Scheme of Delegation & MAT Structure

2026-27

CULVERHILL SCHOOL
INSPIRE · NURTURE · THRIVE

New Siblands School

Two Bridges Academy

PLC Pathways Learning Centre

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Introduction

*"The scheme of delegation **must** set out the structure and delegated remit of the trust's members, its board and any committees, including local governance to provide clarity of decision making and avoid duplication of work"*

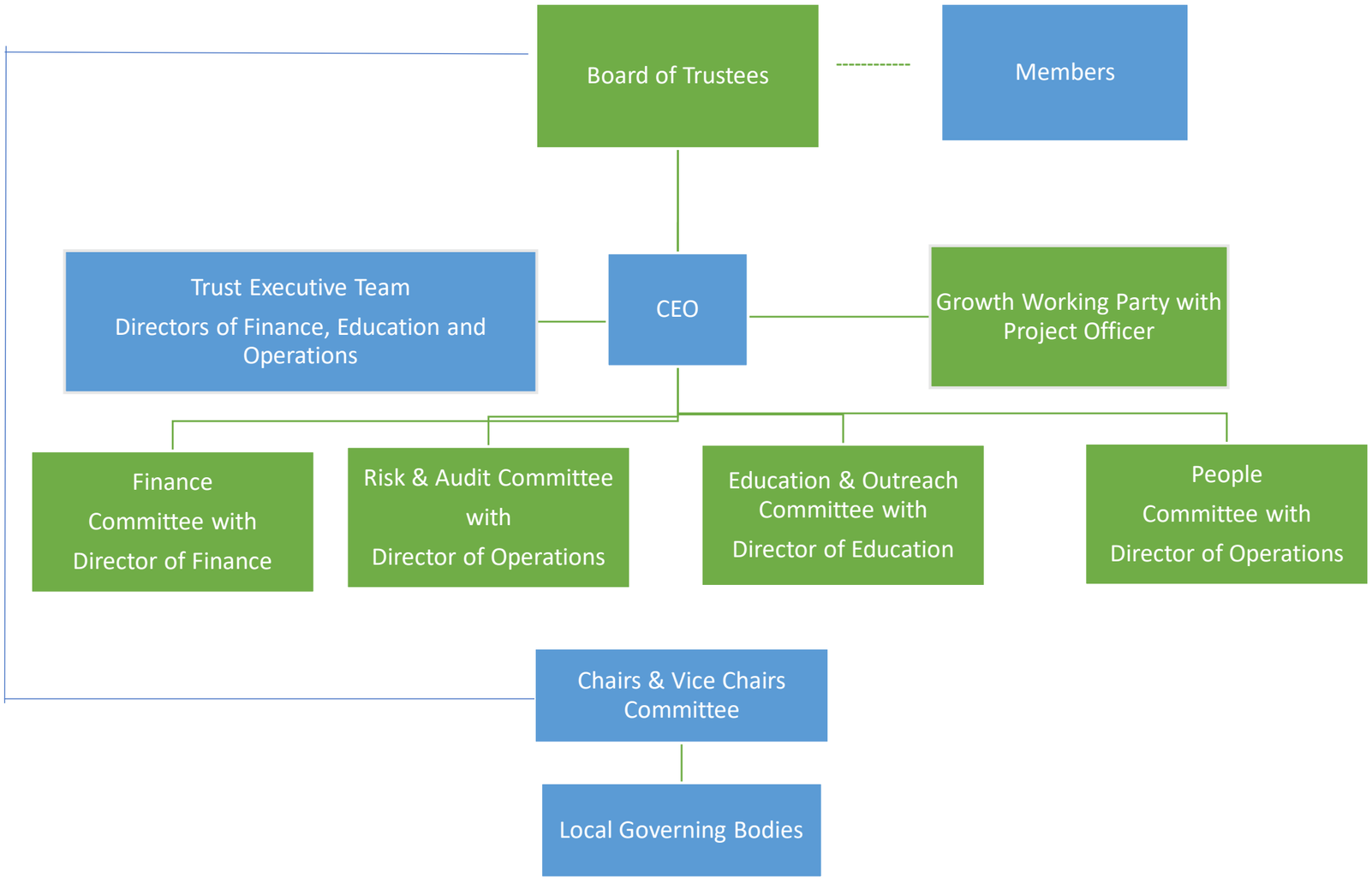
– DfE - Academy Trusts: Governance Guide

The Trust Board of Enable Trust is accountable in law for all major decisions concerning the academies within the Multi-Academy Trust, however, it is not required to carry out all governance functions, and these should be delegated to committee of the Board, the CEO & Executive Team, Local Governing Bodies and Head Teachers, as appropriate. The decision to delegate a function is made by the Trust Board. Without such delegation, the individual or group has no power to act.

The Scheme of Delegation (SoD) is the key document that defines the governance structure in a MAT to ensure that the Members, Trustees, Chief Executive & Executive Team, Local Governing Bodies and Academy Head Teachers understand their role and responsibilities.

This overarching SoD for decision making in the Trust should be reviewed alongside the Trust's Articles of Association, the written Scheme of Financial Delegation referred to in the DfE Academy Trust Handbook and the Trust written delegation of policies.

Governance Structure



Members

Members play a limited but crucial role in safeguarding academy trust governance. While they must ensure they do not stray into undertaking the Academy Trustees' role, they should assure themselves that the governance of the trust is effective, that Academy Trustees are acting in accordance with the trust's charitable object(s) and that they, the Members, use their powers to step in if governance is failing.

Academy trusts are founded by Members, who may then appoint additional Members to join them. The first Members are the signatories to the memorandum of association which is drawn up when the academy trust is first established. These first Members agree the academy trust's first articles of association, which include the academy trust's charitable purpose. Members should not be involved in the day-to-day business of the academy trust and must ensure they do not assume the powers of the Academy Trustees. They are very much 'the keepers of the flame'.

Trustees

The Board of Trustees is the decision-making body of the academy trust and has ultimate responsibility in law for all the academies equally in the academy trust. The academy trust will also be the employer of any central staff and all those within its academies (schools).

Academy Trustees are the people who make up the trust board. Academy Trustees are both the charity trustees and company directors of the academy trust. The trust board must operate and make decisions to further the academy trust's charitable object, namely 'to advance education for public benefit'.

As the body accountable for the strategic direction of the academy trust, it is vital that the trust board engages with the communities and stakeholders it serves. In the interests of transparency, the trust board must publish on its website up-to-date details of the overall governance arrangements it has put in place.

The trust board is the academy trust's key strategic decision maker. It may delegate certain responsibilities to the Executive Leadership team and in accordance with the academy trust's scheme of delegation, a committee or an individual, but the trust board remains accountable and is responsible for all decisions made. The Board carries out the performance management of the CEO. The trust board must make decisions in the best interest of pupils, not personal interests, and welcome a diverse range of viewpoints when debating decisions.

As set out in the Academy Trust Handbook, all trust boards have three core functions:

1. Strategic Leadership of the Trust.
2. Accountability and assurance of educational provision, pupil welfare, financial and estate management.
3. Engagement with stakeholders leading to well informed decision making.

Chief Executive Officer

- The Board of Trustees appoint the Chief Executive (CEO), to whom it delegates responsibility for delivery of the vision and strategy of the Trust.
- The CEO is held to account by the Board for the conduct and performance of the Trust, including the performance of the academies within the Trust, and for financial management
- The CEO line manages the Trust Executive Team members and Academy Headteachers, carrying out their performance management and setting their targets
- The CEO will carry out the function of the Accounting Officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability
- The CEO will not be a Trustee
- The CEO is performance managed by the Board

Local Governing Bodies (LGBs)

LGBs are a full and formal part of the trust governance structure. Head Teachers are responsible for the day-to-day management of their Academy, and they report to the CEO as their line manager and consult with the Local Governing Body on local matters.

LGBs work to:

- Monitor school improvement activity at a local level
- Provide monitoring and support to the local (school level) leaders
- Support engagement with parents, carers, all levels of staff and the local community, to help advance partnerships that result in better outcomes for pupils
- Facilitate cross communication between stakeholders and the trust to help ensure that the board stays informed and connected
- Bring local issues and risks to the attention of the trust board, including impact of trust-wide policies
- Support the effective operation of the trust to help ensure the trust works as one entity, in the interests of all its schools equally

Communication

- LGB Chairs and Vice-Chairs meet each term as part of a "LGB Chairs Forum" with the Chair and Vice-Chair of the Trust as part of a 2-way communication process
- CEO / Executive leaders will attend the LGB Chairs forum on a regular basis
- The Trust's annual Governance conference brings together all levels of Governance and Executive leaders for strategic working
- The Trusts Annual General Meeting in February each year is open to all to hear the annual reports from CEO and Chair of Trust and Members
- The Trust holds regular symposiums for Governors and Trustees to explore current priority topics and develop trust-wide approaches

Scheme of Delegation

Ref	Area	Members	Trust Board inc. committees	Executive Team inc. CEO	LGB	HT
1.0	**GOVERNANCE**					
	Articles of Association and funding agreements	**Approve** changes (with DfE agreement)	**Recommend** in line with growth requirements and best practice	**Consulted** on Trust needs	**Informed**	**Informed**
	Appointment or removal of Members	**Appoint** any Members and **approve removal** in accordance with the Articles	**Consulted** on Trust needs	**Consulted** on Trust needs	**Informed**	**Informed**
	Trust Governance structure, inc. terms of reference		**Approve** annually for all committees of the Board inc. Local Governing Bodies (LGBs)	**Prepare**, **review** and **recommend** proposed approach **informed** by consultation, compliance and Trust practice. **Deliver** delegations for CEO / Exec team	**Consulted** and **deliver** LGB delegations; **informed** on overall approach	**Informed** on overall approach. **Deliver** at HT level
	Scheme of Delegation		**Review** and **approve** annually	**Consulted** and **implement**	**Consulted** and **implement**	**Consulted** and **implement**
	Recruitment and planning for development of Trustees (inc. ensuring appropriate financial skill set)		**Participate** in regular self-reflection and skills audits. **Agree** skills gaps and **approve** process and timeline to seek potential new co-opted Trustees. Prioritise financial skills (People committee). **Participate** in regular training and development **Participate** in regular succession planning exercises	**Consulted** on Trust needs and gaps. **Deliver** support and **report** to Board (and Members) on Trustee recruitment and eligibility	**Informed**	**Informed**
	Appointment or removal of Trustees	**Appoint** Trustees (under Article 50) **Approve** any decision to suspend or remove Trustees in line with Articles	**Appoint** Trustees (under Article 58) **Approve** any decision to suspend or remove Trustees in line with Articles **Contribute** to appointment process, subject to approach, ensuring adherence to principles of public life (People committee)	**Deliver** support and **report** to Board (& Members) regarding any possible need to suspend or disqualify a Trustee **Prepare** and **deliver** induction/ training programme (Governance Professional)	**Informed**	**Informed**
	Appointment of Board Chair, Vice-Chair and lead trustee roles	**Informed**	**Appoint** in line with Articles	May be **consulted** to make **recommendations** to Board	**Informed**	**Informed**
	Appointment of LGB Chairs		**Consulted** and **ratify** appointments	**Consulted** to make **recommendations** to Board	**Elect** and **recommend** to the Board	**Consulted** and may **recommend** to LGB
	Appointment / removal of Local Governors		**Consulted** and **informed** on LGB memberships **Informed** on process for election/ appointment of parent and staff LGB members	**Prepare** and **deliver** induction/ training programme, with LGB and HT contributions (Governance Professional)	**Participate** in regular self-reflection and skills audits. **Agree** skills gaps and **appoint** co-opted Local Governors. **Monitor** elections and appointments of parent and staff Governors and **inform** TB. **Contribute** to induction / training programmes	**Deliver** process for election of parent and staff Governors. **Report** to LGB on process/ election results **Contribute** to recruitment process. **Contribute** to induction / training programmes
	Appointment of Governance Professional to Trust Board and LGB		**Appoint:** Governance Professional to the Board	**Consulted** and usually **recommend** Governance Professional to Board	**Consulted** and **informed** on local Clerking	**Consulted** and **informed** on local Clerking

Ref	Area	Members	Trust Board inc. committees	Executive Team	LGB	HT
1.0	**GOVERNANCE**					
	Schedule of Board and committee meetings and annual workplans, inc. LGB		**Approve** schedule and priorities across governance operation	**Prepare** and **recommend** to committees and **deliver** in line with Trust schedule (Governance Lead)	**Agree** any individual school priorities, business and dates for LGB to fit with Trust schedule	**Deliver** LGB in line with Trust schedule
	Compliance with all statutory Governance reporting		**Deliver** statutory information and annual returns for publishing	**Prepare and deliver** all information publishing requirements inc. Trust website, GIAS and Companies house (Operations / Governance Lead)	**Deliver** statutory information and annual returns for publishing	
2.0	**STRATEGIC OVERSIGHT**					
	Trust Ethos, Vision and Values and Strategic direction, including any plans for significant change	**Informed**	**Prepare** (i.e. develop high level thinking and approach/ consultation for any significant review) and **approve**	**Prepare** (i.e. develop detail and documentation including consulting), then **recommend**. **Deliver** and **review** to ensure vision and strategy informed including at school level	**Consulted** on significant review. **Informed** on approved approaches	**Consulted** on significant review or change. **Informed** on approved approaches
	Trust Executive Plan including key priorities, KPIs, input from school improvement plans		**Approve** and regularly **review** in line with changes in landscape and legislation	**Prepare** and **deliver** in line with vision and strategy, meeting external expectations or requirements	**Contribute** through school plans which inform Trust plan. **Informed** on Trust Plan	**Contribute** through school plans which inform Trust plan. **Informed** on Trust Plan
	Growth (potential new schools) including due diligence processes	**Informed**	**Approve** in line with Trust vision and strategy. **Approve** timeline, due diligence and delivery plan for any new school being considered (Board) **Prepare** and **review** reports on due diligence (GW**P)**	In line with vision and strategy, **review** and **recommend** possible schools to join Trust to Board through Growth Working Party (GWP). **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
3.0	**EDUCATION, SCHOOL PERFORMANCE, STAKEHOLDER ENGAGEMENT AND OUTREACH**					
	School Improvement Framework, including policies and practice for teaching, learning and pedagogy		**Approve** Trust School Improvement Framework **As** per policy schedule, **approve** relevant policies and practice across Trust (E&O Committee)	**Prepare** Trust School Improvement Framework (Director of Education, DoE) As per policy schedule, **prepare, recommend/ approve** policies and practice across Trust, consulting with schools **Deliver** on Trust wide basis. **Review** implementation and **report** (E&O committee)	**Review** and **monitor** implementation of School Improvement Framework and School Development Plan and relevant policies for school and **recommend** to Board (E&O) including relevant policies	**Consulted** on Trust wide approach. **Deliver** for school in line with approved Trust School Improvement approach **Report** to DoE and LGB including note any issues with policies or implementation
	School Improvement Plans, action as identified through school self-evaluation and external partners (SIP) and agencies (Ofsted)		**Review** DoE reports on implementation of SIP. **Review** external School Improvement Partner reports and actions/ progress of SI Plans and reports (E&O committee)	**Prepare** overall approach and template, consulting with schools (DoE). **Approve** and **review** each SIP. **Review** progress incl. from HT reports and **report** (to E&O committee)	**Monitor** SIP progress and **Review** impact **Appoint** LGB monitoring roles in line with SIP priorities / DoE requests	**Consulted** on approach and template. **Prepare** and **deliver** SIP in line with Trust approach, **consulting** with DoE. **Report** progress to LGB and DoE
	Trust improvement KPIs, as defined by the Board		**Informed** on Trust level pupil progress **Review** Trust and school targets and actions/ progress (E&O committee)	**Prepare** overall approach and template, consulting with schools and agreeing ambitious targets (DoE). Evaluate school progress against SIP through use of data and Quality Development Review process. Receive termly reports from HTs on progress/ plans and **report** (to E&O committee)	**Consulted** on school targets and **monitor** progress **Contribute** to Quality Development Review process	**Consulted** on approach and template. **Prepare** school targets, **consulting** with LGB for DoE review. **Deliver** approved targets and **report** to DoE and LGB on progress/ plans

Ref	Area	Members	Trust Board inc. committees	Executive Team	LGB	HT
3.0	**EDUCATION, SCHOOL PERFORMANCE, STAKEHOLDER ENGAGEMENT AND OUTREACH**					
	School Self Evaluation (SEF) / Key Performance Indicators (KPI)		**Review** annual summary of each SEF and actions/ progress following School Improvement (inc. with external challenge partners) **Approve** overall approach (E&O committee)	**Prepare** overall approach and template, consulting with schools (DoE). **Approve** and **review** each school SEF and actions/ progress - likely to **contribute** to HTs preparation	**Informed** of school SEF/KPI. **Monitor** actions/ progress, **Review i**mpact	**Consulted** on approach and template. **Prepare** and **deliver**, including LGB update, and **report** to DoE and LGB on SEF /KPI actions/ progress
	Strategy for Pupil Premium and other grants and vulnerable groups; admissions, Behaviour and pastoral care, attendance, complaints, equalities and exclusions, SEND policy		**Approve** Trust wide approach and relevant policies and practice (E&O and Board) **Review** reports from LGB (E&O committee) **Approve** admissions statements	As per policy schedule, **prepare, recommend/ approve** policies and practice across Trust, consulting with schools, inc. admission statements **Deliver** for Trust. **Review** implementation and **report** (E&O committee)	**Review** and **monitor** school implementation. **Review** and **approve** school elements or **recommend** change to Trust approach **Appoint** lead LGB member for pupil premium / EAL / CLA	**Consulted** on Trust wide approach. **Prepare** and deliver for school informed by Trust strategy **Delivery** and r**ecommendations** from audits or reviews. Report to LGB and DoE
	Safeguarding oversight, policies and procedures		**Review** and **approve** Trust policies and procedures (Board / E&O) **Receive** reports from Trust Safeguarding Group and DoE / Trust DSL (E&O) **Appoint** Safeguarding Trustee (Board) **Approve** appointment of Trust DSL (E&O) **Report** to the Board on safeguarding compliance (E&O)	**Prepare** and make **recommendations** to Board on Trust policies and procedures, DSL and CLA designated teachers. **Consult** with schools, Trust Safeguarding Group. **Deliver** on Trust wide basis (DoE) **Review** implementation, **report** to E&O Executive team analyse safeguarding data and patterns, and inform strategy **Report** to E&O on significance safeguarding allegations	**Review** and **monitor** school implementation. **Approve** school elements and appoint lead LGB member for safeguarding and online safety. **Informed** on DSL & LAC teachers for school Make **recommendations** to DoE **Informed** on safeguarding allegations	**Consulted** on Trust wide approach. **Deliver** in own school, compliant with Trust approach. If requested **recommend** school DSL and LAC teachers. Deliver any recommendations from audits or reviews **Report** to DoE and LGB (in conjunction with DSL)
	Stakeholder engagement including partners, parents, pupils, staff and local communities		**Approve** approach. **Review** reports on implementation of approved plans including feedback Expected to have role to **deliver** including Trust partners, and liaise with DoE (E&O committee)	**Prepare, recommend** and **deliver** Trust wide strategies for engagement **Report** to Board on implementation of plans including feedback received, in line with approved approach (inc. stakeholder surveys). DoE / DoO	**Support** and **monitor** engagement with parents and carers **Report** to Trustees (E&O)	Subject to approved approach, **deliver** for **school** and report to CEO
	Careers and transition arrangements and compliance with statutory requirements		**Appoint** a Careers Trustee. Review reports from Careers Trustee and Exec (E&O)	**Prepare and deliver** Trust wide information on career pathways for all leavers and compliance with statutory guidance (to E&O)	**Appoint** a Careers and Transition Governor to Monitor all aspects of careers education and Post 16+ transition **Report** to Trustees annually (E&O)	**Provide** information on Careers and Transition to LGB. **Report** issues to LGB and Exec (DoE)
	Publication of information on Trust and school websites (Statutory and Ofsted expectations)		**Informed** requirements are met across Trust	**Prepare** and **deliver** information and its publication in line with requirements. **Report** to LGBs and Board requirements are met (DoO)	**Informed** requirements are met for school. **Monitor** ease of use for stakeholders. **Consulted** on stakeholder perspective on accessibility	If required, **deliver** for school and **report** to DoO
	Complaints and Equalities legislation		**Review** and **approve** Trust policies and procedures (Board / E&O) **Delegate / deliver** panels as per complaints policy	**Prepare** and make **recommendations** to Board. **Consult** with schools **Review** implementation, **report** to E&O	**Consulted** on policy, **monitor** and may **deliver** for specific elements, for example sitting on panels, including supporting other Trust schools / central team.	**Consulted** on policies and practice. For school, **deliver** and **inform** DoE on issues to inform development of policies and practice

Ref	Area	Members	Trust Board inc. committees	Executive Team inc. CEO & Governance Lead	LGB	HT
3.0	**EDUCATION, SCHOOL PERFORMANCE, STAKEHOLDER ENGAGEMENT AND OUTREACH**					
	Policies and procedures for pupil Attendance and Behaviour		**Monitor** Trust-wide data (E&O). **Approve** Exclusions Policy (Board) **Approve** Trust Policies in line with policy delegations (Board / E&O)	**Prepare** and make **recommendations** to Board on Trust policies and procedures **Prepare** and **report** Trust wide data and KPIs (to E&O)	**Monitor** school attendance and behaviour data, effectiveness of polices and impact on pupil outcomes. Where school-based policies are in place - **approve**	**Prepare, recommend** and **Implement** policies and procedures. **Report** to LGB on local data / action plans
	Outreach		**Receive** reports on Enable Inclusion Team (EIT) and Enable Trust Holistic Outreach Service (ETHOS) (E&O) **Approve** strategic direction of EIT and ETHOS (Board)	**Consult** with schools. **Deliver** on Trust wide basis. **Appoint** Trust wide lead for Outreach.	**Informed** of key changes; support work of the wider Trust through sharing LGB expertise as required	**Informed** of key changes. **Consulted** on school level needs and staff expertise Contribute to the development of the offer and links with external partners
4.0	**FINANCIAL MANAGEMENT (ALSO SEE TRUST FINANCIAL SCHEME OF DELEGATION AND ACADEMY TRUST HANDBOOK)**					
	Financial Regulations, financial management policies and procedures to ensure compliance across Trust and schools (inc. Finance, GAG pooling; Reserves and Investments); Insurance		**Approve** policies and practice across the Trust (Finance committee / Board) **Review** monthly management accounts and reports on financial management and compliance from Director of Finance (DoF)	**Prepare** and **recommend** approach informed by consultation, compliance requirements and Trust practice **Review** implementation and provide relevant reports to Finance committee / Board **Implement** and report on appropriate levels of insurance cover	**Informed** on and may be asked to **monitor** any material issues or non -compliance and actions / progress	**Deliver** compliance in school. **Report** any material issues or non-compliance to DoF where required inc. actions/progress
	Financial Scheme of Delegation		**Approve** annual review of FSoD	**Prepare** and **recommend** approach informed by consultation, compliance requirements and Trust practice (DoF and DoO)	**Informed**	**Implement** own authority**; request** and **report** on expenditure out with own delegation
	Setting budgets within the Trust		**Approve** annual and longer-term budgets for Trust and schools to statutory submission requirements	**Prepare** budget for Trust and schools (DoF). **Recommend** to Trust Board (CEO). Expect iterative process with HTs to **prepare** school budgets	**Informed**	**Consulted** on and **input** to own school budget with DoF
	Monitoring and reporting on Trust and school budgets		**Review** and **approve** monthly management accounts and monitoring reports on performance against budget (Chair of Trust; Chair of Finance and Finance committee) **Report** to full Board on key issues or deviation from budget (minimum 3 times a year)	**Report** to Finance committee for Trust management accounts circulated to Chair of Trust and Chair of Finance **Deliver** and **report** on Trust wide budgets, inc. management of investments, cash flow position and financial KPIs	**Monitor** the effectiveness of use of specific grants in relation to pupil outcomes. **Monitor** the impact of financial aspects as part of all monitoring activities and **report** concerns to the Board (Finance)	**Deliver** approved school budget and **report** to DoF on any deviation from budget and any material issues
	External auditors and audit; and bankers for the Trust	**Appoint** External Auditor on recommendation from Board	**Approve:** appointment of bankers; **Recommend** and **informed** on appointment of external auditors.	**Report** to Board/ Finance committee on performance of external auditors; if required, **recommend** change in external auditors. **Deliver** process for auditors' appointment If required, **recommend** change in bankers; **Deliver** process for set up / change of Trust banking services **Report** any material non-compliance to Board (All DoF)	**Informed** of any material changes	**Deliver** in school (e.g. meeting requests from auditors or bank requirements). **Report** on progress, including highlighting any concerns to DoF

Ref	Area	Members	Trust Board inc. committees	Executive Team	LGB	HT
4.0	**FINANCIAL MANAGEMENT (ALSO SEE TRUST FINANCIAL SCHEME OF DELEGATION AND ACADEMY TRUST HANDBOOK)**					
	External audit reports, annual report and accounts	**Receive** the approved annual accounts	**Review** any external audit reports **Prepare** Trustees report and governance statement for annual accounts **Review** and **approve** annual report and accounts. **Informed** on completion of process with Members	**DoF report** information from auditors and progress of actions /reports to Trust Finance /Board. **Prepare** information for annual report with schools' external input. **Deliver** actions from audit reports **CEO Recommend** to Trust Board and once approved by Board, **deliver** accounts for Members **Deliver** statutory submissions and publication of annual accounts	**Informed** on overall state of Trust finances as impacts schools	**Prepare** any details required for schools **Informed** on any actions from external audit reports relevant for school, **deliver** identified actions and **report** on progress to DoF
5.0	**RISK AND INTERNAL AUDIT (INC. ESTATES MANAGEMENT AND DIGITAL GOVERNANCE)**					
	Risk Management and Control		**Approve** Risk Management Strategy. **Review** and **approve** risk register informed by Audit & Risk Committee (Board). **Review** regular reports from Executive. **Recommend** Risk Management Strategy to Board, **Ownership** of the Trust Risk Register (R&A) **Review** of and **input** to specific risks/ mitigation (all committees)	**Prepare, deliver, review** and **report** on risk management, risk register and controls for Trust and schools for A&R and all committees. **Recommend** Risk Management Strategy (R&A)	**Monitor** school risk register. **Report** significant concerns to Board (R&A).	**Review** and **deliver** school risk register, update and report to LGB
	Internal audit and controls; internal auditors	**Informed**	**Approve** annual programme of internal scrutiny (Risk & Audit committee) **Review** audit reports and **report** or **recommend** to Board.	Director of Operations (DoO) to **suggest** annual internal scrutiny programme. **Report** any material non-compliance **Report** on performance of internal auditors; if required, **recommend** change in internal auditors (R&A). **Deliver** process for auditors' appointment. **Deliver** actions arising / agreed from internal audit reports	**Informed** where audit recommendations impact at school level	**Informed** on any actions from internal audit reports relevant for school, **deliver** identified actions and **report** on progress to DoO
	Estate Strategy and improvement plans, priorities for premises maintenance and development incl. accessibility plan and Asset Management Plan		**Approve** Trust wide policies, plans, priorities and associated budgets **Review** reports from Estates Manager / DoO (R&A)	DoO **prepare** and **deliver** Trust policies, plans, priorities and associated budgets, in consultation with the Estates Manager and DoF. Make **recommendations** to R&A to work towards compliance with DfE academy estates strategy and **report** on progress towards implementation inc. DfE Digital strategy	**Informed** on priorities for school in line with Trust policy and budgets. **Informed** on any capital projects delivered by the Trust **Recommend** any priorities related to the school	**Consulted** on school priorities inc. school Accessibility Plan. R**eport** to DoO as required
	Health & Safety		**Approve** Trust wide policies, plans, priorities and associated budgets (R&A / Board) **Review** reports from DoO **Appoint** a Health & Safety Trustee	DoO **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 R&A	**Appoint** Health & Safety Governor. **Monitor** any action plans for school report concerns to Board (R&A)	**Prepare** and **deliver** action plans for school as required by DoO

Ref	Area					
5.0	**RISK AND INTERNAL AUDIT (INC. ESTATES MANAGEMENT AND DIGITAL GOVERNANCE)**					
			Informed on delivery plans and routine/ replacement ICT in line with budgets **Approve** major ICT projects within approved budgets **Approvals** as required in line with delegations	**Prepare, recommend** and **deliver** plans for routine/ replacement ICT and major investment informed by school priorities and budgets and DfE Digital standards. In line with delegations, **approve/ recommend** projects and report to R&A. May **monitor** Trust or school projects	**Informed** on major projects delivered by Trust and may be asked to **monitor** any actions in school	**Prepare** detail on school priorities and **report** to DoF. In line with financial delegations, **approve** and **deliver** or, where delivered by Trust, i**nformed** and expect to be **consulted** for school perspective.
6.0	**PEOPLE, HR AND PAY**					
	Staff structure and proposals for restructuring or redundancy		**Approve** Executive Team structure **Review** and **approve** proposals for restructuring or redundancy for Trust and schools in line with Trust delegations (People committee)	**Deliver** central Trust staff structure in line with budget. **Review** HT reports on delivery of schools' staffing structure**. Approve/ recommend on** school changes, **informed** by consultation with HTs	**Informed** of any material changes in staff structure. Consulted on significant issues	In line with budgets, structure and HR delegations: **approve** and **deliver** school staffing; **recommend** to CEO proposals for restructuring
	HR policies & practice (all statutory and delegated staffing / HR policies)		As per policy schedule, **review** and **approve** HR policies to ensure compliance including statutory requirements (People / Board)	As per policy schedule, DoO to **prepare, recommend/ approve** and **implement** policies and practice across Trust. Consultation with HTs as appropriate. R**eport** to People committee	**Monitor** implementation in school. May be **consulted / deliver** for specific elements, for example, sitting on grievance / disciplinary panels.	Where required, **consulted** on policies and practice. For school, **deliver** and **inform** DoO on issues to inform development of policies and practice
	Appointment of CEO and Accounting Officer	**Consulted / Informed**	**Deliver** and **approve** drawing on external expertise as considered necessary (People committee, Board for **approval**)	**Assist** with recruitment processes as required	**Informed** of appointment decision	**Informed** of appointment decision
	Appointment of central Trust staff including Executive Team members	**Informed** of Exec team appointments	**Approve** appointment. **Agree** process for the selection and appointment of the executive management team. Non-Executive Team: **Informed** by CEO of decisions (People committee)	Executive Team: **deliver** recruitment process including sit on panel and make **recommendations** to Board Staff not on Executive Team: **deliver** and **approve** appointments in line with policy, budget and approved staffing structure	**Informed** of appointment decisions	**Informed** of appointment decisions
	Appointment of Headteacher		**Approve** appointment **Consulted** on process - expect Chair of Board (or their delegated trustee) to be involved as part of panel	**Deliver** process for appointment and **recommend** appointment to Board (CEO with Exec)	**Informed** on process and appointment decision **Consulted** – expect LGB Chair (or their delegated LGB member) to sit on panel	May be **Consulted** / sit on panel for other academies
	Appointment of school senior leadership and other staff			In line with budgets, structure and HR delegations: will **approve** appointments OR **review** recommendations from HT	**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. May sit on panels particularly for teaching staff.	In line with budgets, structure and HR delegations: will **deliver** and **approve** OR **recommend** appointments to Exec.

Ref	Area	Members	Trust Board inc. committees	Executive Team inc. CEO & Governance Lead	LGB	HT
6.0	**PEOPLE, HR AND PAY**					
	Appointment of HR service provider		**Informed** on performance of service provider and plan to change / tender (People committee) Approve in line with FSoD	**Prepare, recommend** and **deliver** tendering process for new / replacement service provider; if required, **recommend** change in service provider. **Deliver** process for appointment		**Informed** on decision
	Performance management for CEO and Executive Team		CEO: Board **deliver** performance mgt and **approve** pay. Remuneration committee to **recommend** pay and **inform** People committee on efficacy of performance management processes, drawing on external expertise as required. Executive team: Board **approve** pay. Remuneration committee to **recommend** pay. May participate in performance mgt. process	Executive Team: CEO **deliver** performance management and make **recommendations** to RemCo		May be consulted on 360° CEO performance review
	Performance management for all other central team staff		May be involved to **review** or **approve** any appeals in line with policy	**Deliver** and **approve** performance management and **report** to People Committee on process, completion and consistency		
	Performance management of Headteachers		**Review and approve** performance management and pay May be involved to **review** or **approve** any appeals in line with approved policy	**CEO to deliver** performance management, including drawing on any external expertise as required, and make **recommendations** to RemCo	**Consulted** – LGB Chair (or their delegated LGB member) may sit on panel and **informed** of decision. LGB **informed** on completion of process	
	Performance management for all other school staff		May be involved to **review** or **approve** any appeals in line with policy (People committee)	**Informed** on process, completion and summary of HT decisions. **Report** across all schools on process, completion and high-level outcomes to People Committee	**Informed** on process, completion and high-level outcomes. May be involved in **review** or **approve** appeals	**Deliver** and **approve** in line with policy. **Repor**t on process, its completion and high-level outcomes to DoO / CEO
	Staff development		In line with financial delegations, budget and policy, **approve** CPD expenditure (Board). **Review** and **approve** Trust wide policy and approach inc. workforce development plan (People committee)	**Prepare, recommend** and **deliver** workforce development plan and associated People strategies. In line with delegations, budget and policy **approve** or **recommend** opportunities or expenditure; **Monitor** and **report** on the effectiveness of CPD to People committee **Appoint** Trust wide CPD lead	**Informed** by HT for school	In line with delegations, budget and policy: **approve** opportunities for school staff or **recommend** to CEO
	Staff wellbeing and attendance		**Approve** KPIs for workforce data and strategic plans. **Review** reports and results from staff surveys (People committee).	Trust wide **reporting** on key workforce data and agreed KPIs. **Deliver** and **monitor** effectiveness of approved strategies **Deliver** school data to HTs to inform operational management **Deliver, analyse and implement** action plan from annual staff survey (to People committee)	**Monitor** impact of policies and procedures at school level and impact on staff wellbeing and pupil outcomes. Provide specific support to HT as required and in agreed format.	**Implement** wellbeing and absence management policies and procedures. **Report** on operational effectiveness to Exec.

END.