



CREATIVE EDUCATION TRUST  
*Knowledge Connected*

# Scheme of Delegation

2024/2025

# Our Vision and Values

## Our Mission

To give every child in our schools the best possible start in life through excellent education and wide-ranging co-curricular opportunities.

## Our Vision

To send out into the world educated, creative, confident and responsible young people, who can succeed in their ambitions and make their communities better places.

### Ambition

We are ambitious in everything because only the best will do

### Excellence

We do not stop at 'good enough'

### Creativity

We connect our knowledge in innovative ways

### Resilience

When the going gets hard, we up our game and reach our goal

### Excellence

Every child and every colleague matters – we will work for and with them all

### Respect

We value the ideas of others and make sure all voices are heard

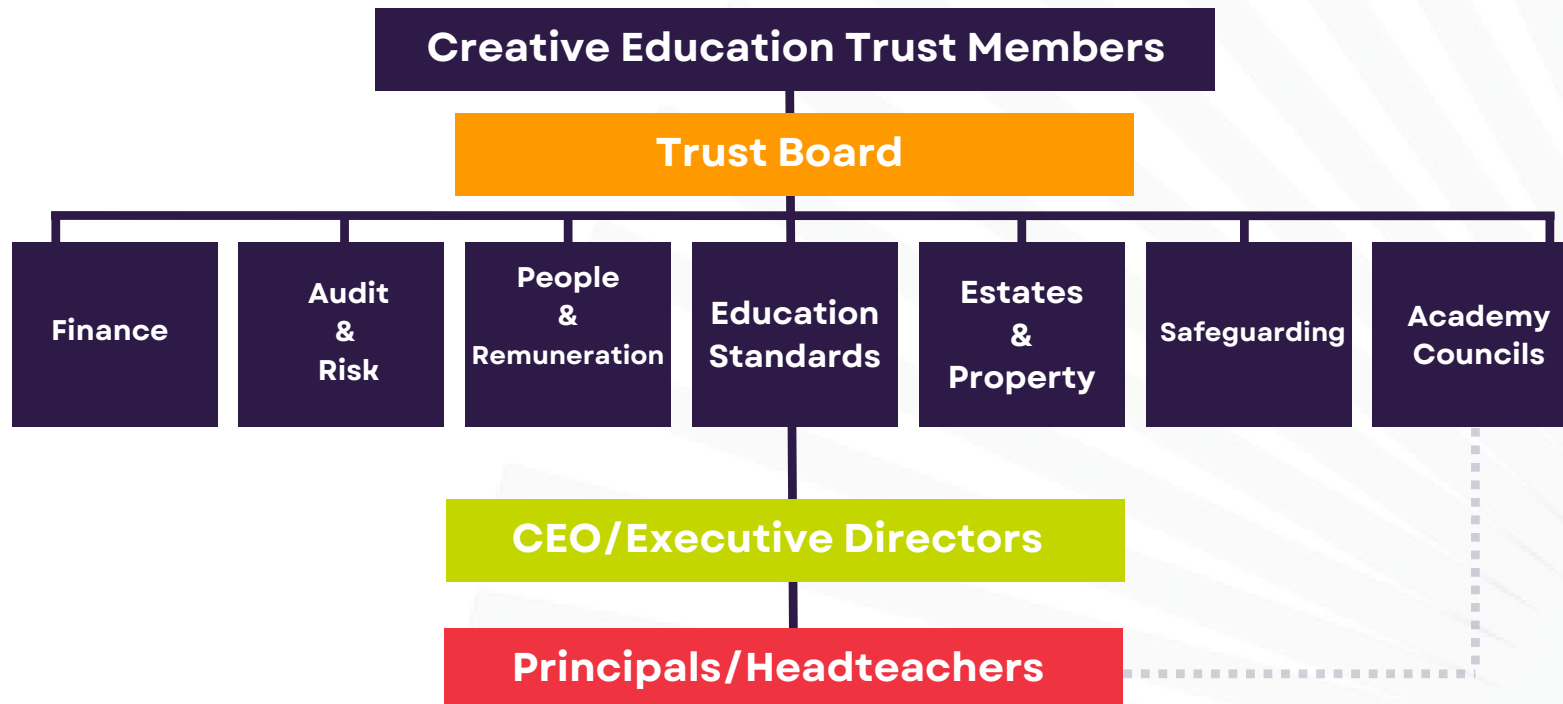


# Introduction

The Board of Trustees holds a range of legal duties under education, charity and company law. They have collective accountability and responsibility for the academy trust and to assure themselves that there is compliance with regulatory, contractual and statutory requirements.

Creative Education Trust's governing document, the Articles of Association, permits Trustees to delegate certain responsibilities within the Trust. This Scheme of Delegation outlines the key strategic and operational areas within the Trust, who holds responsibility, and how it is discharged between the key governance tiers within Creative Education Trust.

## Governance Structure



# Summary of Roles

## Members

The Members are the subscribers to the Trust's Memorandum of Association and they have a general duty to further the academy trust's charitable purpose. They have limited financial liability should the Trust be wound up and can appoint and remove Trustees. Members help to ensure that Trustees are exercising effective governance by utilising a range of powers including:

- Appointing and removing Academy Trustees
- Appointing and removing Members
- Directing Academy Trustees should they believe the Trust Board is failing to carry out its core functions or is acting unlawfully
- Amending the Articles of Association: Members can amend the articles of association (including the objects clause), subject to any restrictions in the articles, the funding agreement or charity and company law
- Members can also change the name of the Trust or wind it up
- Appointing and removing auditors: Members appoint the Trust's auditors and will receive and review (but do not sign off) the Trust's annual audited accounts

For the purpose of this Scheme of Delegation, the Members do not appear in the list of delegations as their remit is set and not delegated to them by the Board of Trustees.

## The Board of Trustees

The Trust Board is the decision-making body of the Trust and is accountable and responsible for all academies equally in the Trust. Trustees are both the charity trustees and company directors of the Trust. As the strategic leader, the Board of Trustees is responsible for the general control and management of the administration of the Trust.

Trustees must apply the highest standards of conduct and accept '[The seven principles of public life](#)', as set out by Lord Nolan. To ensure robust governance, Trustees follow the [Academy Trust Governance Guide](#), which describes the features of effective governance in more detail and will aid compliance with the [Academy Trust Handbook](#).

As the Trust's key strategic decision maker, the Board of Trustees may delegate some of its responsibilities to the Chief Executive Officer (CEO) and in accordance with the Trust's Scheme of Delegation, to a committee or an individual, but nevertheless, the Trust Board remains accountable and responsible for all decisions made. The Trust Board must make decisions in the best interest of pupils, not their individual or collective personal interests, and should welcome a diverse range of viewpoints when debating decisions.

The Creative Education Trust Board of Trustees sets out in this document delegations to its Committees, the Executive, its Academy Councils and academy Headteachers and Principals.

# Summary of Roles

## Committees

The Board of Trustees currently has six sub-committees which consist of Trustees with skills and experience in specific areas. The Committees are supported by the executive and additional co-opted members with crucial expertise and knowledge to assist the committee to carry out their delegated remit. Each Committee has its Terms of Reference (ToR) which further clarifies the extent of the delegated duties.

**Audit and Risk Committee** is responsible for ensuring compliance with reporting and regulatory requirements, receiving reports from the internal auditor and external audit and the oversight of risk management.

**Education Standards Committee** monitors, evaluates and reviews Trust policy, practice and performance in relation to curriculum planning, target setting and assessment, examinations, Ofsted activity and all pastoral issues including attendance and behaviour.

**Estates and Property Committee** holds responsibility for non-executive strategic consideration of the property of the Trust, its academies and associated undertakings. That strategic oversight includes recommendations and reports to the Board on acquisition, disposal, development and management strategies. The Committee also has responsibility to oversee the health and safety systems and controls relating to the property, people and operations of the Trust and its academies.

**Finance Committee** is responsible for monitoring, evaluating and reviewing policy and performance in relation to financial management, in addition to reviewing the annual budget and three year financial plan and recommending their approval to the Board.

**People and Remuneration Committee** is responsible for monitoring a clear and fair process for the review of all aspects of remuneration and organisational culture. This includes setting the remuneration of the Chief Executive Officer and reviewing proposals for any pay increases for Head Office and senior staff including the Principals and Head Teachers.

Safeguarding Committee monitors, evaluates and reviews safeguarding oversight, compliance and practice within Trust schools.

## Chief Executive Officer (CEO)

The CEO (also the Trust's Accounting Officer) has the delegation for the operational management of the Trust and with the support of the Executive Directors (Executive) will lead the implementation of the strategic plan adopted by the Board. The CEO and Executive will also oversee the financial management of the organisation making decisions and recommendations regarding expenditure to further the strategic aims, values and mission of Creative Education Trust.

# Summary of Roles

## Academy Councils

The Board delegates some of its powers, as set out in this Scheme of Delegation, to local Academy Councils, each of which functions as a sub-committee of the Board. Academy Councils comprise of community stakeholders as well as representatives of staff and the parent body. They provide local intelligence to the board and exercise oversight of designated areas on its behalf.

## Principals and Head Teachers

The Board has devolved responsibility for the day-to-day management of each academy to a Principal/ Head Teacher and their Senior Leadership Team (SLT). Operational oversight, accountability and support to each academy and its leadership team, are provided through the Trust's Academy Improvement Board (AIB) which meets regularly with academy leaders. The AIBs are a tool of management and each has at least one member of the relevant Academy Council in attendance to ensure good communication and consistency.

## KEY

FC	Finance Committee	PRC	People and Remuneration Committee
ARC	Audit and Risk Committee	EPC	Estates and Property Committee
ESC	Education Standards Committee	SGC	Safeguarding Committee
CEO	Chief Executive Officer	ACs	Academy Councils
P/HTs	Principals and Head Teachers	H&S	Health and Safety
AIB	Academy Improvement Board	SOAC	Statement of Action Committee
ED	Executive Directors	CLFP	Curriculum Led Financial Planning

# Scheme of Delegation

The following scheme of delegation complies with the statutory requirements and takes due regard to guidance found in the following documents:

- [Academy Trust Handbook](#)
- [Academy Trust Good Governance Guide](#)
- [Creative Education Trust Articles of Association](#)
- [Creative Education Master and Supplemental Funding Agreements](#)

## Interpreting the Scheme of Delegation

The scheme sets out the areas of delivery with a summary outline of roles and responsibilities for the Board, its Committees, the CEO and Executive, the Principals/ Head Teachers and the Academy Council.

Who is **Responsible**: the individual/ group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO, this will be at Trust level, in the case of the Principal/ Headteacher/ Academy Council this will be at academy level.

It is crucial to differentiate between being 'strategically responsible' (board/ committees and ACs) and 'operationally responsible' (the Executive and the Principals/ Head Teachers)

Who is **Supporting**: the individual/ group that offers input or challenge to a process, procedure or provision. Usually, the Academy Councils and Executive will be crucial in the implementation and oversight of the strategic plan.

Who is **Informed**: the individual/ group that needs to be informed.

Those who rely on knowledge of decisions and outcomes

Who is **Accountable**: the individual/ group that has primary legal responsibility for ensuring the particular task is completed/ signed off and determining how the Trust and/or academies should undertake the task including defining appropriate milestones and targets to be reported against.

Being accountable for the Board will entail oversight, challenge and receiving proposals for approval. Even if they delegate oversight and challenge to a sub-committee, the Trust Board remains accountable.

Who is **Consulted**: the individual/ group that should be consulted for their views as part of the process of completing a particular task.

To ensure the Board makes informed decisions, Trustees will rely on feedback and consultation with stakeholders. For the purpose of the Scheme of Delegation, this will rely on the Executive, Academy Leaders and Academy Councils to provide input and to also report on other stakeholder feedback received (parents/ staff/ pupils).

Delegations and powers for board Committees are further clarified in each Committee's Terms of Reference and the Scheme of Delegation should be read alongside these.

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
<b>Our strategy and ethos</b>				
<b>1. Vision and values</b>				
Determine & fulfil trust values, ethos & organisational culture	<b>Accountable</b> - for determining the trust values, organisational culture and vision	<b>Responsible</b> - for development and delivery of trust vision and ethos	<b>Responsible</b> - for implementation of trust values within each academy, incorporating the unique character of the local community as appropriate	<b>Supporting</b> - with monitoring implementation of trust values at academy level, incorporating the unique character of the local community as appropriate
<b>2. Strategy, monitoring and benchmarks</b>				
Develop trust objectives and strategic plan	<b>Accountable</b> - approve and review objectives and strategic plan	<b>Responsible</b> - develop, deliver and report on strategic plan	<b>Informed</b> - receive the trust's key priorities for the academic year	<b>Informed</b> of the trust's key priorities for the academic year
Implement trust strategic plan	<b>Accountable</b> - monitor delivery of trust strategic plan through CEO dashboard	<b>Responsible</b> - implementation, reporting & in-year updates	<b>Responsible</b> - implementation of key priorities for the trust within each academy	
Consider in-year additions to strategic plan	<b>Accountable</b> - consider and approve proposals	<b>Responsible</b> - develop, recommend and deliver proposals on in-year additions	<b>Responsible</b> - implementation of any in-year additions for the trust within each academy	
Develop and deliver Academy Improvement Plans	<b>Informed</b> - on objectives and review progress of priority schools ( <b>ESC</b> )	<b>Responsible</b> - development of, approve and report on Academy Improvement Plans	<b>Responsible</b> - develop and deliver Academy Improvement Plans	<b>Support</b> - receive Academy Improvement Plan from HT/P and challenge academy leaders to ensure they are achieving the objectives set
Arrange system of central support for academies	<b>Accountable</b> - approve as part of strategic plan	<b>Responsible</b> - advise on/facilitate/provide operational & management support to academies across delivery areas	<b>Consulted</b> - agree individual academy central support needs	<b>Informed</b> - made aware of services that are being provided by the trust



Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
Growth strategy - establish academies (take existing schools into trust/open new), and develop new projects and programmes	<b>Accountable-</b> for agreeing the growth strategy as part of business plan and approving schools joining the trust or projects such as outreach and commissioned services	<b>Responsible-</b> for researching, identifying and sourcing new schools and projects. Work with senior team to explore feasibility of new schools Advise on and manage the joining process of new schools, including due diligence & identifying risks and areas for improvement Establish Transition Boards/ACs		
Determine and oversee existing academy expansion	<b>Accountable-</b> approves any new schools joining the trust, expansion of existing academies and development of projects	<b>Responsible-</b> for development of expansion proposals ensuring due diligence completed including existing academy expansions and programmes, e.g. outreach	<b>Support-</b> with provision of data for existing academy expansion, including risk analysis	<b>Informed-</b> of academy expansion and new schools joining the trust
Develop Trust commissioned services programme	<b>Accountable-</b> approves commissioned services programme as part of budget planning	<b>Responsible-</b> for development and delivery of commissioned services, meeting income targets and ensuring quality of provision whilst not impacting on trust core operations		
Manage central inspections	<b>Accountable-</b> represent trust governance	<b>Responsible-</b> manage process; represent trust executive leaders	<b>Informed-</b> of any outcomes that are relevant to academies	<b>Informed-</b> of any outcomes that are relevant to academies
Manage academy inspections	<b>Accountable-</b> represent trust governance	<b>Supporting-</b> set up and support academy preparedness & process, and represent Executive Team	<b>Responsible-</b> set process; represent academy team	<b>Supporting-</b> represent academy governance

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
<b>3. Communications and community</b>				
Develop & support partnerships to further trust strategic plan	<b>Supporting</b> - act as ambassadors for the trust, developing corporate and strategic partnerships as opportunities arise	<b>Responsible</b> - develop overall strategy & aims; develop relationships with government, regulators & service providers; strategic relationships with Local Authorities, commissioners, and schools	<b>Supporting</b> - develop and maintain relationships with Local Authorities, local agencies, schools & community	<b>Supporting</b> - develop links to community and other agencies/schools in line with trust vision
Develop profile and reputation of the trust	<b>Accountable</b> - approve any changes to the overall trust brand  <b>Responsible</b> - promote and build the trust's reputation in line with strategy	<b>Responsible</b> - set and monitor the use of communication guidelines, lead on building the trust's reputation, manage all trust and academy media engagement	<b>Responsible</b> - follow the trust's communications strategy Ensure academy communications are up-to-date and relevant, inc. website, newsletters, social media	<b>Supporting</b> - act as ambassadors to the local community and engage with Local Authorities and other HT/Principals
Fundraising	<b>Accountable</b> - approve fundraising and corporate partnership development strategies and carry out annual review	<b>Responsible</b> - deliver fundraising strategy and bids as appropriate	<b>Responsible</b> - provide ideas and information for fundraising projects within each academy	<b>Supporting</b> - with fundraising through sharing with community links
Manage decision making in event of crisis/emergency	<b>Accountable</b> - provide leadership and take decisions regarding academy closure <b>(Chair and Vice Chair)</b>	<b>Responsible</b> - manage response to crisis and advise Trust Board on recommended actions – in line with emergency plans	<b>Responsible</b> - take action in line with emergency plans	<b>Supporting</b> - with local context and advice, understanding that the decisions sit with the HT/Principles and the Executive team
Implement robust crisis communications	<b>Accountable</b> - provide leadership in crisis communications	<b>Responsible</b> - establish and implement central communications crisis plan	<b>Supporting</b> - participate in crisis communications	<b>Informed</b> - Chair to be informed of any crisis communications
Parent/Carer engagement	<b>Informed</b> - build an understanding of parent/carers engagement within academies	<b>Responsible</b> - lead on development and parent/carers engagement strategy across trust, review and report	<b>Responsible</b> - deliver academy focused parent/carers engagement strategy	<b>Supporting</b> - through reviewing and receiving feedback on parent/carers engagement

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
	<b>Accountable</b> - for assuring the process in which the trust engages with parent and carers			
Promote inter-school collaboration	<b>Informed</b> - of collaboration and partnerships ( <b>ESC</b> )	<b>Responsible</b> - determine, coordinate and approve internal and external collaboration and school partnerships	<b>Responsible</b> - make use of and develop collaboration for sharing efficiencies/best practice between schools in & outside trust	<b>Supporting</b> - promote benefits of collaboration for sharing efficiencies/best practice between schools in & outside trust
Equality, Diversity and Inclusion	<b>Accountable</b> - lead and ensure commitment to equality, diversity and inclusion underpins the trust's work	<b>Responsible</b> - for development and delivery of equalities compliance across trust	<b>Responsible</b> - development and delivery of equalities statement and objectives within each academy	<b>Informed</b> - review and receive feedback on equalities statement and objectives
Careers	<b>Accountable</b> - Ensure the Trust is fulfilling its statutory requirements	<b>Supporting</b> - academies to fulfil their statutory duties	<b>Responsible</b> - ensuring that the academy is fulfilling its statutory duties	

#### Our educational delivery & performance

#### 4. Educational performance and standards (outcomes)

Review educational outcomes - progress and attainment	<b>Informed</b> - monitor educational outcomes ( <b>ESC</b> )	<b>Responsible</b> - monitor educational outcomes across trust including the use of AIB's, AFIC and SOAC	<b>Responsible</b> - review progress and report to Exec and AIB	<b>Informed</b> – through the link AIB, AFIC or SOAC member for the ACs
Set strategies to improve outcomes.	<b>Accountable</b> - ensure appropriate level of support, challenge and intervention to support delivery of outcomes ( <b>ESC</b> )	<b>Responsible</b> - deliver academy improvement support	<b>Responsible</b> - set, deliver & report on strategies	<b>Supporting</b> - advise and support and question improvement strategies through the Academy improvement plans
Ensuring that pupils make progress and achieve desired outcomes	<b>Accountable</b> - ensure appropriate level of support, challenge and intervention to support delivery of outcomes ( <b>ESC</b> )	<b>Supporting</b> - academies through academy improvement support	<b>Accountable</b> - for ensuring that children in their academy achieve the desired outcomes	<b>Informed</b> - of how children are achieving the desired outcomes through the link AIB member

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
<b>5. Curriculum, enrichment and pupil wellbeing</b>				
Develop and implement trust curriculum and assessment framework	<p><b>Accountable-</b> approve and review curriculum and assessment framework</p> <p><b>Accountable-</b> for ensuring the trust is adhering to statutory requirements</p>	<b>Responsible-</b> develop a framework that adheres to statutory guidelines	<b>Accountable-</b> for implementing trust curriculum and assessment framework & enrichment activities	<b>Informed-</b> of curriculum and assessment framework and policies
Set and embed trust approach to pupil wellbeing, Personal Development and enrichment	<b>Accountable-</b> for pastoral requirements laid out in statutory guidance and in keeping with trust values and ethos ( <b>SGC</b> )	<b>Responsible-</b> develop and review trust and academy approach to wellbeing, Personal Development and enrichment	<b>Responsible-</b> embed academy approach to wellbeing, Personal Development and enrichment	<b>Supporting-</b> and provide challenge on academy approach to wellbeing including behaviour, RSE, addressing sexual violence and harassment, attendance, and inclusion
Support for young people with special educational needs	<b>Accountable-</b> ensure legal requirements for children with special needs are met and support for learning provided ( <b>ESC inc. lead SEND trustee</b> )	<b>Responsible-</b> overseeing and monitoring provision of support for children with SEN and providing additional support as required	<p><b>Responsible-</b> overseeing and monitoring provision of support within the academy</p> <p><b>Accountable-</b> for ensuring that the academy is meeting its legal obligations</p>	<b>Informed-</b> through AIB report to AC
Pupil premium and additional government funding- appropriate use of resource in meeting needs of young people	<b>Informed-</b> of the use of additional government funding	<b>Responsible-</b> overseeing and monitoring use of additional government funding across the trust	<b>Responsible-</b> overseeing and monitoring use of additional government funding within the academy	<b>Accountable-</b> appropriate use of resource in meeting needs of young people in receipt of additional government funding
Set term dates and INSETs	<b>Informed-</b> that all dates are set and meeting statutory obligations	<b>Informed-</b> that all dates are set and meeting statutory obligations	<b>Responsible-</b> for setting academy assigned INSET days and ensuring staff and students are aware	<b>Informed-</b> that all dates are set and meeting statutory obligations

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
<b>6. Admissions and Attendance</b>				
Set admissions framework	<b>Accountable</b> - ensure all academies follow statutory procedures ( <b>ESC</b> )	<b>Responsible</b> - set & review policy & practices – ensure clarity of guiding principles for fair access/in-year placement protocols Work with LAs and school leaders to set the vision and entry criteria for each academy	<b>Responsible</b> - input into academy policy & practices in partnership with heads and LA Participate and negotiate with LA over local fair access/in-year placement protocols – and then implement	<b>Informed</b> - of Academy policy and pupil numbers in AC meetings
Changes to admission criteria	<b>Accountable</b> - ensure all academies follow statutory procedures ( <b>ESC</b> )	<b>Responsible</b> - for any exceptions made to admissions criteria, including requests to change PAN	<b>Responsible</b> - for liaising with the LA and Exec team on changes to admission criteria	<b>Informed</b> - of any academy specific changes to criteria
Attendance registers and data	<b>Accountable</b> - for ensuring the trust is meeting the statutory requirements and for approving policy  <b>Informed</b> - of statutory data relating to Attendance ( <b>ESC</b> )	<b>Responsible</b> - for creating and implementing trust-wide strategies to improve attendance	<b>Responsible</b> - for delivering attendance strategies within academy.  <b>Accountable</b> - for attendance register	<b>Informed</b> - of attendance data at AC meetings.
<b>Our staff</b>				
<b>7. Recruitment, HR &amp; employee wellbeing</b>				
Set HR and recruitment strategy & processes	<b>Accountable</b> - approve HR and recruitment and retention strategy. ( <b>PRC</b> )	<b>Responsible</b> - set trust HR and recruitment and retention strategy	<b>Responsible</b> - follow trust HR and recruitment and retention strategy through the operation of policy	
Determine trust & academy staff structures	<b>Accountable</b> - approve staffing budget as part of annual budget ( <b>FC</b> )	<b>Responsible</b> - through formal CLFP process at academy level ..	<b>Responsible</b> - propose academy staffing structure in line with curriculum and budget considerations	

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
Appointment of CEO	<b>Accountable</b> and <b>Responsible</b> - appoint through agreed process.			
Appointment of other Executive Directors	<b>Supporting</b> - participate in appointment panel  <b>Accountable</b> - for appointments on the recommendation of appointment panel	<b>Responsible</b> - lead on the appointment of Executive team with support from board for appointment process where appropriate		
Appoint Headteachers and Principals	<b>Supporting</b> - participate in appointment panel  <b>Accountable</b> - for appointments on the recommendation of appointment panel	<b>Responsible</b> - the CEO is lead recruitment and decision maker (as chair of appointment panel)		<b>Supporting</b> - where invited, ACs representation on panel
Appoint wider staff team		<b>Accountable</b> and <b>Responsible</b> - recruit and appoint central staff  <b>Supporting</b> – takes part in panels for senior staff in schools, and professional areas as appropriate	<b>Accountable</b> and <b>Responsible</b> - recruit and appoint academy staff to the agreed structure	
Set trust HR policies & employment contracts	<b>Accountable</b> - approve statutory HR policies (including discipline and grievance) & framework for employment contracts ( <b>PRC</b> )	<b>Accountable</b> - CEO approves non-statutory HR policies on behalf of the board  <b>Responsible</b> - set trust HR policies & practices; deliver academy HR support; consult	<b>Responsible</b> - implement & comply with trust HR policies & practices including pay terms & employment contracts.  <b>Responsible</b> - may be chair or panel member in formal	

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
		and negotiate with unions at national level as necessary.  Responsible – may be chair or panel member in formal meetings, hearings or appeals.	meetings, hearings or appeals	
Set executive pay and remuneration	<b>Accountable</b> and <b>Responsible</b> - for setting decision making procedures for Executive pay and approving decisions on individual pay for Executive Directors (including CEO) <b>(PRC)</b>			
Set pay and remuneration for staff	<b>Accountable</b> - for setting pay and remuneration terms for teaching and support staff and the central team annually <b>(PRC)</b>	<b>Responsible</b> - for reviewing and recommending pay and remuneration conditions for teaching, support and central team staff	<b>Responsible</b> - implement and comply with trust pay policy for academy staff	
Ensure trust fulfils its requirements in respect of maintaining the Single Central Record and undertaking appropriate pre-employment checks.	<b>Accountable</b> - ensure SCR requirements are fulfilled <b>(Chair of the SGC)</b>	<b>Responsible</b> - deliver SCR support to academies and undertake quality assurance to ensure that in-school HR is effectively conducting pre-employment checks	<b>Responsible</b> - ensure that the academy maintains a Single Central Record that meets statutory requirements	
Ensure appropriate performance management (PM) of trust staff including Headteachers / Principals and staff at an academy level	<b>Accountable</b> - for leading the performance management of the CEO and as a panel member for the Executive team	<b>Responsible</b> - for ensuring performance management for Headteachers / Principals and central office staff is completed in a timely and appropriate manner in line with policy	<b>Responsible</b> - for ensuring performance management for academy staff is completed in a timely and appropriate manner in line with policy	

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
Manage claims/ disputes with staff	<b>Informed-</b> of high-risk cases (PRC)	<b>Responsible-</b> manage need of central staff and Headteachers/Principals.. Provide advice and guidance to Headteachers/Principals for staff at their academies	<b>Responsible-</b> manage for academy staff, including liaison with trust central HR Business Partner  <b>Responsible-</b> liaise with local union representatives	
Arrange & deliver staff CPD	<b>Accountable-</b> review and monitor trust approach to staff CPD (PRC)	<b>Responsible-</b> develop and deliver trust CPD strategy	<b>Responsible-</b> tailored CPD and wellbeing plan linked to <i>Academy Improvement Plan</i>	<b>Informed-</b> of staff CPD
Approval of exceptional and/or non-contractual payments	<b>Accountable-</b> . Approve exceptional payments. Approve non contractual payments that need ESFA approval	<b>Responsible-</b> for approval of retirement, settlement of claims/grievances, severance pay and redundancies (refer to finance manual and HR policies for delegated levels)	<b>Supporting-</b> seek advice from HR and make recommendations to CEO	
<b>8. Safeguarding (SG)</b>				
Set trust safeguarding policy and procedures in line with legal guidelines and ensuring safeguarding and children protection is at the forefront and underpins all delivery	<b>Accountable-</b> Ultimate accountability for the safeguarding policy and procedures Lead culture of responsibility Assure themselves of the auditing of safeguarding at trust level  <b>Responsible-</b> receive and scrutinise safeguarding reports (SGC)	<b>Responsible-</b> set trust safeguarding policies and practices and promote culture of responsibility around Safeguarding  <b>Accountable-</b> for organising safeguarding audit programme in each academy	<b>Responsible-</b> adopt and implement trust safeguarding policies and practices	<b>Responsible-</b> ensure aware of safeguarding policies and correct reporting procedures  <b>Informed-</b> receive and scrutinise annual safeguarding report at AC and through AIB report to AC
Appoint trust and academy safeguarding leads	<b>Accountable</b> – appoint link trustee for safeguarding. This may be the Chair of the Safeguarding Committee	<b>Responsible</b> - ensure Safeguarding leads in place; appoint trust Safeguarding lead	<b>Responsible</b> - appoint Designated Safeguarding Lead and deputy Designated	



Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
			Safeguarding Lead for their academy	
Make and report on referrals to agencies	<p><b>Accountable-</b> ensure all academies follow trust procedures</p> <p><b>Informed-</b> of allegations data</p>	<p><b>Supporting-</b> provide advice on at-risk cases and engagement of Local Authority</p> <p><b>Responsible-</b> for communication to lead trustee for safeguarding about cases of concern where risk to trust and/or academy is high</p>	<p><b>Responsible-</b> report on referrals to Local Authority Designated Officer and child protection referrals to Trust Safeguarding Lead, involving the Local Authority and social care as appropriate</p> <p>Ensure referrals are made in line with obligations laid out in guidance</p>	<p><b>Informed-</b> receive and scrutinise annual safeguarding report at AC and through AIB report to AC</p> <p><b>Informed-</b> of any cases of concern where risk to academy is high</p>
Make and report on referrals to the Local Authority Designated Officer in respect of allegations against, and concerns about adults working across the trust	<p><b>Accountable-</b> ensure all academies follow trust procedures</p> <p><b>Informed-</b> of any cases of concern where risk to academy trust is high</p>	<p><b>Accountable-</b> provide oversight and tracking of referrals across the trust and quality assure referral data</p> <p><b>Informed-</b> of all referrals to the Local Authority Designated Officer</p> <p><b>Supporting-</b> provide advice on at-risk cases and engagement of Local Authority</p>	<p><b>Responsible-</b> act as case manager (or appoint a suitably senior member of staff to do so) in cases of referrals to Local Authority Designated Officer</p>	<p><b>Informed-</b> receive and scrutinise annual safeguarding report at AC and through AIB report to AC</p>
Safeguarding CPD	<p><b>Responsible-</b> for completing their own safeguarding CPD</p> <p><b>Informed-</b> of compliance in Safeguarding training</p>	<p><b>Responsible-</b> for completing their own safeguarding CPD</p> <p><b>Responsible-</b> for ensuring school compliance with CPD</p> <p><b>Informed-</b> annually that all staff have completed their safeguarding CPD and of</p>	<p><b>Responsible-</b> for completing their own safeguarding CPD and that every adult working in the school does too</p>	<p><b>Responsible-</b> for completing their own safeguarding CPD</p> <p><b>Informed-</b> of CPD compliance at an academy level in AIB report to AC</p>

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
		Designated Safeguarding Lead training expiry dates  <b>Responsible-</b> for providing academies with training materials and appropriate training session		
<b>9. Behaviour and Exclusions</b>				
Setting behaviour and welfare policies	<b>Accountable-</b> approve behaviour and welfare policies	<b>Responsible-</b> develop and propose policy and practices	<b>Responsible-</b> ensure that policies are tailored to their academy and ensure that all staff and pupils are adhering to behaviour and welfare policies	<b>Informed-</b> receive behaviour and welfare policies
Behaviour framework	<b>Informed-</b> of the behaviour framework ( <b>EDS</b> )	<b>Responsible-</b> for developing behaviour framework  <b>Supporting-</b> academies to deliver the behaviour framework	<b>Responsible-</b> for following the behaviour framework in each academy	<b>Supporting-</b> through questioning the academy on the application of the behaviour framework
Set exclusions policy & practices	<b>Accountable-</b> approve exclusions policy  Review exclusion trends ( <b>ESC</b> )	<b>Responsible-</b> develop and propose policy and practices  Monitor suspensions and permanent exclusions	<b>Responsible-</b> for adhering to exclusion policy and practices  <b>Responsible-</b> report on suspensions and exclusion to AC	<b>Informed-</b> receive exclusions policy.  <b>Supporting-</b> receive suspension and exclusion figures and provide challenge and support to the academy  Review behaviour trends
Make decision on exclusions		<b>Supporting-</b> with convening AC exclusions committee to review decision	<b>Responsible-</b> make decisions on suspensions	<b>Accountable-</b> exclusions committee to review decisions on exclusions (uphold or rescind)

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
			With Executive Team, make decision on permanent exclusions  With Director of SEND, make decisions on permanent exclusions of pupils with SEND	
Alternative provision		<b>Informed-</b> of alternative provision data via annual safeguarding report	<b>Responsible-</b> for arranging alternative provision and ensuring all relevant safeguarding checks are complete	<b>Informed-</b> of alternative provision data via annual safeguarding report

**Our approach to internal controls and finance**

**10. Governance structures and compliance (further info in MAT board and AC handbooks)**

Appointment of members, trustees and committee members,	<b>Responsible-</b> for the recruitment of trustees/members and ensuring right skills are in place  <b>Accountable-</b> NB MEMBERS are ultimately responsible for appointment of trustees and members	<b>Responsible-</b> for the implementation of recruitment and succession planning as required		
Set trust governance policies & practices	<b>Accountable-</b> approve all governance policies and ensure compliance	<b>Responsible-</b> develop trust governance policies & practices and ensure compliance		
Set trust policy framework	<b>Accountable-</b> approve policy framework	<b>Responsible-</b> develop trust policy framework	<b>Responsible-</b> contribute to and implement trust policies within academy	<b>Informed-</b> advised on trust policies
Appoint/remove AC members	<b>Accountable-</b> approve appointments; remove if not fulfilling expectation	<b>Responsible-</b> for recruiting AC members and chairs and recommending their appointment to the Board	<b>Supporting-</b> provide input on potential new AC members	<b>Consulted-</b> chair to advise and make recommendations to CEO and Executive team re appointments and removals of AC members

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
Set and alter AC powers including formation of 'interim progress board' or similar where necessary	<b>Responsible</b> - alter in line with risk-led approach.	<b>Supporting</b> - CEO and Executive team to make recommendations to board as appropriate		<b>Consulted</b> - cooperate in event of alteration as required
Establish board committees	<b>Accountable</b> - establish board committees	<b>Responsible</b> - recommend committee structure		
Performance of Board and Committees	<b>Responsible</b> - approve and review evaluation of performance – may use independent assessor to deliver evaluation and report. Annual reviews internally, external review to be every three years			
Performance of ACs	<b>Consulted</b> - engage with and advise on structure of evaluation of ACs performance Annual internal review – feedback from link trustees	<b>Responsible</b> - develop, deliver and report on evaluation of ACs performance Annual internal reviews and as part of external governance review	<b>Consulted</b> - as part of AC evaluation	<b>Consulted</b> - engage with and be informed on, the outcomes of AC evaluation Annual internal reviews and as part of external governance review
Undertake regular skills audit	<b>Responsible</b> - undertake annual skills audit	<b>Responsible</b> - lead skills audit process		<b>Responsible</b> - undertake skills audit
Provision of governance related training and guidance	<b>Supporting</b> – participate and engage	<b>Responsible</b> – provision of training and information to trustees and AC members		<b>Supporting</b> – participate and engage
Ensuring website compliance	<b>Informed</b> - of website audits (A&R)	<b>Responsible</b> - for termly audits on trust and academy websites	<b>Responsible</b> - for ensuring websites are updated regularly	<b>Responsible</b> - or monitoring the action points from the audit if there are any

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
Ensuring compliance with equalities legislation	<b>Accountable-</b> for overall compliance with legislation, including the equal opportunity policy	<b>Responsible-</b> for compliance with legislation	<b>Responsible-</b> for ensuring compliance at an academy level	<b>Informed-</b> of compliance with legislation
<b>11. Audit and risk</b>				
Appoint lawyers and approve retainer	<b>Accountable-</b> approve to ensure proper advice is available to trust and academies	<b>Responsible-</b> appointing lawyers subject to board approval		
Set trust approach (and appetite) to risk and risk mitigation	<b>Accountable-</b> approve risk management policy, identify and oversee mitigation of risks to trust and academies  Review trust risk register make decisions in line with this scheme of delegation and the trust Articles. <b>Responsible-</b> review risk relevant to their area of oversight	<b>Responsible-</b> develop trust approach to risk, including delivering mitigation actions required by trust board and escalating any concerns to the board	<b>Supporting-</b> identifying and reporting academy specific risks to line manager	
Ensure insurance/risk protection is in place	<b>Accountable-</b> approve insurance arrangements	<b>Responsible-</b> arrange insurance/risk protection	<b>Informed-</b> of insurance details	
Notify ESFA/insurers where loss is suffered/threatened	<b>Accountable-</b> should serious event take place in academies	<b>Responsible-</b> liaise with insurers/ESFA	<b>Responsible-</b> inform the their line manager and chair of AC should serious event take place in academy	<b>Informed-</b> by chair of AC if/when appropriate
Set complaints policy & procedures	<b>Accountable-</b> approve complaints policy  <b>Supporting-</b> through regular reporting ( <b>A&amp;R</b> ) and being involved in Panels as necessary	<b>Responsible-</b> write and follow complaints policy and practices	<b>Responsible-</b> follow complaints policy and practices	<b>Supporting-</b> through AC meetings and being involved in panels as necessary
Manage conflicts of interest and related party transactions	<b>Accountable-</b> for ensuring good practice	<b>Responsible-</b> reporting to ESFA in line with guidance	<b>Responsible-</b> completion of annual declarations appropriately	<b>Responsible-</b> completion of annual declarations appropriately

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
	<b>Responsible</b> - completion of annual declarations appropriately	<b>Responsible</b> - completion of annual declarations appropriately  <b>Responsible</b> - for developing a process for compliance		
Set internal controls & finance procedures	<b>Accountable</b> - approve procedures, and approve and monitor financial and non-financial internal scrutiny report <b>(FC and A&amp;R)</b>	<b>Responsible</b> - determine internal controls and procedures  Produce and deliver, and report on financial and non-financial internal scrutiny plans	<b>Responsible</b> - follow controls and procedures	
Approve internal auditors and scrutiny plan	<b>Accountable</b> - for approving internal auditors & plan on three year cycle <b>(FC and ARC)</b>	<b>Responsible</b> - propose auditors and co-develop plan with trustees  <b>Responsible</b> - for implementations		
Set external audit strategy i.e. accounts	<b>Accountable</b> - recommend appointment of auditors for formal approval to members; approve five year cycle; annual plan <b>Consulted</b> - <b>(FC and ARC)</b>	<b>Responsible</b> - propose auditors & audit plan  <b>Responsible</b> - for implementation		
<b>12. Financial management, contingencies &amp; reserves (to be read in conjunction with Finance manual)</b>				
Set trust finance policies & procedures in line with legal requirements	<b>Accountable</b> - approve all relevant finance policies & procedures <b>FC</b>	<b>Responsible</b> - set trust finance policies & practices; deliver academy finance support	<b>Responsible</b> - implement trust finance policies	
Approve trust & academy 3 year plan & budget	<b>Accountable</b> - approve plan, budget & reserves, group support and development fund targets & contingency plans <b>(FC)</b>	<b>Responsible</b> - put forward plan, budget, reserves, targets & contingency plans, including proposing GSDF & advising academies	<b>Responsible</b> - propose budget.	

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
Produce management accounts	<b>Accountable</b> - review performance vs budget <b>FC</b>	<b>Responsible</b> - collate monthly management accounts (MMAs) <b>Responsible</b> - Monitor performance vs budget in line with risk policies & Finance manual	<b>Responsible</b> - produce management accounts; expend funds in line with budget & Financial Manual	
Produce trust annual accounts/statements	<b>Accountable</b> - approve annual accounts <b>Responsible</b> – <b>ARC</b>	<b>Responsible</b> - lead & facilitate production of accounts for approval	<b>Responsible</b> – produce academy accounts and facilitate academy audits	
Enter into contracts on behalf of trust	<b>Accountable</b> - approve contracts in line with agreed limits in finance manual ( <b>FC</b> ) <b>Responsible</b> –proposal of capital works ( <b>EPC</b> )	<b>Responsible</b> - sign contracts in line with agreed limits	<b>Responsible</b> - sign contracts in line with agreed limits and budget	
Oversee use of generated income	<b>Accountable</b> - ensure in line with trading laws <b>Responsible</b> – <b>EPC/FC</b>	<b>Responsible</b> for systems and processes to ensure compliance.		
<b>13. Data Management including Data protection</b>				
Set data input structures	<b>Accountable</b> – ensuring appropriate and accessible data management procedures are in place ( <b>ESC</b> )	<b>Responsible</b> - set data input structures for academy and provide data management support		
Fulfil data protection (DP) requirements including cyber security	<b>Accountable</b> - approve DP policy ( <b>ESC</b> )	<b>Responsible</b> - set trust DP policy and ensuring training delivered across trust	<b>Responsible</b> - follow trust DP policy	<b>Responsible</b> - follow trust DP policy
Manage FOI, SAR requests and other GDPR related processes	<b>Informed</b> of data relating to GDPR for scrutiny ( <b>ARC</b> )	<b>Accountable</b> - respond to GDPR requests in accordance with policy	<b>Responsible</b> - provide information for GDPR requests where relevant	<b>Informed</b> of data relating to GDPR at AC meetings

Delivery Area	Trust Board (lead committee where relevant)	CEO and Executive Team	Headteacher/Principals	Academy Councils
<b>12. Estates Management &amp; Health &amp; Safety (H&amp;S)</b>				
Set trust H&S policies & procedures in line with legal requirements	<b>Accountable</b> - approve all relevant H&S policies & procedures Receive regular H&S reports <b>Responsible</b> – EPC/SGC	<b>Responsible</b> - write H&S policies & procedures; deliver H&S support to academies Ensure H&S audit cycle in place	<b>Responsible</b> - implement Trust H&S policies & procedures; annual H&S report to AC	<b>Supporting</b> - monitor compliance
Strategically manage trust estate	<b>Accountable</b> - approve estates & capital plans <b>Responsible</b> – EPC	<b>Responsible</b> - develop trust estates & capital plans in accordance with GEMS	<b>Responsible</b> - support for estates & capital plans relevant to each academy	
Maintenance & care of buildings	<b>Accountable</b> for building safety <b>Responsible</b> – EPC	<b>Responsible</b> - ensure condition reporting is in place and for appropriate deployment of capital funding	<b>Responsible</b> – work with estates team to support delivery of maintenance and care of buildings.	
Develop capital bids & allocations	<b>Accountable</b> - approve capital allocations <b>Responsible</b> – EPC	<b>Responsible</b> - lead on capital allocations & bids		
Manage lettings		<b>Supporting</b> – oversee and advise on academy lettings across the trust	<b>Responsible</b> - manage academy lettings & use of academy buildings	
Manage disposal/ acquisition of land	<b>Accountable</b> - approve proposals <b>Responsible</b> – EPC	<b>Responsible</b> - propose & manage process		