare and deliver	Expect to be consulted for significant review. Informed on approaches	Expect to be consulted for significant review. Informed on approaches
1.4	Trust Improvement Plan (TIP)	Approve and review	Committees: review areas relevant to each committee	Prepare and deliver in line with vision and strategy, meeting external expectations or requirements	Contribute through SIPs plans which inform TIP. Informed on TDIP.	Contribute through SIPs which inform TDP. Informed on TIP.
1.5	Risk Management and control	Approve Risk Management Policy. Review and approve annually risk register informed by Committee and CEO reports	FAR: review regular reports from CEO. Recommend Risk Management Policy to Board Standards: review key risks relevant to committee People: review key risks relevant to committee	Prepare and deliver risk register for Trust, review and report on risk management, risk register and controls for Trust and schools. Recommend Risk Management Policy to Audit and Finance Committee	Informed on key risks for school.	Prepare and deliver risk questionnaire for school. Update and report to CEO Report to LGC on key risks and issues for school

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1.5	Trust Growth and Significant Change	Approve in line with Trust vision and strategy. Approve timeline, due diligence and delivery plan for any new school being considered	FAR: review due diligence for any new school and make recommendations to Board Standards: review relevant information, report to Board People: review relevant information, report to Board	In line with vision and strategy, review and recommend possible schools to join Trust to Board or report information to Audit and Finance Committee. Deliver decisions made	Informed on decisions. May have role working with new schools as identified by Board or CEO	Informed on decisions. Expected to have role working with new schools as identified by Board or CEO
2	GOVERNANCE					
2.1	Trust Governance structure, delegations incl. terms of reference	Approve annually	Board Committees: consulted and deliver for committees; informed on overall approach	Prepare, review and recommend proposed approach informed by consultation, compliance and Trust practice. Deliver delegations for TL	Deliver LGC delegations; informed on overall approach	Informed on overall approach. Deliver on HT delegations and inform LGC delegations.
2.2	Trustee Recruitment	Review skills audits and recommend appointment of Trustees in line with Articles. Approve process and timeline to seek potential new Trustees	FAR and Standards: consulted on skills gaps for committee	Prepare periodic skills audits to identify gaps, and deliver induction/ training. Consulted on Trust needs and gaps Deliver support and report to Board (and Members/ Diocese) on Trustee recruitment and eligibility	Informed	Informed
2.3	Appointment or removal of Members in line with Articles	Informed				
2.4	Appointment or removal of Trustees in line with Articles	Recommend to Members appointment of Trustees where appropriate Recommend to Members any decision to suspend or		Deliver support and report to Board (or Members) regarding any possible need to suspend or disqualify a Trustee in line with Articles	Informed	Informed

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
		remove Trustees in line with Articles				
2.5	Appointment of Board Chair, Vice-Chair and Link trustee roles	Appoint in line with Articles Appoint link trustees with portfolio for Safeguarding, Vulnerable Pupils, H&S, Careers and Quality of Education.	Standards Committee: Trustees on Committee to be appointed as lead Trustees for Safeguarding, Vulnerable Pupils, Quality of Education and Careers. FAR Committee: Trustees on Committee to be appointed as lead Trustees for H&S.	May be consulted to make recommendations to Board	Informed	Informed
2.6	Appointment of LGC chairs	Appoint			Recommend LGC Chair	Consulted and Informed
2.7	Appointment of LGC members (Governors)	Approve composition and informed of members Approve process for appointment of parent and foundation LGC members and informed of members		Consulted and informed on appointment of LGC members. Prepare induction and training plans	Review membership and skills needs/ gaps, seek and appoint community governors. Monitor parent governor elections and appointments of parents and inform TB regarding adherence to process Appoint link Governors in accordance with Governance Handbook. Deliver induction/ training in line with Trust plans	Deliver skills audit to identify gaps. Deliver process for election of parent governors. Report to LGC and CEO on process/ election Deliver induction/ training in line with Trust plans
2.8	Appointment governance professional for Trust and LGCs	Appoint Clerk to the Board and TB Committees	Committees: consulted on appointment of Clerk to committee	Consulted and recommend Clerk to Board. Appoint Clerks to LGC	Informed on appointment of Clerk for LGC	Informed on appointments

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2.9	Review of Board and committees and LGCs	Approve approach and any changes – likely to be involved in delivery of any review	Committees: expect to be consulted from committee perspective	Where requested by Board, prepare, deliver and report to Board	Expect to be consulted from LGC perspective	Expect to be consulted from school perspective
2.10	Schedule of Board and committee meetings and business	Approve schedule and priorities across governance operation	Committees: deliver in line with Trust schedule	Prepare, recommend and deliver in line with Trust schedule	Informed on Board schedule. Deliver LGC meetings to align with Trust schedule	Prepare and recommend to LGC and deliver in line with Trust schedule
2.11	Commission external review of board effectiveness every three years	Approve approach Review reports and approve actions or recommendations. Provide report to Members	Committees: consulted from committee perspective, where required	Prepare and deliver approved approach for review and approved actions arising, drawing on external expertise where required, and report to Board.	Informed on report – expect to contribute from LGC perspective, where required	Informed on report – expect to contribute from school perspective, where required
2.12	Register of Business Interests	Receive, review and monitor registers of business interest for all Trustees; Members; Governors; Executive Team and Headteachers		Prepare and deliver Register of Business Interests for Executive, Trustees and Members and report to Board. Review and report to Board on school level registers.	Receive, review and monitor	Prepare and deliver Register of Business Interests for school governors and HT.

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2.13	Determine trust-wide policies which reflect the trust's ethos and values	Consulted, deliver, informed, prepare, recommend, report or review in line with policy schedule approved by Board. The policy schedule will set out specific roles and responsibilities including for review and approval of individual policies				
3	EDUCATION, CURRICULUM, & SCHOOL PERFORMANCE					
3.1	School Improvement Plans (SIPs)	Review and approve SIPs	Standards: review CEO reports on SIPs and recommend SIPs to Board review CEO actions/ progress	Prepare overall approach and template, consulting with schools. review each SIP - likely to contribute to HTs preparation. Review progress and report to Standards Committee	Consulted on and Recommend to Trust Board Monitor progress	Consulted on approach and template. Prepare and deliver SIP in line with Trust approach, consulting with LGC and CEO. Report progress to LGC and CEO.
3.2	Trust and school academic targets	Review and approve SIPs	Standards: review Trust and school targets and actions/ progress	Prepare overall approach and template, consulting with schools. Approve and review Trust and school targets - likely to contribute to HTs preparation for school Receive termly reports from HTs on progress/ plans and report to Standards Committee	Consulted on school targets and monitor progress	Consulted on approach and template. Prepare school targets, consulting with SC, consultation for TL review. Deliver approved targets and report to TL and SC on progress/ plans

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
3.4	Trust Curriculum principles & provision	Approve recommendation from Standards Committee	Standards: review and recommend to Board	Prepare and deliver in line with Trust vision and recommend to Standards Committee	Informed to monitor alignment of school approach	Consulted on Trust curriculum principles
3.5	School curriculum intent & provision incl. EYFS and 6 th form		Standards: review TL reports on implementation in schools and actions/ progress	Approve, monitor and review each school's curriculum- likely to contribute to HTs preparation. Provide report to Standards Committee on implementation in schools	Consulted as HT develops school approach. Informed on implementation	Prepare and deliver in line with approved Trust Principles and in consultation with CEO and LGC and report to CEO and LGC
3.6	Policies and practice for teaching, learning and pedagogy		Standards: review approach, effectiveness and reports on implementation or changes required.	As per policy schedule, prepare, recommend/ approve policies and practice across Trust, consulting with schools Deliver on Trust wide basis. Review implementation and report to Standards Committee	Approve, review and monitor implementation of relevant policies for school in line with policy schedule.	Consulted on Trust wide approach. Deliver for school in line with approved approach. Report to CEO and LGC including any issues with implementation.
3.7	Strategy for Pupil Premia, to include Pupil Premium, Sports Grant and other grants	As per policy schedule, approve relevant policies Review reports from Standards Committee	Standards: review approaches, effectiveness and reports on implementation or changes required in line with policy schedule. Recommend to Board	Prepare and approve policies and practice across Trust, consulting with schools. Review implementation and report to Standards Committee	Approve school plans and monitor school implementation. Appoint lead LGC member for Pupil Premium	Consulted on any Trust wide approach. Prepare and deliver for school informed by Trust strategy Deliver any recommendations from audits or reviews. Report to CEO and LGC

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
3.8	Behaviour Policy	Review reports from Standards Committee	Standards: review approaches, effectiveness and reports on implementation or changes required.	Review implementation and report to Standards Committee	Approve school plans and monitor school implementation	Prepare and deliver for school informed by Trust strategy Deliver any recommendations from audits or reviews. Report to CEO and LGC
3.9	Attendance Policy	Approve any Trust wide approach and relevant policies and practice Review reports from Standards Committee	Standards: review approaches, effectiveness and reports on attendance.	Review implementation and report to Standards Committee	Review school plans and monitor school implementation	Deliver for school in line with approved approach. Report to CEO and LGC including any issues with implementation.
3.10	Complaints	Approve any Trust wide approach and relevant policies and practice Review attendance reports from Standards Committee		Recommend policies and practice across Trust, consulting with schools. Review implementation and report to Board	Monitor school implementation of policy	Deliver procedures in accordance with policy Report to LGC through HT Report
3.11	Equalities	Approve Trust wide approach and relevant policies and practice Review reports from CEO		Recommend policies and practice across Trust, consulting with schools. Review implementation and report to Board	Monitor school implementation of policy	Deliver procedures in accordance with policy Report to LGC through SIP

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
3.12	Exclusions	Approve Trust wide approach and relevant policies and practice Review approaches, effectiveness and reports on implementation or changes required.	Standards: review approaches, effectiveness and reports on implementation or changes required. Recommend policies to Board in line with policy schedule.	Recommend policies and practice across Trust, consulting with schools. Review implementation and report to Standards Committee	Monitor school implementation Establish committees in connection with Exclusions required by Policy.	Deliver procedures in accordance with policy Report to LGC and CEO
3.13	Admissions Arrangements	Approve Trust wide approach and relevant policies and practice Review reports from Standards Committee	Standards: review reports from CEO on admission arrangements FAR: review Planned Admission Numbers (PAN) and recommend to Board	Prepare and make recommendations to Trust Board on Admission Arrangements in consultation with Diocese, HT and LGC Review and monitor admissions; and pupil numbers across the Trust and report and recommend actions to the Board Review and recommend to the Board Planned Admission Numbers in consultation with LGCs	Make recommendation on admission arrangements for school and PAN Establish admission committee to monitor admissions; approve ranking of bulk admissions and determine admittance over PAN or refusal of place in line with Trust policies and procedures	Make recommendation to LGC on Admission Arrangements and PAN Report to LGC on school admissions. Deliver admissions in line with determined Admission Arrangements and Admissions Code
3.14	Safeguarding oversight, policies and procedures Note: lead Trustee roles included under 'Governance'	Review and Approve Admission Arrangements Determine Admission appeals in line with Admissions Code and Trust Admission Arrangements Approve Planned Admission Numbers (PAN)	Standards: review reports from CEO on implementation, compliance or policy/procedure changes required. Make recommendations to Board	Prepare and make recommendations to Board/ Standards Committee on Trust policies and procedures. Consult with schools. Deliver on Trust wide basis Review implementation and report to Standards Committee	Review and monitor school implementation. Approve school elements of policy and appoint lead LGC member for safeguarding. Informed on DSL & LAC teachers for school	Consulted on Trust wide approach. Deliver in own school, compliant with Trust approach. Deliver any recommendations from audits or reviews

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
						Report to CEO and LGC.
3.15	Determine strategy for SEND provision	Review and approve Trust policies and procedures. Review reports from Standards Committee or CEO on implementation and compliance	Standards: review approaches and progress. Make recommendations to Board	Prepare and make recommendations to Standards Committee on policies and procedures.	Consulted	Consulted on Trust wide approach. Prepare and deliver for school approach informed by Trust strategy.
3.16	Apply SEND policy and practice Note: lead trustee roles included under 'Governance'.	Review and approve Trust policies and procedures Review reports from Standards Committee or CEO		Deliver on a Trust wide basis. Informed on school approach Review implementation and report to Standards Committee	Approve and monitor school elements including annual SEND report and appoint lead LGC member for SEND.	Deliver recommendations from audits or reviews. Report to CEO and LGC
3.17	Set term days and school INSET days			Approve term dates and inset days; report to Board on completion of process	Consulted on term dates and inset days, receive report from HT and recommend additional INSET days to CEO	Consult with LGC
3.18	Set times of school day			Approve proposed changes to set times of school day	Consulted on proposed changes; receive report from HT and recommend changes to CEO	Consult with LGC, parents and other stakeholders. Report and recommend to LGC
4	STAKEHOLDER ENGAGEMENT					

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
4.1	Publication of information on Trust and school websites	Informed requirements are met across Trust	Committees: informed Trust and school requirements are met and any related issues	Prepare and deliver information and its publication in line with requirements. Report Board requirements are met	Informed requirements are met for school.	Deliver for school and report to LGC and CEO
4.2	Trust branding (including logo)	Informed requirements are met across Trust Approve Trust branding		Prepare and recommend to Board. Deliver on Trust wide basis implementing approved approach		Consulted with on school perspective. Deliver for school
4.3	School branding (including logo)			Approve school branding		Deliver for school and recommend any changes to CEO
4.4	Stakeholder engagement for Trust including partners, parents, pupils and local communities	Approve any Trust wide approach. Review reports on implementation of approved plans including feedback Expected to have role to deliver including Trust and liaise with CEO.	Standards: review reports and make recommendations , including changes needed in policies or approach, to Board	Prepare, recommend and deliver on Trust wide approach. Report to Standards Committee on implementation of plans including feedback received, in line with approved approach	Informed by CEO on stakeholder perspective for information	Informed by CEO on stakeholder perspective on information
4.5	Stakeholder engagement at school level including partners, parents, pupils and local communities			Report to Board on feedback received, in line with approved approach	Subject to approved approach, expected to have role to deliver or monitor communication with local school stakeholders,	Subject to approved approach, deliver for school and report to CEO

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
					including parent community, and report to CEO and HT	
5	FINANCIAL MANAGEMENT AND INTERNAL CONTROL					
	These areas of delegation will be delivered in line with the Trust's financial delegations which will be set out in a separate document					
5.1	Financial Regulations, financial and asset management policies and procedures to ensure compliance across Trust & schools	Approve policies and practice across the Trust Review reports from Audit and Finance committees	Finance and Audit: review CEO reports on compliance and make recommendations to Board	Prepare and recommend approach informed by consultation, compliance requirements and Trust practice Review implementation and provide relevant reports to Audit and Finance committees		Deliver compliance in school. Report any material issues or non-compliance to CEO and, where required, actions/ progress
5.2	Setting Trust budgets (excluding school budgets)	Approve policies and practice across the Trust Review reports from Audit and Finance committees	FAR: recommend budgets for Trust to Board	Prepare budgets for Trust Recommend to Audit and Finance Committee.		
5.3	Setting budgets for individual schools	Approve annual and longer term budgets for Trust	Audit and Finance: recommend budgets for schools to Board	Prepare budget for schools Recommend to Audit and Finance Committee. Expect iterative process with HTs to prepare school budgets	Informed on school budget	Prepare budget for own school – in discussion with and support from CFO and inform LGC

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
5.4	Monitoring and reporting on Trust and school budgets	Approve annual and longer term budgets for schools	FAR: review management accounts and reports on central services; report to Board on key issues or deviation from budget Standards: review use of Pupil Premia, report to Board on key issues and budget	Prepare and report to FAR Committee for schools with management accounts circulated to Board & Chair of Board Deliver and report on Trust/ central budget. Report to Standards Committee on use of pupil premia budget	Informed on delivery of school budget and monitoring to support understanding of use of resources and delivery of school improvement plans	Deliver approved school budget and report to LGC and CEO for any deviation from budget, in line with financial delegations (i.e. inform CEO, report to LGC)
5.5	External auditors and audit	Review reports from FAR Committee Recommend appointment of external auditors to Members for approval	FAR : review reports on external auditors and bankers, report or recommend to Board. Review reports and recommend to Board on policies and procedures	Report to FAR Committee on actions to: review performance of internal or external auditors; deliver process for auditors' appointment, for external auditors report to Members; prepare and recommend policies, procedures, appointments, reports for internal controls/ audit, report information from internal auditors/ third parties. If required, recommend change in bankers Report any material non-compliance to Audit and Finance Committee and Board		
5.6	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice	Approve: policies and procedures and any appointments or reports for internal controls and audit;	FAR Committee: review annual accounts including against budgets and monitoring; review reports from auditors and CEO, review annual report and accounts and recommend to Board	Report information from auditors and progress of actions/ reports to FAR Committee. Prepare info for audit and annual report with schools' and external input. Deliver required reports and return to ESFA. Monitor and review actions arising.		

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
				Recommend to FAR Committee		
5.7	Internal audit; internal controls		FAR: Monitor internal audit findings	Prepare info for audit Report to Audit and Finance Committee on actions to: review performance of internal auditors		Deliver in school (for example meeting requests from auditors Report on progress, including highlighting any concerns to CEO/CFO. Report any material non-compliance in line with internal controls and, where required, actions/ progress
5.8	Bankers for the Trust	Review internal audit reports Review and approve annual report and internal audit plan	Review reports and recommend to Board on policies and procedures or appointments	If required, recommend change in bankers		
5.9	Fixed Asset Register	Approve: appointment of bankers	FAR : Review Fixed Asset Registers and report from CEO. Recommend to Board	Prepare Trust wide template Review school level fixed asset registers Prepare, report and recommend to FAR Committee.		Prepare Fixed Asset Register for own school – in discussion with and support from Executive Team.
5.10	Reserves	Review reports from FAR Committee and approve	FAR: Review report from CEO. Recommend to Board for approval	Prepare Trust Policy and approach and recommend to Audit Committee		

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6	PREMISES, ICT AND HEALTH & SAFETY					
6.1	Estate Management Plan including improvement plans and priorities for premises maintenance and development.	Approve Trust wide policies, plans, priorities and associated budgets Review reports from Audit and Risk Committee	FAR: review policies, plans, priorities, delivery incl. major capital projects make recommendations to Board. Review reports on implementation	Prepare and deliver Trust policies, plans, priorities and associated budgets, make recommendations to FAR Committee and report on progress towards implementation	Informed on priorities for school in line with Trust policy and budgets. Informed on capital projects delivered by Trust Monitor delivery of school priorities	Prepare school priorities, report to CEO and inform LGC; where required by CEO, contribute to development/delivery For capital projects delivered by Trust, consulted for school
6.2	Accessibility plan	Approve Trust wide policies, plans, priorities and associated budgets Review reports from Audit and Risk Committee	Review reports on implementation	Report on implementation and delivery in schools	Approve school plans and monitor school implementation	Deliver for school. Report to CEO and LGC including any issues with implementation.
6.2	Health & Safety	Approve Trust wide policies, plans, priorities and associated budgets. Review reports from Audit and Risk Committee	FAR: review policies, plans, priorities, reports and recommend to Board	Prepare and deliver Trust policies, plans, priorities and actions, review reports from HTs, monitor Trust and school action plans and make recommendations to FAR Committee	Approve school level policy Review action plans and priorities and monitor . Monitor compliance	Consulted on Trust wide approach. Deliver in own school, compliant with Trust approach. Deliver any recommendations from audits, including action planning, or reviews Report to CEO and LGC
7	STAFFING, HUMAN RESOURCES, AND PAY					

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
	These areas of delegation will be delivered in line with the Trust's HR and financial delegations which will be set out in separate documents					
7.1	HR Policies, Strategy & Practice	As per policy schedule, review and approve HR policies and practice to ensure compliance including with statutory requirements		As per policy schedule, prepare , recommend / approve policies and practice across Trust. Deliver across Trust and report to Board		Where required by CEO, consulted on policies and practice. For school, deliver and inform CEO on issues to inform development of policies and practice
7.2	Staff structure and any proposals for restructuring or redundancy	Approve central Trust staff structure. Review and approve proposals for staff structure in schools, including any restructuring or redundancy	FAR: review reports from CEO and report to Board on plans and progress Recommend proposals to Board in line with delegations	Prepare , recommend to FAR Committee and deliver central Trust staff structure in line with budget. Review HT reports on delivery of schools' staffing structure. Consult with HT and Review changes to staffing structure	Review HT reports on delivery of school's staffing structure Informed on any material changes in staff structure by HT	In line with budgets, prepare , recommend and deliver school staffing; consult with CEO any proposals for restructuring. Report to LGC on staffing structure
7.3	Appointment and Dismissal of CEO and Accounting Officer	Deliver and approve drawing on external expertise as considered necessary	People: review succession plan; may make recommendations on pay and conditions		Informed of decision	Informed of decision
7.4	Appointment of central Trust staff including the Chief Financial Officer and Company Secretary	Approve CFO and Company Secretary appointments - expect Chair (or their delegated		For CFO and Company Secretary appointments only: deliver recruitment process including sit on panel and making recommendations to Board	For Executive Team appointments: Informed of decision	For Executive Team appointments: Informed of decision

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
		trustee) to be involved in process as part of panel All other central staff: Informed by CEO of decisions		All other central staff: deliver and approve appointments in line with policy, budget and approved staffing structure		
7.5	Appointment of Headteacher	Approve appointment Consulted on process - expect Chair of Board (or their delegated trustee) to be informed by CEO and involved as part of panel	Committees informed of decision	Deliver process for appointment and recommend appointment to Board	Consulted – expect LGC Chair (or their delegated LGC member) to sit on panel	
7.6	Appointment of school senior leadership and other staff		Finance & Audit: informed of any staffing deficits	In line with budgets, structure and HR delegations: will consult with HT on appointments. Report to Finance and Audit on staffing deficits	Informed of decisions.	In line with budgets, structure and HR delegations: will consult with CEO and deliver and approve appointments
7.7	Internal Headteacher appointments (movement within the Trust)	Approve appointment	Committees informed of decision	Deliver process for appointment and recommend appointment to Board	Informed of decisions	
7.8	Dismissals of staff		Finance and Audit: Headteacher/Central Trust staff: informed All other staff: informed through HR reporting	HT and Central Trust staff: approve and deliver in line Trust HR Policies All other staff: consult with HT	Informed as appropriate in line with Trust HR Policy and practices (may be involved in panel)	Consult with CEO and deliver in line with HR Policies
7.9	Appraisal and pay for CEO	Approve in line with Trust HR Policies	Pay Committee: Recommend CEO pay			

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7.10	Appraisal and performance management for Executive Team	Deliver performance management approve pay review recommendations, drawing on external expertise as required	Pay Committee: review CEO report and recommend to the Board	Deliver performance management and make recommendations to Pay Committee		
7.11	Appraisal and performance management for Headteachers	Approve pay recommendations from Pay Committee	People Committee: review CEO report	Deliver performance management, make recommendations to Pay Committee	LGC Chair (or their delegated LGC member) consulted for comment and LGC informed on completion of process	
7.12	Appraisal and performance management for all other central team staff	Approve performance management and pay policies in line with policy schedule May be involved to review or approve any appeals in line with approved policy	People: review CEO report on process and consistency of approach	Deliver and approve performance management and report to Pay Committee on process, completion and consistency		
7.13	Appraisal and performance management for all other school staff			Informed on completion of process Approve pay recommendations from HT	Informed on process, completion and high-level outcomes.	Deliver performance management in line with policy. Report on process, its completion and recommend to CEO for approval
7.14	Staff development			In line with delegations, budget and policy: approve opportunities OR recommend opportunities or expenditure to Board	Informed by HT for school and monitor	In with delegations, budget and policy delegations: approve opportunities for

Ref	Area	Trust Board	Board Committees (Standards, FAR & People)	CEO/Executive Team	Local Governing Committee (LGC)	Headteacher (HT)
				Prepare, deliver and report to Board.		school staff OR recommend to CEO Report on plans and delivery to LGC and CEO