

The Partnership Trust Table of Delegation

Background and Approach

The Board of The Partnership Trust (TPT) is accountable in law for all decisions about the Trust and its schools. It is vital to ensure that there are systems in place to ensure that the Board is assured about the quality of education as well as the safety and good practice within the Trust. However, this does not mean that the Board is required to undertake all tasks or make all of the decisions itself.

This document outlines delegated responsibilities for the key governance tiers of TPT. It sits alongside, but does not seek to replicate information contained in other key documents such as the Articles of Association, Scheme of Delegation, Financial Regulations or policy schedules.

The purpose of this Table of Delegation is to provide clarity and support in understanding the roles and responsibilities of those who contribute to the governance and oversight of the Trust and its Schools. All those with governance and management responsibilities must be familiar with it so appropriate steps can be taken to ensure sufficient and proper challenge of those with leadership responsibilities, with regard to performance of the Schools and financial stability within the Trust.

Vision and Values

This document is underpinned by TPT's mission which is to provide children with a high quality educational experience realised through a collective commitment to its values of equality, respect and collaboration and vision as set out below:



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.

Governance Model

TPT is a multi-academy trust and company limited by guarantee. Details of Trust Members, Trustees and senior staff, including business interests and attendance at meetings, can be found within the Trust Governance Plan and on the Trust's website.

TPT has set up a governance model that ensures clear and non-duplicative roles and responsibilities within the overall governance structure. There is clear separation between Members and Trustees, and Executive and Non-Executive. The Executive team facilitates communications between levels of governance as well as a culture of regular self-evaluation.

The Trust's governance structure is as follows:

- **Members:** the guardians of the constitution (Articles of Association) who ensure the charitable objects are fulfilled. As outlined in the Department for Education’s Governance Handbook, members have a strategic ‘eyes on, hands off’ role. Given Members’ roles, they are not included on the breakdown of delegations as set out below, however it should be noted that their responsibilities include:
 - Amending the Articles of Association
 - Appointing or removing Members or Trustees
 - Changing the Trust’s name.
- **Board of Trustees** (also known as Directors under company law): accountable to the Members, Secretary of State for Education and the wider community for the quality of the education provided to students and for the appropriate expenditure of public money. The Board hold ultimate legal accountability for all aspects of operational delivery and are required to have systems to assure themselves of the quality, safety and good practice of the affairs of the Trust. The Board delegates some responsibility including for day to day management.
- **Local Governing Bodies (LGB):** accountable to the Trust Board, provide a crucial challenge and support role and have some delegated responsibilities particularly for their own school.
- **Chief Executive Officer (CEO):** delegated responsibilities for operational running at Trust level and supporting Academies and governance. The CEO is the Accounting Officer and they are supported by the Chief Operating Officer who is the Trust Business Director.
- **Headteachers:** responsible for the performance and defined operational delivery areas within their own Academy including oversight of their senior leadership team.

Audience

This summary 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 *usually* 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.

Approval and Review

The TPT Summary Scheme of Delegation will be reviewed at least annually and approved by the Trust Board, so that the roles and responsibilities can be updated to reflect organisational priorities, good practice and updates to requirements or legislation.

1. Scheme of Delegation

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
1	BEING STRATEGIC					
1.1	Trust vision and strategy, including any plans for growth or significant change	Prepare (i.e. develop high level thinking and approach/ consultation for any significant review) and approve	Finance and Audit & Standards: 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 ethos and values	Prepare (i.e. develop high level thinking and approach/ consultation for significant review) and approve	Finance and Audit & Standards: informed on approved approach and be consulted as part of significant review	Prepare (i.e. develop detail and documentation including consulting), then recommend . Deliver and review to ensure ethos and values reflected across Trust and schools	Expect to be consulted for significant review. Informed on approved approaches	Expect to be consulted for significant review. Informed on approved approaches Deliver for school. Report to CEO on implementation.
1.3	Trust Improvement Plan (TIP)	Approve and review	Finance and Audit & Standards: review areas relevant to each committee	Prepare and deliver in line with vision and strategy, meeting external expectations or requirements	Contribute through SDPs plans which inform TIP. Informed on TIP.	Contribute through SDPs which inform TIP. Informed on TIP.
1.4	Risk Management and control	Approve Risk Management Policy. Review and approve annually risk register informed by Committee and CEO reports	Audit and Finance: review regular reports from CEO. Recommend Risk Management Policy to Board Standards: 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	Review and recommend school risk register.	Prepare and deliver risk register for school. Update and report to CEO Report to LGB on key risks and issues for school
1.5	Applications by schools to join the Trust. Note: Board will confirm specific approach for each school	Approve in line with Trust vision and strategy. Approve timeline, due diligence and delivery plan	Audit & Risk: review due diligence for any new school and make recommendations to Board	In line with vision and strategy, review and recommend possible schools to join Trust to Board or report information to Audit and	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

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
		for any new school being considered	Standards: review relevant information, report to Audit and Finance Committee	Finance Committee. Deliver decisions made		
2	GOVERNANCE					
2.1	Trust Governance structure, delegations incl. terms of reference	Approve annually	Audit & Risk, Remuneration: consulted and deliver for committee; informed on overall approach	Prepare, review and recommend proposed approach informed by consultation, compliance and Trust practice. Deliver delegations for TL	Deliver LGB delegations; informed on overall approach	Informed on overall approach. Deliver at HT delegations and inform LGB delegations.
2.2	Recruitment and skills audits of Trustees	Review audits and recommend appointment of Trustees in line with Articles. Approve process and timeline to seek potential new Trustees	Audit & Risk 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 Trustees in line with Articles	Recommend to Members appointment of Trustees Approve any decision to suspend or remove Trustees in line with Articles		Deliver support and report to Board (or Members) regarding any possible need to suspend or disqualify a Trustee in line with Articles	Informed	Informed
2.4	Appointment of Board Chair, Vice-Chair and Link trustee roles	Appoint in line with Articles Appoint link trustees for safeguarding, SEND, Pupil Premia, H&S and finance	Standards Committee: Trustees on Committee to be appointed as lead Trustees for safeguarding, SEND and Pupil Premia. Audit Committee: Trustees on Committee to be appointed as lead Trustees for H&S and finance	May be consulted to make recommendations to Board	Informed	Informed

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
2.5	Appointment of LGB chairs	Appoint		Consulted. May be asked to make recommendations to Board	Recommend LGB Chair	Consulted and Informed
2.6	Appointment of LGB members (Governors)	Approve composition and informed of members Approve process for appointment of parent and foundation LGB members and informed of members		Consulted and informed on appointment of LGB members. Prepare induction and training plans	Review membership and skills needs/ gaps, seek and appoint community governors. Monitor parent governor elections and approve confirmation of appointments of parent and inform TB regarding adherence to process Appoint link Governors for safeguarding, SEND, Pupil Premia, H&S Deliver induction/ training in line with Trust plans	Deliver skills audit to identify gaps. Deliver process for election of parent governors. Report to LGB and CEO on process/ election Deliver induction/ training in line with Trust plans
2.7	Appointment of Clerk to Trust Board, committees and LGB	Appoint Clerk to the Board and Committees Informed on appointments of Clerks to LGBs	Audit & Risk, Remuneration, Resources & Standards: consulted on appointment of Clerk to committee	Consulted and recommend Clerk to Board. Consulted on appointments of Clerks to LGB	Consulted on appointment of Clerk for LGB	Deliver appointment of Clerk for LGB
2.8	Review of Board and committees and LGBs	Approve approach and any changes – likely to be involved in delivery of any review	Audit & Risk and Standards: expect to be consulted from committee perspective	Where requested by Board, prepare , deliver and report to Board	Expect to be consulted from LGB perspective	Expect to be consulted from school perspective
2.9	Schedule of Board and committee meetings and business	Approve schedule and priorities across governance operation	Audit & Risk and Standards: deliver in line with Trust schedule	Prepare , recommend and deliver in line with Trust schedule	Approve and deliver individual school business and dates for LGB to fit with Trust schedule	Prepare and recommend to LGB and deliver in line with Trust schedule

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
2.10	Governance reviews	Approve approach Review reports and approve actions or recommendations. Provide report to Members	Audit & Risk and Standards: 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.	Consulted – expect to contribute from LGB perspective, where required	Consulted – expect to contribute from school perspective, where required
2.11	Register of Business Interests	Receive, review and monitor registers of business interest for all Trustees; Members; Governors; Executive Team and Headeachers		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 School level register of business inter	Prepare and deliver Register of Business Interests for school governors and HT.
3	EDUCATION, CURRICULUM, & SCHOOL PERFORMANCE					
3.1	School Development Plans (SDPs)	Review and approve SDPs	Standards: review CEO reports on SDPs and recommend SDPs to Board review CEO actions/ progress	Prepare overall approach and template, consulting with schools. review each SDP - likely to contribute to HTs preparation. Review progress and report to Standards Committee	Consulted on and recommend to Board Monitor progress	Consulted on approach and template. Prepare and deliver SDP in line with Trust approach, consulting with LGB and CEO. Report progress to LGB and CEO.
3.2	Trust and school academic targets	Informed on Trust academic targets and progress	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	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
3.3	Ensuring Trust and each school's readiness for inspection including Ofsted and SIAMS	Deliver involvement in inspections as required Review reports from Standards Committee	Standards: review reports from CEO on readiness for inspection and outcomes/action planning and report to Board	Review and support school plans. Report to Standards Committee	Consulted on school plans. Monitor actions/ progress and deliver LGB role for plans or inspections	Prepare and deliver plans including LGB consultation Report to CEO and LGB on plans, inform and support LGB on their role
3.4	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	Prepare overall approach and template, consulting with schools. Approve, monitor and review in each school- likely to contribute to HTs preparation. Provide report to Standards Committee on implementation in schools	Consulted as HT develops school approach. Informed on implementation	Consulted on approach and template. Prepare and deliver in line with approved approach and report to SC and TL
3.6	Policies and practice for teaching, learning and pedagogy	As per policy schedule, approve relevant policies across Trust Review reports from Standards Committee	Standards: review approach, effectiveness and reports on implementation or changes required. Recommend to Board relevant policies	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 LGB including any issues with implementation.
3.7	Strategy for Pupil Premia, to include Pupil Premium, Sports Grant and other grants	Review reports from Standards Committee	Standards: review approaches, effectiveness and reports on implementation or changes required in line with policy	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 LGB member for Pupil Premium	Consulted on any Trust wide approach. Prepare and deliver for school informed by Trust strategy

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
			schedule. Recommend to Board			Deliver any recommendations from audits or reviews. Report to CEO and LGB
3.8	Behaviour and pastoral care, attendance, complaints, equalities and exclusions	Approve any Trust wide approach and relevant policies and practice Review reports from Standards Committee	Standards: review approaches, effectiveness and reports on implementation or changes required. Recommend policies to Board in line with policy schedule.	Recommend/ approve policies and practice across Trust, consulting with schools. Review implementation and report to Standards Committee	Approve school plans and monitor school implementation Establish committees in connection with complaints or exclusion as required by Policy.	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 LGB
3.9	Admissions Arrangements	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 admission arrangements Finance and Audit: 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 LGB 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 LGBs	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 LGB on Admission Arrangements and PAN Report to LGB on school admissions. Deliver admissions in line with determined Admission Arrangements and Admissions Code
3.10	Safeguarding oversight, policies and procedures	Review and approve Trust policies and procedures.	Standards: review reports from CEO on	Prepare and make recommendations to Board/	Review and monitor school implementation. Approve	Consulted on Trust wide approach. Deliver in own

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
	Note: lead Trustee roles included under 'Governance'	Review reports from Standards Committee or CEO on implementation and compliance	implementation, compliance or policy/procedure changes required. 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	school elements of policy and appoint lead LGB member for safeguarding. Informed on DSL & LAC teachers for school	school, compliant with Trust approach. Deliver any recommendations from audits or reviews Report to CEO and LGB.
3.11	Strategy for SEND provision and relevant policies and practice Note: lead trustee roles included under 'Governance'	Review and approve Trust policies and procedures Review reports from Standards Committee or CEO	Standards: review approaches and progress. Make recommendations to Board	Prepare and make recommendations to Standards Committee on policies and procedures. Deliver on a Trust wide basis. Informed on school approach Review implementation and report to Standards Committee	Consulted and monitor for school (including monitoring SCR) Approve school elements including annual SEND report and appoint lead LGB member for SEND.	Consulted on Trust wide approach. Prepare and deliver for school approach informed by Trust strategy. Deliver recommendations from audits or reviews. Report to CEO and LGB
3.12	Policies and practice relating to extra-curricular/ enrichment opportunities	Review reports from Standards Committee	Standards: Review CEO reports on approach and delivery at school level. . Make recommendations to Board	As per policy schedule, prepare , recommend/ approve policies and practice across Trust Deliver on a Trust wide basis. Review school implementation and report to Standards Committee	Review and monitor school implementation	Deliver in school in line with Trust's vision and aims. Report to CEO and LGB
3.13	Policies and practice relating to external education support and provision, post-16 education and students' destinations	As per policy schedule, approve policies and practice across the Trust Review reports from Standards Committee	Standards: Review reports. Make recommendations to Board	As per policy schedule, prepare , recommend/ approve policies Review practice and implementation at school level and report to Standards Committee	Review and monitor school implementation	Prepare and Deliver for school in line with Trust's visions and aim. Report to LGB and CEO

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
3.14	Set term days and School Inset Days	Informed on term dates Approve Inset days over 5 days.		Consulted on term dates; report to Board	Approve term dates and 5 inset days Recommend additional inset days to Board	Consult with CEO and Recommend term dates and inset days
3.15	Set times of school day	Informed on changes	Standards: consulted on and review CEO reports	Consulted on proposed changes Approve intended changes	Consulted on proposed changes; receive report from HT and recommend changes to CEO	Consult with CEO, LGB, parents and other stakeholders. Report and recommend to LGB
4	STAKEHOLDER ENGAGEMENT					
4.1	Publication of information on Trust and school websites	Informed requirements are met across Trust	Audit & Risk: 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 LGB and CEO
4.2	Trust branding	Approve Trust branding		Prepare and recommend to Board. Deliver on Trust wide basis implementing approved approach		Consulted by TL on school perspective. Deliver for school
4.3	Stakeholder engagement 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	Subject to approved approach, expected to have role to deliver or monitor communication local school stakeholders, including parent community, and report to CEO and HT	Subject to approved approach, deliver for school and report to TL Consulted by CEO on stakeholder perspective on information

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
					Consulted by CEO on stakeholder perspective on information	
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	Informed on and monitor any material issues or non-compliance and actions/ progress Approve or recommend in line with policy.	Deliver compliance in school. Report any material issues or non-compliance to LGB and CEO and, where required, actions/ progress
5.2	Setting budgets within the Trust	Approve annual and longer term budgets for Trust and schools	Audit and Finance: recommend budgets for Trust and schools to Board	Prepare budget for Trust and schools. Recommend to Audit and Finance Committee. Expect iterative process with HTs to prepare school budgets	Consulted on and recommend school budget	Prepare budget for own school – in discussion with and support from CEO and consult with LGB
5.3	Monitoring and reporting on Trust and school budgets	Review reports from Standards Committee	Audit and Finance: 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 Audit and Finance Committee for Trust and 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 resources and delivery of school development plans	Deliver approved school budget and report to LGB and CEO for any deviation from budget, in line with financial delegations (ie inform CEO, report to LGB for recommendation to Board)

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
5.4	External auditors and audit; internal auditors, audit and controls; and bankers for the Trust	Approve: appointment of bankers; policies and procedures and any appointments or reports for internal controls and audit; internal audit plan Approve appointment of external auditors.	Audit & Finance : review reports on external auditors and bankers, report or recommend to Board. Review reports and recommend to Board on policies and procedures, appointments, or internal audit	Report to Audit and Finance 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	Informed on and may be asked to monitor any reports of internal non-compliance in school in line with internal controls	Deliver in school (for example meeting requests from auditors or bank requirements). Report on progress, including highlighting any concerns to CEO/LGB. Report any material non-compliance in line with internal controls and, where required, actions/ progress
5.5	External audit reports, annual report and accounts	Review external audit reports Review and approve annual report and accounts. Report to and inform on completion of process with Members	Finance and Audit: 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 Audit and Finance Committee. Prepare info for audit and annual report with schools' and external input. Recommend to Audit and Finance Committee and, once approved by Board.	Informed on and monitor any areas of internal non-compliance in school	Prepare any detail required for school Informed on any actions from audit reports relevant for school, deliver identified actions and report on progress to CEO and LGB
5.6	Fixed Asset Register	Review reports from Audit & Finance and approve	Finance and Audit : review Fixed Asset Registers and report from CEO. Recommend to Board	Prepare Trust wide template Prepare, report and recommend to Audit Committee.	Review and recommend to Finance and Audit Committee	Prepare Fixed Asset Register for own school – in discussion with and support from CEO and with LGB

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
5.7	Reserves	Review reports from Audit and approve Trust Policy and approach	Finance and Audit: review recommendations from LGBs and report from CEO. Recommend to Board	Consult with LGB and HT Prepare Trust Policy and approach and recommend to Audit Committee	Consulted on and recommend priorities for school in line with Trust policy and budgets	Prepare school priorities and report to CEO and LGB.
6	PREMISES, ICT AND HEALTH & SAFETY					
6.1	Trust policies and, estates strategy including estate improvement plans, priorities for premises maintenance and development incl. accessibility plan	Approve Trust wide policies, plans, priorities and associated budgets Review reports from Audit and Risk Committee	Finance and Audit: 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 Finance and Audit Committee and report on progress towards implementation	Consulted on priorities for school in line with Trust policy and budgets. consulted on capital projects delivered by Trust Monitor delivery of school priorities and	Prepare school priorities, report to CEO and LGB; where required by CEO, contribute to development/delivery For capital projects delivered by Trust, consulted for school
6.2	Health & Safety	Approve Trust wide policies, plans, priorities and associated budgets Review reports from Finance and Audit Committee	Finance and Audit: review policies, plans, priorities, reports and make recommend to Board	Prepare and deliver Trust policies, plans, priorities and actions, review reports from HTs on schools, monitor Trust and school action plans and make recommendations to Finance and Audit Committee	Approve policies in line with policy schedule. 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 LGB

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
6.3	ICT services and resources	Approve major ICT projects within approved budgets required in line with delegations	Finance and Audit: Informed on delivery plans and routine/ replacement ICT in line with budgets review reports from CEO and report to Board on plans and progress Recommend plans/ priorities to Board for major projects Approvals as required in line with financial delegations	Prepare, recommend and deliver plans for routine/ replacement ICT and major investment informed by school priorities and budgets In line with delegations, approve/recommend projects and report to Resources Committee. May monitor Trust or school projects	In line with financial delegations, approve/recommend projects and Informed on major projects delivered by Trust. May be asked to monitor any actions in school	Prepare detail on school priorities and report to CEO In line with financial delegations, approve and deliver or, where delivered by Trust, informed and expect to be consulted for school perspective
7	STAFFING, HR, AND PAY					
	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 & practice	As per policy schedule, review and approve HR policies to ensure compliance including with statutory requirements	Finance and Audit : review reports and recommend HR policies and practice to Board	As per policy schedule, prepare, recommend/ approve policies and practice across Trust. To include links to local authority approaches or consultation with HTs/Unions. Deliver across Trust and report to committees	Monitor implementation in school. In line with policies, may be consulted for specific elements, for example sitting on panels	Where required by CEO, consulted on policies and practice. For school, deliver and inform CEO on issues to inform development of policies and practice

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
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	Finance and Audit: review reports from CEO and report to Board on plans and progress Recommend proposals to Board in line with delegations	Prepare, recommend to Finance and Audit 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 any recommendations from LGB for changes to staffing structure	For any material changes in staff structure, consulted for and recommend for school and informed by Trust.	In line with budgets, prepare, recommend and deliver school staffing; consult with CEO LGB any proposals for restructuring.
7.3	Appointment of CEO and Accounting Officer	Deliver and approve drawing on external expertise as considered necessary	Pay: 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	CFO and Company Secretary: approve appointments - expect Chair (or their delegated trustee) to be involved in process as part of panel All other central staff: Informed by CEO of decisions		CFO and Company Secretary: deliver recruitment process including sit on panel and making recommendations to Board 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	Informed on process and appointment decision Consulted – expect LGB Chair (or their delegated LGB member) to sit on panel	

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
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. Consulted for deputy head appointments, expect LGB Chair (or their delegated LGB member) to sit on panel. May be consulted for other senior roles	In line with budgets, structure and HR delegations: will consult with CEO and deliver and approve appointments
7.7	Appraisal for CEO and Executive Team	For CEO: Deliver performance management approve pay review recommendations, drawing on external expertise as required For other Executive Team members: approve recommendations.	Pay: for Executive Team, review ; CEO report and make recommendations For CEO: recommend pay	Executive Team: deliver performance management and make recommendations to Pay Committee		
7.8	Appraisal and performance management for all other central team staff		Pay: review CEO report on process and consistency of approach	Deliver and approve performance management and report to Remuneration Committee on process, completion and consistency		
7.9	Performance management of Headteacher	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	Pay: review CEO report and recommendations	Deliver performance management, including drawing on any external expertise as required, and make recommendations to Pay Committee	Consulted – LGB Chair (or their delegated LGB member) consulted and LGB informed on completion of process	

Ref	Area	Trust Board	Committees	CEO	Local Governing Body (LGB)	Headteacher (HT)
7.10	Appraisal and performance management for all other school staff	May be involved to review or approve any appeals in line with policy	Pay: review TL report on process and high-level outcomes	Informed on process, completion and summary of HT decisions. Report across all schools on process, completion and high-level outcomes to Pay Committee	Informed on process, completion and high-level outcomes. LGB Chair may be consulted May be involved in review or approve appeals	Deliver and approve in line with policy. Report on process, its completion and high-level outcomes to LGB and CEO
7.11	Staff development	Review report from CEO on staff development plans across the Trust In line with financial delegations, budget and policy, approve expenditure		In line with delegations, budget and policy: approve opportunities OR recommend opportunities or expenditure to Board Prepare, deliver and report to Board.	Informed by HT for school and monitor	In with delegations, budget and policy delegations: approve opportunities for school staff OR recommend to CEO Report on plans and delivery to LGB and CEO
8	POLICIES AND PROCEDURES					
8.1	Trust policies and procedures	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				
8.2	Governance policies & procedures to include Code of Conduct	Approve policies or actions informed by Audit and Finance Committee report Inform CEO where relevant, e.g. register of interest and related party transactions	Audit and Finance: review reports from CEO on compliance with policies and processes and make recommendations , including changes needed in policies or approach, to Board	Prepare, deliver and review policies and procedures and their implementation and report to Audit and Finance Committee	Informed on policies and procedures. Monitor compliance of policies for school	Consulted on policies & procedures. Deliver in own school