



# SCHEME OF DELEGATED AUTHORITY

## Part 2

This document is reviewed and updated annually by Barry Newton, School Improvement Consultant to The Spire Church of England Learning Trust and Ginnie Beale, Trust Safeguarding Lead. It is approved annually by the Board of Trustees.

It can also be updated before the annual review if any major change has occurred and presented again to the Board for approval.

Review Date: October 2023  
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v1.3 – October 2023

This Scheme of Delegated Authority explains the ways in which the Directors fulfil their responsibilities for the leadership and management of Spire Trust and the respective roles and responsibilities of the Local Governing Bodies. The aim of the SoDA is to provide clarity to the Directors and the LGBs on the extent of their rights, responsibilities, authority, and powers and to provide a framework within which the Company is expected to operate.

The Scheme of Delegated Authority is divided into seven sections:

1. Governance
2. Strategy and Leadership
3. Education and Curriculum
4. Staffing and HR
5. Finance
6. Operations
7. Safeguarding

## Levels of Delegation

In this table, the phrases used have the following meanings:

**Consult:** the individual/group that should be consulted as part of the process of completing a particular task.

**Prepare:** the individual with responsibility for preparing the task / paperwork in question

**Deliver:** 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 Headteacher this will be at Academy level.

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task, including determining appropriate milestones and targets to be reported against.

**Develop:** the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Headteacher (as appropriate) and (iii) the Headteacher they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Headteacher they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Headteacher and (iii) the LGB they will be reviewing the Headteacher and his leadership team.

NB: There is scope for variation in the Scheme of Delegated Authority in relation to individual academies, subject to their performance, the strength of Governance and leadership within the academy and the academy Ofsted category. Points 1.15, 2.16, 2.17, 2.18, 2.19, 3.18, 3.19, 3.20, 3.21, 3.22, 5.11, 6.19 and 7.5 give an indication of when the Board will take action with regard to any individual academy should concerns be identified regarding any financial, governance or compliance matter or regarding any matters concerning safeguarding or the educational provision within those academies. In these cases of concern, the Board reserves the right to intervene as considered appropriate by the Board and the CEO. This may involve variations in, or a reduction of the Scheme of Delegated Authority granted to the school. These sections are denoted by shading in this colour.

## 1. GOVERNANCE

| No  | Decision  | Members   | Trust Board                          | CEO | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board | Head |
|-----|---|---|--------------------------------------|-----|--|-----------------------|------|
| 1.1 | Appoint / Approve Members   | Deliver and Determine (with approval from WDAT)                             |                                      |     |  |                       |      |
| 1.2 | Role descriptions for Members   | Deliver and Determine   |                                      |     |  |                       |      |
| 1.3 | Appointments of Trustees / Directors – ensuring processes in place for appointment of trustees (including ensuring that the Directors have the skills to run the Trust) | Determine – policies and criteria for the selection of Trustees / Directors | Review – the Board’s own performance |     |  |                       |      |
| 1.4 | Review the Board’s role in achieving the strategic objectives of the Trust. Removing Trustees / Directors from office where necessary                                   | Determine   | Review – the Board’s own performance |     |  |                       |      |
| 1.5 | Appoint / Remove Chair of the Board of Trustees / Directors   |   | Deliver and Determine                |     |  |                       |      |
| 1.6 | Role descriptions for Trustees / Directors, Chairs, Local Academy Boards  |   | Deliver and Determine                |     |  |                       |      |

| No   | Decision   | Members | Trust Board  | CEO  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board  | Head |
|------|--|---------|--|--|--|--|------|
| 1.7  | Appointments of Local Governing Board members – ensuring processes in place (including ensuring that Local Governing Board members have the skills to run the Academy) |         | Determine – policies and criteria for the selection of Governors<br><br>Review – the performance of the LGBs | Report - to the Board on the performance of the LGBs<br>Review - annually the size, structure and composition and skill of LGBs<br>Recommend – if appropriate - changes to the size and composition of the LGBs (excluding Foundation Governors) |  | Review - procedures for the election of staff and parent members of the LGB<br>Review – own performance<br>Determine – appoint the Chair of the LGB<br>Consult - provide names for Foundation members<br>Determine – appoint coopted LGB members |      |
| 1.8  | Appoint Chair of Local Governing Board   |         |  |  |  | Deliver and Determine  |      |
| 1.9  | Appoint Clerk to the Board of Trustees / Directors   |         | Deliver and Determine  |  |  |  |      |
| 1.10 | Appoint Clerk to the Local Academy Board   |         |  |  |  | Deliver and Determine  |      |
| 1.11 | Appointment of the Accounting Officer and Audit Committee  |         | Deliver - appoint Accounting Officer and the Audit Committee   | Deliver – in the roles of Accounting Officer   |  |  |      |
| 1.12 | Prepare terms of reference for Board and LGB Committees  |         | Determines and Delivers for the Board / Board committees<br>Review – annually                                |  |  | Determines and Delivers for the LGB / LGB committees<br>Review - annually  |      |

| No   | Decision   | Members | Trust Board | CEO     | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board | Head    |
|------|--|---------|-------------|---------|--|-----------------------|---------|
| 1.14 | Deliver clear systems of Governance to ensure public funds are managed in line with the Nolan Principles and achieve the charitable objective of the Trust   |         | Determine   | Deliver |  | Deliver               | Deliver |
| 1.15 | To act to protect the reputation of the Trust and its academies, taking action where required including the establishment of an interim Local Governing Board, or the removal of specific Governors if necessary |         | Determine   | Deliver |  | Review                |         |

## 2. STRATEGY AND LEADERSHIP

| No  | Decision  | Members | Trust Board               | CEO  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board  | Head   |
|-----|---|---------|---------------------------|--|--|--|--|
| 2.1 | Set the strategic direction of the Trust and Key Performance Indicators against which progress towards achieving the vision can be measured             |         | Determine – for the Trust | Determine (as a board member), Develop and Deliver – in the case of the Academies in consultation with LGB and Headteacher |  |  |  |
| 2.2 | Set the strategic direction and Key Performance Indicators for individual academies against which progress towards achieving the vision can be measured |         | Review                    | Determine for the Academies  |  | Consult, Deliver and Review  |  |
| 2.3 | Set the Vision and Values of the Trust  |         | Determine and Review      | Determine (as a board member), Develop and Deliver   |  | Deliver  | Deliver  |
| 2.4 | Set the Vision and Values for the individual academy  |         | Review                    | Review   |  | Determine and Deliver in line with the whole Trust Vision and Values | Determine and Deliver in line with the whole Trust Vision and Values |
| 2.5 | Complete and keep under review Academy SIAMs self evaluation  |         | Review                    | Review   |  | Determine and Deliver  | Prepare and Deliver  |

| No  | Decision  | Members | Trust Board  | CEO  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board  | Head  |
|-----|---|---------|--|--|--|--|---|
| 2.6 | Scrutiny – review and challenge performance of the Trust and the Academies against its strategic objectives and Key Performance Indicators  |         | Determine – Trust wide and Academy KPIs Review – performance of the Trust and Academies against KPIs | Consult – with the LGBs and propose KPIs to the Board<br><br>Receive reports - from the LGBs and report performance of the LGBs against KPIs |  | Review – performance of the Academy<br>Deliver - holding leadership to account for delivery against KPIs | Deliver – performance of the Academy against KPIs<br>Report – performance of the Academy to LGB |
| 2.7 | Compliance: Funding Agreement – comply with all obligations including the current Academies Financial Handbook  |         | Review   | Deliver  |  | Deliver and Review   |   |
| 2.8 | Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)  |         | Determine policies to ensure compliance<br>Review  | Develop in conjunction with HR providers<br><br>Review - implementation of Trust procedures and Report to the Board                          |  | Deliver and Review   | Deliver and Report – to LGB & CEO   |
| 2.9 | Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds |         | Determine – policies to ensure compliance<br><br>Review  | Deliver<br><br>Report – to Board   |  | Deliver and Review   | Deliver and Report – to LGB & CEO   |

| No   | Decision  | Members | Trust Board  | CEO   | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board                          | Head   |
|------|---|---------|--|---|--|--|--|
| 2.10 | Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions |         | Determine – policies to ensure compliance<br><br>Deliver |   |  | Deliver and Review                             |  |
| 2.11 | Policies – review and approval of Trust Wide Policies (including Charging and Remissions policies, Health & Safety, HR policies)                                |         | Determine  | Deliver – presenting policies to the Board for approval<br>Report – material noncompliance to the Board |  | Deliver  | Deliver  |
| 2.12 | Academy level policies  |         |  | Review  |  | Determine and Review academy specific policies | Deliver – presenting Academy specific policies for approval by the LGB |
| 2.13 | Determine protocols for considering to take on new schools (including due diligence arrangements)   |         | Determine  | Recommend and Deliver   |  |  |  |
| 2.14 | Decide to take on a new school / open a free school   |         | Determine  | Recommend and Deliver   |  |  |  |
| 2.15 | Structural organisation of the Trust  |         | Determine  | Recommend and Deliver   |  |  |  |

| No   | Decision  | Members   | Trust Board                                      | CEO                  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board   | Head    |
|------|---|-----------|--|----------------------|--|---|---------|
| 2.16 | Academy closure or rebrokerage (termination of Funding Agreement)   | Determine | Recommend, Review and Deliver                    |                      |  |   |         |
| 2.17 | Academy amalgamation / merger   | Determine | Recommend, Review and Deliver                    |                      |  |   |         |
| 2.18 | Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)   |           | Determine – ensuring compliance with regulations | Recommend and Review |  | Consult on changes recommended by the Board or Recommend own changes to the Board | Consult |
| 2.19 | To take appropriate action where concerns are identified over matters of compliance in any Trust academy, including intervening to provide additional leadership and guidance |           | Determine  | Deliver              |  | Review  | Comply  |

### 3. EDUCATION AND CURRICULUM

| No  | Decision  | Members | Trust Board   | CEO  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board   | Head  |
|-----|---|---------|---|--|--|---|---|
| 3.1 | Trust / Academy Development Plan / SEF - in line with strategic aims of the Trust   |         | Determine - the Trust Development Priorities          | Deliver – drafting and agreeing the Trust SEF / Development Plan<br><br>Determine format for academy SDP / SEF in consultation with the Headteachers |  | Review progress of academy action towards SDP and academy priorities  | Deliver- Academy SEF / Development Plan<br>Review – the Academy SEF / Development Plan at regular intervals   |
| 3.2 | Quality of Education- ensuring appropriate levels of support, challenge, and intervention to support delivery of education outcomes |         | Review – the work of the CEO                          | Determine and Deliver – supporting the Academies and intervening where appropriate   |  | Review – at the Academy<br><br>Report – strengths and concern in the quality of teaching to the CEO / Board | Deliver – leadership and management of staff to ensure teaching and learning objectives are met<br>Report- strengths and concerns in the quality of teaching to LGB / CEO |
| 3.3 | Pupil Progress and Assessment   |         | Review  | Review and Report to Board   |  | Review  | Deliver and Report to LGB and CEO   |
| 3.4 | Curriculum – setting the curriculum for the Academies and reviewing its effectiveness<br>Set and implement Curriculum Policies      |         | Review – effectiveness of the curriculum across Trust | Review – monitoring of the effectiveness of the curriculum within academies  |  | Consult<br>Review   | Determine and Deliver<br><br>Report to LGB and CEO  |

| No   | Decision  | Members | Trust Board                 | CEO   | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board  | Head   |
|------|---|---------|-----------------------------|---|--|--|--|
| 3.4i | Set and implement the agreed syllabus and assessment for Religious Education  |         | Determine                   | Recommend agreed syllabus and assessment for Religious education                            |  | Review   | Consult and Deliver  |
| 3.5  | SEND Policies, Provision and Information Report   |         | Determine policy and Review | Review  |  | Review   | Deliver<br>Update Information Report annually and post on website  |
| 3.6  | Pupil Premium / Catch Up Funding – reviewing and challenging the value for money of the Pupil Premium / Catch Up Funding in terms of educational outcomes and narrowing the achievement gap |         | Review                      | Report – to Board effectiveness of use of the Pupil Premium / Catch Up Funding across Trust |  | Determine and Review – how Pupil Premium / Catch Up Funding is spent at the Academy                                      | Deliver Report – on effectiveness of use of the Pupil Premium / Catch Up Funding and post on website   |
| 3.7  | Pupil Matters (Behaviour Policy, Attendance, Punctuality, Disciplinary matters for each academy)  |         | Review and Recommend        | Review delivery<br><br>Report to the Board  |  | Determine<br>Review<br><br>Receiving reports from the Headteacher<br><br>Report any material issues to the Board and CEO | Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies. Report – to the LGB / CEO on any material issues |

| No   | Decision  | Members | Trust Board                 | CEO  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board  | Head  |
|------|---|---------|-----------------------------|--|--|--|---|
| 3.8  | Pupil Matters - Exclusions  |         | Determine policy and Review | To review procedures for managing exclusions, support the academy where required and arrange a suitably qualified independent panel as necessary |  | To deliver on pupil discipline hearings with the support of the MAT where required | Deliver agreed policies and procedures for managing exclusions – including reporting these to the LGB and CEO |
| 3.9  | Admissions Policy   |         | Determine policy and Review | Deliver the model Admissions Policy to ensure this meets national requirements and reflects the Trust's vision and Values                        |  | Determine individual Academy Policy in line with the Trust model policy            |   |
| 3.10 | Admission Appeals   |         | Review                      | Determine and Deliver on complex appeals referred by the Headteacher   |  | Review   | Consult and Determine   |
| 3.12 | Collective Worship (Statutory) arrangements for the individual Academy  |         |                             | Review   |  | Determine and Review   | Determine, Deliver and Review   |
| 3.13 | Academy Hours – setting the opening and closing times for the Academies |         | Determine                   | Review   |  | Recommend  | Recommend and Deliver   |
| 3.14 | Term Dates and length of school day                                     |         | Determine                   | Review   |  | Recommend  | Recommend and Deliver   |
| 3.15 | School lunch – ensure provided to appropriate nutritional standards     |         | Receive and Review concerns |  |  | Review<br>Report any concerns to the Board and the CEO                             | Deliver   |

| No   | Decision  | Members | Trust Board                 | CEO  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board                                  | Head   |
|------|---|---------|-----------------------------|--|--|--|--|
| 3.16 | Provision of free school meals to those meeting criteria  |         | Receive and Review concerns |  |  | Review<br>Report any concerns to the Board and the CEO | Deliver  |
| 3.17 | Assessment – to adopt a whole Trust tracking system and guidelines for using assessment data effectively to track pupils’ progress  |         | Determine                   | Recommend - in consultation with Headteachers<br><br>Deliver and Report to the Board |  | Review   | Deliver – to include data returns to the CEO as required<br><br>Consult<br>Report to LGB / CEO |
| 3.18 | To take action where concerns are identified over the outcomes of pupils in any academy, including intervening to provide additional leadership and guidance                          |         | Determine                   | Recommend and Deliver  |  | Review   |  |
| 3.19 | To take additional action where concerns are identified in any academy over the progress of disadvantaged pupils, including intervening to provide additional leadership and guidance |         | Determine                   | Recommend and Deliver  |  | Review   |  |

| No   | Decision   | Members | Trust Board | CEO                   | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board | Head |
|------|--|---------|-------------|-----------------------|--|-----------------------|------|
| 3.20 | To take action where concerns are identified over the curriculum taught in any academy, including intervening to provide additional leadership and guidance      |         | Determine   | Recommend and Deliver |  | Review                |      |
| 3.21 | To take action where concerns are identified over the Safeguarding of pupils in any academy, including intervening to provide additional leadership and guidance |         | Determine   | Recommend and Deliver |  | Review                |      |
| 3.22 | To take action where concerns are identified over the attendance of pupils in any academy, including intervening to provide additional leadership and guidance   |         | Determine   | Recommend and Deliver |  | Review                |      |

## 4. STAFFING AND HR

| No  | Decision   | Members | Trust Board  | CEO  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board   | Head  |
|-----|--|---------|--|--|--|---|---|
| 4.1 | Appointing the CEO   |         | Determine  |  |  |   |   |
| 4.2 | Appointing Central Team staff  |         | Determine  | Deliver  |  |   |   |
| 4.3 | Determining the leadership structure at each individual academy  |         | Determined   | Recommend and Deliver  |  | Consult   | Consult   |
| 4.4 | Appointing the Headteachers at each Academy  |         | Review   | Determine – in consultation with the LGB   |  | Recommend   |   |
| 4.5 | Appointing of Cross-Trust Staff (in line with recruitment policy)  |         | Review   | Determine, deliver, and report to the Board  |  |   |   |
| 4.6 | Appointing Academy Staff   |         |  | Consulted and Determined - regarding, the appointment of Senior leadership positions                           |  | Notify CEO of any forthcoming appointments prior to advert (teaching and Support staff)<br>Appoint SLT (in consultation with the Headteacher) | Recommend – SLT<br><br>Determine – all others   |
| 4.7 | Appraisal / Performance Management / pay reviews (in line with the Trust's pay policy and all statutory regulations) |         | Determine and Review – in respect of CEO<br>Receive reports – in respect of appraisal arrangements and outcomes<br>Review – any appeals in respect of the Headteachers and Cross-Trust staff | Determine<br>Review – in respect of Headteachers<br>Report (annually) - to the Board on appraisal arrangements |  | Review  | Deliver – in respect of all other staff ensuring targets are linked to academy development priorities |

| No   | Decision  | Members | Trust Board   | CEO  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board  | Head    |
|------|---|---------|---|--|--|--|---------|
| 4.8  | To secure the statutory appraisal of the CEO  |         | Deliver   |  |  |  |         |
| 4.9  | To secure the statutory appraisal of the Headteacher  |         |   | Determine and Deliver – organising consultant to ensure appropriate challenge is built in                          |  | Deliver – in conjunction with CEO  |         |
| 4.10 | To secure the statutory appraisal of Academy staff  |         |   |  |  | Review   | Deliver |
| 4.11 | Establishing Trust wide HR Policies (including Recruitment, Discipline, Capability, Grievance, Pay and Absence policies) in accordance with all appropriate regulations |         | Determine Review  | Develop in conjunction with HR advisors<br><br>Review - implementation of Trust procedures and Report to the Board |  | Review   | Deliver |
| 4.12 | Setting Terms and Conditions of Employment and Staff Handbook   |         | Determine – and consider any proposals by LGBs to make amendments | Recommend  |  | Consult - report to Board on any suggested changes to the Academy's terms and conditions | Deliver |

## 5. FINANCE

| No  | Decision  | Members | Trust Board  | CEO   | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board  | Head                                      |
|-----|---|---------|--|---|--|--|---|
| 5.1 | Set financial Key Performance Indicators for the Trust and the academies, agreeing key priorities against which progress towards achieving the vision can be measured |         | Determine  |   |  | Consult and Deliver  | Consult and Deliver                       |
| 5.2 | Agree a strategy to secure the Trust's financial health in the short and long term  |         | Determine – in consultation with the LGBs<br>Benchmark with other organisations as appropriate | Recommend a funding model to the Board for approval<br>Review |  | Consult and Recommend  |   |
| 5.3 | Trust Annual Budget – agreeing the cumulative Trust budget  |         | Determine  | Recommend and Review  |  | Determine with FD in respect of the Academy's requirements<br><br>Prepare and recommend annual budgets to the FD to recommend to CEO | Deliver and prepare annual budget for LGB |

| No  | Decision   | Members | Trust Board | CEO                | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board   | Head   |
|-----|--|---------|-------------|--------------------|--|---|--|
| 5.4 | Expenditure and ensuring delivery of Academy Annual Budgets<br>(To plan and manage monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend)   |         | Review      | Review             |  | Review monthly expenditure and implement measures to remain within budget<br><br>Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy | Deliver<br><br>Report – to the LGB any need for any matters of concern in respect of the Academy’s annual budget |
| 5.5 | Setting Trust wide and academy specific procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust’s procurement policy |         | Review      | Review and Deliver |  | Review delivery - compliance with policies<br>Report – any issues or non-compliance to the CEO  |  |
| 5.6 | Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements  |         | Review      | Review and Deliver |  | Review delivery - compliance with policies<br>Report – any issues or non-compliance to the CEO  |  |

| No   | Decision  | Members | Trust Board                         | CEO                | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board   | Head  |
|------|---|---------|-------------------------------------|--------------------|--|---|---|
| 5.7  | Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls  |         | Determine and review delivery       | Review             |  | Recommend   |   |
| 5.8  | Approving annual accounts   |         | Approve - and submit to the Members | Review             |  | Review and Report – any concerns to the FD                                  | Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts |
| 5.9  | Corporate Risk Register – ensuring this is in place, accessible to and followed at all levels.  |         | Determine Review delivery           | Deliver            |  | Deliver – management of Academy risk register                               |   |
| 5.10 | Corporate Risk Register – Ensure all levels are aware of how to elevate risk, where appropriate.  |         | Determine Review delivery           | Deliver and Review |  | Deliver – identify, mitigate, and elevate risk to the Board, as appropriate |   |
| 5.11 | To act to protect the financial reputation of the Trust and its academies, taking action where required, including taking over the financial function of the academy or initiating a staffing structure review where necessary. |         | Determine                           | Deliver            |  | Review  |   |

## 6. OPERATIONAL

| No  | Decision   | Members                        | Trust Board                               | CEO                            | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board | Head                                   |
|-----|--|--------------------------------|---|--------------------------------|--|-----------------------|--|
| 6.1 | Determining and allocating central services provided through the Service Level Agreement to the Academies by the Trust                     |                                | Determine (in consultation with the LGBs) | Recommend and Deliver          |  | Recommend             | Recommend                              |
| 6.2 | Directing school response in extra-ordinary circumstances for example school closures and re-opening during a pandemic or natural disaster |                                | Determine                                 | Recommend and Deliver          |  | Consult               | Consult                                |
| 6.3 | Changing the terms and conditions of employment of academy staff (teaching and non-teaching)   |                                | Determine                                 | Consult, Recommend and Deliver |  | Consult               | Consult                                |
| 6.4 | Overseeing the effectiveness of services provided centrally by the Trust   |                                | Review                                    | Deliver and Report             |  | Review Report         | Deliver and Report to both CEO and LAB |
| 6.5 | Articles of Association: Review and agree  | Prepare, Deliver and Determine |   |                                |  |                       |  |

| No   | Decision  | Members | Trust Board                   | CEO  | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board | Head                                    |
|------|---|---------|-------------------------------|--|--|-----------------------|---|
| 6.6  | Asset and Premises Maintenance Strategy – determining use of Academies’ premises and ensuring premises are adequately maintained      |         | Determine – Trust wide policy | Review   |  | Review<br>Report      | Deliver                                 |
| 6.7  | Arranging adequate buildings insurance and public liability for individual academies and the Trust                                    |         | Determine                     | Review   |  |                       |   |
| 6.8  | Ensure appropriate staff insurance is in place in the individual academy  |         |                               |  |  | Determine             | Deliver                                 |
| 6.9  | Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community |         | Determine                     | Recommend Deliver – Trust wide activities                                    |  | Review                | Deliver – individual academy activities |
| 6.10 | To establish a Trust Wide Communications Policy   |         | Determine                     | Recommend and Deliver  |  | Consult               | Deliver                                 |
| 6.12 | Maintain Trust and Academy websites ensuring these are up to date and compliant   |         | Review                        | Deliver – Trust Website<br>Determine – ensure academy websites are compliant |  | Review                | Deliver – Academy Website               |

| No   | Decision   | Members | Trust Board | CEO                   | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board | Head                  |
|------|--|---------|-------------|-----------------------|--|-----------------------|-----------------------|
| 6.13 | Developing Academy buildings and facilities estate long term strategy or master plan (once over 3000 pupils) |         | Determine   | Review                |  | Recommend             | Recommend             |
| 6.14 | Maintaining academy buildings, including developing properly funded maintenance plan                         |         | Review      | Review                |  | Determine             | Recommend and Deliver |
| 6.15 | To establish a Trust Health and Safety policy  |         | Determine   | Review                |  | Deliver and Review    | Deliver               |
| 6.16 | Establish all policies required for efficient academy Premises Management                                    |         | Determined  |                       |  | Deliver               | Deliver               |
| 6.17 | Establish a Trust wide GDPR strategy and Policy  |         | Determine   | Recommend             |  | Deliver and Review    | Deliver               |
| 6.18 | To establish a Trust wide marketing strategy   |         | Determine   | Recommend and Deliver |  | Deliver and Review    | Deliver               |

| No   | Decision   | Members | Trust Board | CEO                   | Director of Finance (FD) / Director of Operations (OD) | Local Governing Board | Head |
|------|--|---------|-------------|-----------------------|--|-----------------------|------|
| 6.19 | To take appropriate action where concerns are identified over any operational matters, including the academy website in any Trust academy, including intervening to provide additional leadership and guidance |         | Determine   | Recommend and Deliver |  | Review and Deliver    |      |

## 7. Safeguarding

| No  | Decision  | Members | Trust Board                                  | CEO                           | Chief Financial Officer (CFO)             | Local Governing Board   | Head                                |
|-----|---|---------|--|-------------------------------|---|---|-------------------------------------|
| 7.1 | Update and maintain SCR   |         | Review with LGB safeguarding representatives | Review                        | Deliver and comply for Trust Central Team | Review  | Deliver and Comply for school staff |
| 7.2 | Revisit DBS Checks for all staff on a 3-year rolling programme  |         | Review with LGB safeguarding representatives | Review                        | Deliver for Trust central team            | Review  | Deliver and comply for school staff |
| 7.3 | Appoint a director/school Governor with leadership responsibility to quality assure the Trust's safeguarding arrangements   |         | Determine and deliver, report and review     | Review                        |   | Determine, deliver, monitor and report to the CEO and Trust board | Comply                              |
| 7.4 | Appoint a Trust/school senior leader as Designated Safeguarding Lead and Deputy DSL to ensure compliance with child protection legislation via implementation of the Trust's Child Protection Policy in line with KCSIE, Prevent, Working Together to Safeguard Children across the Trust |         | Review                                       | Determine, deliver and report |   | Review  | Determine, deliver and report       |
| 7.5 | To take appropriate action where concerns are identified over any child protection and safeguarding matters, including intervening to provide additional leadership and guidance  |         | Determine                                    | Recommend and Deliver         |   | Review and Deliver  |                                     |