

## Hope Sentamu Learning Trust, York (“the MAT”) - Scheme of Delegation for All Academies within the Trust

Approved by Trustees on 15.09.2021; Applies from: 15.09.2021 Date of next scheduled review: Minimum annually

### INTRODUCTION

#### 1. Purpose of the Scheme of Delegation

1.1 The primary purpose of this Scheme of Delegation (Scheme) is to inform those involved with the governance of the Academy of where decision making, advisory and other responsibilities lie within the MAT.

1.2 Where information is displayed in red, this refers to Church of England Academies and Church of England/Methodist Academies (“Church Schools”) only, and reflects their former Voluntary Aided or Voluntary Controlled Status.

1.3 The Scheme does not contain details of every decision/responsibility or every aspect that will be delegated. Its content will be supplemented by the Trust’s strategic plans, policies and procedures and any direction given or rules and directions agreed or issued by the Members or the Board of Trustees. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Chair of the Trust.

1.4 Whilst the Scheme is an important document, the way it is operated in practice will be the key to its efficacy. Good communication between the Board and its Committees and relevant members of staff will be essential. It is hoped that the establishment of a Chairs Group and a Principals Group will aid communication in this respect and aid with effective governance more generally.

1.5 The Scheme should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook, which is a separate document.

#### 2. Adoption of the Scheme

2.1 This Scheme has been approved by the Board of Trustees and shall apply to the Academy from the date shown on the front cover.

#### 3. How it has been determined

3.1 In determining this Scheme, the Trustees have been mindful that:

a. The Board of Trustees is ultimately accountable for the way in which the academies managed by the MAT are run and as such must be satisfied that delegation takes place only where appropriate and that it receives appropriate reports on matters delegated by it/actions taken in its name to enable appropriate oversight.

b. There are some areas where it makes sense for matters to be dealt with centrally, rather than by individual academies. It is hoped that this will reduce the burden on the individual academies, which already have a heavy workload, and in appropriate cases achieve economies of scale.

c. The Board cannot take all decisions itself, and in making decisions that the Board reserves for itself, it will often be reliant on information and advice from and be guided (as appropriate) by its Committees, the academy LGCs and others operating at academy level. The Board considers that there is often a powerful case for local involvement in decision making.

#### 4. Termination and Amendment

4.1 The Scheme will be subject to formal review annually. However, where the Board deems it appropriate, changes will be made in year.

4.2 The Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).

4.3 As the MAT and the academies develop, so may the governance arrangements and accordingly the delegations that are in place. For example (and without limitation):

- Changes may need to be made as a result of lessons learned and development of best practice;

4.4 The Board would welcome comments on the operation of the Scheme where it is felt that revisions should be made. Where practicable, the Board will give the LGC an opportunity to comment before determining the Scheme of Delegation.

#### 5. Delegation Matrix

5.1 The delegation matrix that applies in respect of the Academy is set out below. It is structured in accordance with the following index:

<b>A Overarching Governance</b>
A1 Member matters
A2 Board matters
A3 LGC and Other Committee matters
A4 Heads and Chairs Group
A5 Miscellaneous
A6 Website Reporting

<b>B Strategy and Leadership</b>
B1 Strategic planning and oversight
B2 School organisation
B3 Risk management
<b>C Staffing</b>
C1 Staffing Structures
C2 Trust level appointments
C3 Academy level appointments
<b>D Pupil/Student Matters</b>
D1 Education provision
D2 Behaviour, attendance and welfare
D3 School meals
D4 Admissions
<b>E Accessibility</b>
<b>F Finance and procurement</b>
<b>G Health and safety, insurance and premises, extended schools</b>
<b>H Communications, information and complaints</b>
H1 External communications
H2 Complaints
H3 Information management

**A. OVERARCHING GOVERNANCE**

	DECISION	DIOCESE	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE OFFICER	CHIEF OPERATING OFFICER	CHIEF FINANCE OFFICER (COMPANY SECRETARY)	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
<b>A1</b>	<b>Member Matters</b>											
1	Amendment of Articles of Association	*	DECIDE	RECOMMEND	ADVISE	ADVISE					See advice / comments	<ul style="list-style-type: none"> <li>Consent of York Diocesan Board of Education (YDBE) and (in certain instances) site trustees required.</li> <li>DFE and/or Charity Commission consent required in certain cases.</li> <li>Must be filed at Companies House along with copy of special resolution and any required forms.</li> </ul>
2	Call Members' Meetings		DECIDE	DECIDE								<ul style="list-style-type: none"> <li>As a minimum, Members should hold an AGM once a year.</li> <li>Extraordinary meetings may also be called by Trustees or Members.</li> <li>Decisions may be made by written resolution between meetings in line with the process set out in the Articles of Association.</li> </ul>
3	Appoint/remove Members	*	DECIDE								See advice / comments	<ul style="list-style-type: none"> <li>The Members are the Archbishop of York, the Chapter of York, The Diocese of York Educational Trust (DYET) and one person appointed by DYET, with any additional appointments to be made by Members with the written consent of the Diocesan Board of Education.</li> <li>YDBE guidance and training should be provided to those undertaking the role of Member and Members will be required to sign an appropriate ethos undertaking and enter into the Memorandum of Understanding with the Diocese prior to taking on the role.</li> <li>Company Secretary / Clerk to liaise with Trust personnel to ensure:                             <ul style="list-style-type: none"> <li>appropriate DBS and related checks made</li> <li>GIAS notifications are made</li> <li>Details of Member and their interests are uploaded on Trust website</li> <li>Copies of completed ethos undertakings and Memorandum of Understanding to be provided to all Members and to be provided to the YDBE.</li> </ul> </li> </ul>
4	Complete Member register of interests, and keep under regular review		RESPONSIBLE	RECEIVE			ACTION				See advice / comments	<ul style="list-style-type: none"> <li>Company Secretary / Clerk to liaise with Trust personnel to ensure details are uploaded on Trust website.</li> <li>Register of Member Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).                             <ul style="list-style-type: none"> <li>Updates on Companies House to be actioned by CFO.</li> </ul> </li> </ul>
<b>A2</b>	<b>Board Matters</b>											
5	Appoint/remove Trustees	*	DECIDE	ADVISE			ACTION				See advice / comments	<ul style="list-style-type: none"> <li>The Archbishop of York and the Diocese of York Educational Trust are entitled to appoint as a Trustee each.</li> <li>The Members shall appoint a minimum of 3 Trustees following input as appropriate from the Board of Trustees. [Consider: Subject always to the right of Members to make such appointments as they see fit should circumstances require it, the recruitment of Member Appointed Trustees shall be carried out as follows:                             <ul style="list-style-type: none"> <li>(a) an appointment committee (the "Appointment Committee") will be set up consisting of the following people:-                                     <ul style="list-style-type: none"> <li>(i) [One][two] Members*</li> <li>(ii) [one][two] Trustees [(to include the Chair of Trustees)]*</li> <li>(iii) [The CEO in attendance]</li> </ul> </li> <li>*To include at least one Foundation Member.</li> <li>(b) The Appointment Committee shall (as they see fit) advertise for vacancies, hold interviews and recommend appointments to the Members.</li> <li>(c) The process will include a requirement for candidates to fill in an application form. Application forms should request information which requires details of a candidate's skills and ability and commitment to preserve and develop CE and CE/Methodist ethos of CE and CE/Methodist schools within the Trust and identifies any potential conflicts of interest. Trustees will also be required to sign an appropriate ethos undertaking.</li> <li>(d) The Members shall then vote on the appointment of the Trustees proposed by the Appointment Committee or by any Member.</li> </ul> </li> <li>YDBE guidance and training should be provided to those undertaking the role.</li> <li>Code of Conduct should be agreed and all Trustees should be required to sign it</li> <li>The clerk to liaise with appropriate Trust personnel to ensure that:                             <ul style="list-style-type: none"> <li>appropriate DBS and related checks are made</li> <li>GIAS notifications are made</li> <li>Details of Trustees and their interests are uploaded on Trust website</li> <li>YDBE is informed of any changes to the Trustees</li> <li>Copies of completed ethos undertakings to be provided to Members, YDBE and Site Trustees.</li> </ul> </li> <li>Return must be filed at Companies House by the CFO/Company Secretary.</li> </ul>
6	Complete Trust Board skills audit and training plan annually	*	RECEIVE	RESPONSIBLE							Chair of Trust Board to lead – Clerk advice and support with process	<ul style="list-style-type: none"> <li>Skills audit should include ability and commitment to preserve and develop CE and CE/Methodist ethos of Church Schools within the Trust.</li> <li>Chair of Board to follow up with Trustees on training requirements.</li> <li>Details of skills gaps should be provided to those responsible for appointing Trustees when a vacancy arises.</li> </ul>
7	Appoint / Remove Chair of Trustees		RECEIVE	DECIDE			ACTION				Clerk advice and support with process	<ul style="list-style-type: none"> <li>Should not be an employee.</li> <li>CFO / Company Secretary to remove details from Companies House.</li> </ul>
8	Appoint Vice Chair of Trustees		RECEIVE	DECIDE								
9	Determine and allocate specific Trustee roles (as required)			DECIDE								<ul style="list-style-type: none"> <li>There will be appointed Trustees with specific responsibilities for Safeguarding/Child Protection, Health and Safety, Special Educational Needs.</li> <li>Allocated Trustees should work with the Local Governors given specific responsibilities in their areas (the roles should dovetail).</li> <li>NB: All Trustees continue to have responsibility for these areas, despite any allocation of specific roles.</li> </ul>
10	Confirm Accounting Officer			DECIDE			ACTION				Chief Finance Officer / Company Secretary to notify Secretary of State	<ul style="list-style-type: none"> <li>The Accounting Officer to be the Chief Executive (the role will be supported by the COO and Chief Finance Officer).</li> <li>Has responsibility for regularity, propriety and value for money. Also responsibility for ensuring that proper financial records and accounts are kept.</li> </ul>
11	Appoint / remove Company Secretary			DECIDE	ADVISE						Where applicable, HR advice to be obtained	<ul style="list-style-type: none"> <li>Should have relevant experience in school/company/charity governance.</li> <li>The relevant appointee will also act as Governance Officer – see section C below</li> <li>Reports directly to the Board</li> </ul>

12	Determine Scheme of Delegation			DECIDE	ADVISE	ADVISE	RECEIVE	RECEIVE	RECEIVE	See advice / comments	<ul style="list-style-type: none"> <li>• CEO / COO to advise and the Chief Finance Officer / Company Secretary / Clerk to support</li> </ul>	<ul style="list-style-type: none"> <li>• The document will be reviewed every year or more frequently where the Trustees deem this to be desirable.</li> <li>• Where practicable, the Board will consult with the Chair of the LGC's.</li> <li>• The Scheme will comply with the Memorandum and Articles of Association and other legal requirements, including any matters that are reserved to Members from time to time.</li> <li>• The Board will ensure that the CE or CE/Methodist foundation and responsibilities to the YDBE and site trustees are properly reflected in any Scheme which applies to a CE or CE/Methodist Academy. The YDBE will be consulted prior to first adoption and thereafter in the event that any proposed changes could impact on the CE or CE/Methodist foundation of the Academy.</li> </ul>
13	Complete Trustee register of interests and keep under regular review		RECEIVE	RESPONSIBLE	RECEIVE	RECEIVE	ACTION	RECEIVE	RECEIVE	See advice / comments		<ul style="list-style-type: none"> <li>• Chief Finance Officer to ensure details are uploaded on Trust website with support from the Clerk.</li> <li>• Register of Trustee Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).</li> </ul>
14	Board of Trustees' Annual Schedule of Business	*		DECIDE	ADVISE	RECEIVE	RECEIVE	RECEIVE	RECEIVE	N/A	<ul style="list-style-type: none"> <li>• Chair of Board to lead</li> <li>• Appropriate advice and input from Chief Executive Officer and those responsible for planning LGC/other Committee Annual Schedule of Business</li> </ul>	<ul style="list-style-type: none"> <li>• Should be shared with LGC and other Committees to inform their work.</li> <li>• Chair of Board to use to inform agenda setting with the support from the Clerk.</li> <li>• Trustees should meet at least five times a year. <b>*YDBE happy to review based on CE perspective</b></li> </ul>
15	Determine policy review process and schedule			DECIDE	ADVISE	ADVISE		RECEIVE	RECEIVE	N/A	<ul style="list-style-type: none"> <li>• Appropriate advice and input from Chief Executive Office / COO (and other key employees) and those responsible for LGC/other Committee policy review</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to dovetail with annual schedule of business (see above).</li> <li>• Should specify what policies there are to be, the lead member of staff responsible for the policy, the approving person/body and when the review will take place.</li> <li>• Review of policies to be conducted in accordance with process and schedule.</li> <li>• Where relevant that policies reflect the Anglican/Methodist foundation of the school.</li> </ul>
16	Annual Review of Governance and Board Effectiveness			RESPONSIBLE	ADVISE			ADVISE	ADVISE		<ul style="list-style-type: none"> <li>• Chair of Trust Board to lead</li> <li>• Chief Executive Officer to advise</li> </ul>	<ul style="list-style-type: none"> <li>• This should dovetail with the Committees' (including LGC's) reviews of their own effectiveness (see below).</li> <li>• The outcome of the review may impact on the level of delegation to LGCs and others under the Scheme of Delegation or otherwise.</li> <li>• Trustees to consider whether an external review of governance should take place.</li> </ul>
17	Annual Report and Financial Statements		RECEIVE, SCRUTINISE	APPROVE	ADVISE		ACTION	RECEIVE	RECEIVE	See advice / comments	<ul style="list-style-type: none"> <li>• Chief Finance Officer to co-ordinate draft, with input from Chief Executive and COO</li> <li>• Auditors to review and sign off</li> <li>• Trustees and Accounting Officer must approve relevant sections</li> </ul>	<ul style="list-style-type: none"> <li>• The Members should receive and scrutinise the accounts at their AGM.</li> <li>• The document should be filed with Companies House and the DFE and uploaded onto the Trust's website.</li> </ul>
18	Other company returns			APPROVE	RECOMMEND	ADVISE	ACTION				<ul style="list-style-type: none"> <li>• Trustees to approve as required</li> <li>• Trust staff to advise as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• To include key Companies House filings and DFE returns</li> </ul>
19	Chief Executive Reports to Trustees			RECEIVE, SCRUTINISE	RESPONSIBLE						<ul style="list-style-type: none"> <li>• The Chief Executive will be supported by others as appropriate e.g. COO, CFO/Company Secretary, School Improvement Lead</li> </ul>	<ul style="list-style-type: none"> <li>• The Trustees should agree with the Chief Executive what reports are required, the required frequency and the content of those reports.</li> <li>• The Trustees should receive the reports at a Board meeting to enable appropriate questioning and follow up.</li> </ul>
20	Supplemental Reports to Members	*	RECEIVE, SCRUTINISE	APPROVE	ADVISE						<ul style="list-style-type: none"> <li>• The Chief Executive should co-ordinate the reports for input and approval by the Trustees.</li> <li>• The Chief Executive will be supported by others as appropriate e.g. COO, CFO/Company Secretary, School Improvement Lead.</li> </ul>	<ul style="list-style-type: none"> <li>• The Members should agree with the Trustees what additional reports are required, the required frequency and the content of those reports.</li> <li>• The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up.</li> <li><b>*The reports should include an annual Church School Distinctiveness Report.</b></li> </ul>
21	Setting up any subsidiary company or linked charity	*	DECIDE	RECOMMEND	ADVISE	ADVISE	ACTION				<ul style="list-style-type: none"> <li>• Legal and financial advice required</li> </ul>	<ul style="list-style-type: none"> <li>• Trustees must keep the need for a subsidiary company under review, based on the Trust's trading and related activities.</li> <li><b>*Advice should be sought from YDBE to ensure trading plans not at odds with site trusts</b></li> </ul>
A3	LGC and other committee matters											
22	Determine and keep under review Committee complement			DECIDE	ADVISE			RECEIVE	RECEIVE		<ul style="list-style-type: none"> <li>• Clerk to aid formulation of LGC advice</li> </ul>	<ul style="list-style-type: none"> <li>- what Committees are required (under the Articles of Association/Funding Agreements/Academies Financial Handbook e.g. Audit/Finance, LGC).</li> <li>- What additional Committees (board and/or LGC and/or shared) would be useful given the size of the MAT and the decision making functions that take place at each level of governance.</li> <li>- Membership, terms of reference, reporting requirements, decision making and other procedures etc. of each Committee (please see below).</li> <li>• Under the Articles of Association: <ul style="list-style-type: none"> <li>- The constitution, membership and proceedings of any committee must be determined by the /Trustees.</li> <li>- The establishment, terms of reference, constitution and membership of any committee shall be reviewed at least once in every twelve months.</li> <li>- The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the LGCs) a majority of members of any such committee shall be Trustees.</li> <li>- Except in the case of a LGC, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees.</li> </ul> </li> <li>• Academy trusts are required to establish a Trustee committee to provide assurance over the suitability of, and compliance with, its financial systems and operational controls. All Trusts with an annual income over £50 million must have a dedicated audit committee. The majority of members must be Trustees.</li> </ul>
23	Determining LGC composition	*		DECIDE	ADVISE			COMMENT	RECEIVE	See advice / comments		<ul style="list-style-type: none"> <li>• LGC composition will be agreed with the YDBE in relation to CE and joint CE/Methodist schools. Any changes to the number or proportion of Foundation Local Governors, or how they will be appointed, will require the consent of the YDBE and other faith bodies as appropriate.</li> <li>• The composition will be set out in the Governance Handbook.</li> </ul>
24	Appointing LGC governors	*		DECIDE				ADVISE		See advice / comments	<ul style="list-style-type: none"> <li>• Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises</li> </ul>	<ul style="list-style-type: none"> <li>• The YDBE's Foundation Local Governor appointment processes should be followed when Foundation Local Governors are being appointed.</li> <li>• The Trust's Ethos Statement and Code of Conduct should be agreed and all Local Governors should be required to sign it.</li> <li>• All Local Governors in CE and joint CE/Methodist schools should attend appropriate CE governance training and complete an appropriately worded ethos undertaking. Clerk to liaise with appropriate staff to ensure: <ul style="list-style-type: none"> <li>- appropriate DBS and related checks are made.</li> <li>- GIAS notifications are made.</li> <li>- Details of Local Governors and their interests are uploaded on Academy website.</li> <li>- Copies of ethos undertakings are sent to the YDBE and the Trustees.</li> </ul> </li> <li>• Clerk, Principal and Chair of LGC (and others as appropriate) to lead induction.</li> </ul>

25	Hold staff and parent elections for LGC	*							RESPONSIBLE		<ul style="list-style-type: none"> <li>• Clerk and Principal advice and support with process</li> </ul>	<ul style="list-style-type: none"> <li>• Must be in accordance with any relevant provisions in the Articles of Association and Scheme of Delegation.</li> <li>• LGC Members to flag need for skills and ability to support the CE or CE/Methodist ethos of Academy (where applicable) as part of process.</li> <li>• LGC to appoint in the event no-one puts themselves forward for election.</li> </ul>	
26	Appoint Chair of LGC			APPROVE					RECOMMEND			<ul style="list-style-type: none"> <li>• Should not be an employee.</li> <li>• The CEO and a Trustee will meet with all proposed new LGC Chairs prior to approval of their appointment for an informal discussion around the role, their commitment and the values of the Trust.</li> </ul>	
27	Appoint Vice Chair of LGC								DECIDE			<ul style="list-style-type: none"> <li>• Should not be an employee.</li> </ul>	
28	Allocate specific local governor roles								DECIDE	ADVISE	<ul style="list-style-type: none"> <li>• Chair of LGC to lead, based on skills</li> <li>• Trustees to specify certain required roles to dovetail with own link Trustees (if applicable)</li> </ul>	<ul style="list-style-type: none"> <li>• Allocated LGC members should work with Trustees allocated with specific responsibilities in their areas.</li> <li>• LGC may choose to allocate additional link roles [e.g. Safeguarding/Child Protection, Health and Safety, Special Educational Needs].</li> <li>• All LGC members continue to have responsibility for these areas, despite any allocation of specific roles.</li> </ul>	
29	Confirm local Accounting Officer (Academy level)			DECIDE	ADVISE						<ul style="list-style-type: none"> <li>• Reports to Chief Executive as overall Accounting Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Will generally be the Principal or equivalent (the role will be heavily supported by the Academy's Finance Manager or equivalent).</li> <li>• Has responsibility for regularity, propriety and value for money at Academy level.</li> <li>• Also responsibility for ensuring that proper financial records and accounts are kept.</li> </ul>	
30	Complete LGC register of interests and keep under regular review			RECEIVE	RECEIVE				RESPONSIBLE	RECEIVE	See advice / comments	<ul style="list-style-type: none"> <li>• Clerk to liaise with appropriate Academy personnel to ensure uploaded on website</li> </ul>	<ul style="list-style-type: none"> <li>• Register of LGC Interests should be brought to the attention of decision makers as appropriate (Principal to oversee).</li> </ul>
31	Determine LGC annual schedule of business	ADVISE		RESPONSIBLE	RECOMMEND				ADVISE			<ul style="list-style-type: none"> <li>• Chair to lead with Clerk advice and support with process</li> <li>• Appropriate advice and input from Chief Executive, Principals and those responsible for planning other Annual Schedules of Business</li> </ul>	<ul style="list-style-type: none"> <li>• This needs to dovetail with the Board of Trustees' Schedule of Business.</li> <li>• To include items as appropriate to reflect that the Academy is a CE or CE/Methodist school (where applicable).</li> <li>• Chair and Clerk to use to inform agenda setting inline with Assurance model</li> <li>• LGC should meet at least five times per year</li> </ul>
32	Academy level Reporting to Trustees	*		RECEIVE, SCRUTINISE	ADVISE	RECEIVE	RECEIVE		RESPONSIBLE				<ul style="list-style-type: none"> <li>• LGC minutes will be provided to Trustees as standard. The co-ordinated schedule of business should mean that this enables LGC advice to get to the Board in a timely manner to inform their decision making.</li> <li>• The content and frequency of any additional LGC reports shall be specified by the Trustees. For CE and CE/Methodist schools this includes the Church School Distinctiveness on a page document and Church School risk reporting.</li> <li>• Additional Academy level reporting should be included in Chief Executive reports as appropriate (see above).</li> <li>• The Trustees should receive the minutes and any additional reports at Board Meetings to enable appropriate discussion and scrutiny.</li> </ul>
33	Review of LGC effectiveness	*		RECEIVE, SCRUTINISE	ADVISE				RESPONSIBLE	ADVISE		<ul style="list-style-type: none"> <li>• Chair of LGC to lead</li> </ul>	<ul style="list-style-type: none"> <li>• This should dovetail with the Board's reviews of their own effectiveness (Trustees may set a template).</li> <li>• Conclusions should be fed into the Board's review of governance effectiveness and may impact on future levels of delegation pursuant to the Scheme of Delegation.</li> <li>• LGC to participate as required in any external review of governance required by the Trustees.</li> </ul>
34	LGC skills audit	*		RECEIVE, SCRUTINISE	ADVISE				RESPONSIBLE	ADVISE		<ul style="list-style-type: none"> <li>• Clerk advice and support with process</li> </ul>	<ul style="list-style-type: none"> <li>• Trustees may set a template.</li> <li>• Skills audit should include ability and commitment to preserve and develop CE and CE/Methodist ethos of the Academy.</li> <li>• Trustees to receive details and may impact on areas of delegation.</li> <li>• Details of skills gaps should be provided to those responsible for appointing local governors when a vacancy arises.</li> </ul>
35	Appoint/remove Governance Service/Clerk			DECIDE	RECOMMEND	ADVISE						<ul style="list-style-type: none"> <li>• HR advice obtained as required</li> </ul>	<ul style="list-style-type: none"> <li>• Should have relevant experience in Trust and school/ academy governance.</li> </ul>
36	Determine LGC procedures			DECIDE	ADVISE							<ul style="list-style-type: none"> <li>• Clerk to board to advise and support</li> <li>• Clerk to support LGC in formulating advice</li> </ul>	<ul style="list-style-type: none"> <li>• These must be in compliance with the Articles of Association and must include details relating to appointment of Chair/Vice Chair, quorum and decision making and other procedures etc.</li> </ul>
37	Determine Trust Committee Structure (including LGCs and Trust Board Sub-Committees)	*		DECIDE	ADVISE								<ul style="list-style-type: none"> <li>• The Board of Trustees will have a sub-committee for both Resources, Audit &amp; Risk, Standards and Distinctiveness &amp; Personal Development. Trustees to agree numbers, frequency of meetings and terms of reference.</li> </ul>
38	Establish Distinctiveness & Personal Development Committee for the Trust, set membership, terms of reference, reporting requirements, procedures etc	*		DECIDE	ADVISE						See advice / comments	<ul style="list-style-type: none"> <li>• The YDBE will provide advice and guidance</li> </ul>	<ul style="list-style-type: none"> <li>• The group is a sub-committee of the Board of Trustees. The responsibility of the group will be to provide support to, and appropriately scrutinise, Church of England schools in the Trust in relation to their CE or CE/Methodist foundation and distinctiveness.</li> <li>• The group will report to Trustees, the CE and CE/Methodist school LGCs and others as appropriate.</li> <li>• Its members should include Trustees, as well as Foundation LGC members and Principals drawn from the Church Schools.</li> </ul>
<b>A4 Heads and Chairs Group</b>													
39	Establish Heads Group				RESPONSIBLE					PARTICIPATE		<ul style="list-style-type: none"> <li>• Supported by Central Team as required</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive to establish and lead Heads Group to enable all Principals to feed in their thoughts and advice in relation to pertinent matters for their Academy and to enable co-ordinated reporting (through the Chief Executive) to the Board.</li> </ul>
40	Establish Chairs Group			PARTICIPATE (Chair)	RESPONSIBLE	PARTICIPATE	PARTICIPATE	PARTICIPATE (Chair)				<ul style="list-style-type: none"> <li>• Supported by Central Team as required</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Trustees to establish and lead Chairs Group to enable all LGC Chairs to feed in their thoughts and advice in relation to pertinent matters for their Academy and to ensure dovetailing of Trustee and LGC business.</li> </ul>
<b>A5 Miscellaneous</b>													
41	Determine governance policies and procedures for Trustees and Local Governors			APPROVE								<ul style="list-style-type: none"> <li>• CFO and Clerk to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>• E.g. appointment, induction, expenses, interests (conflicts, payments, contacts etc), Code of Conduct.</li> <li>• Policies must be in accordance with Articles of Association.</li> </ul>
42	Obtain Trustee and Officers insurance			APPROVE								<ul style="list-style-type: none"> <li>• CFO and Company Secretary advice and support</li> </ul>	<ul style="list-style-type: none"> <li>• Must be in accordance with Articles of Association.</li> </ul>
<b>A6 Website Reporting</b>													
43	Governance details on trust website		RECEIVE	APPROVE	ADVISE				ADVISE (Clerk)	ADVISE		<ul style="list-style-type: none"> <li>• Compliance Officer &amp; Chief Executive to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>• Trust to approve framework.</li> <li>• Compliance Officer responsible for ensuring information up to date.</li> </ul>

**B. STRATEGY AND LEADERSHIP**

	DECISION	DIOCESE	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE OFFICER	CHIEF OPERATING OFFICER	CHIEF FINANCE OFFICER (COMPANY SECRETARY)	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
<b>B1</b>	<b>Strategic Planning and Oversight</b>											
1	Set Trust vision and ethos statement	*		DECIDE	RECOMMEND						• Chief Executive leading role in formulating for Trustee scrutiny	• Chief Executive responsible for implementation • Should reflect Community and Church foundation of academies in Trust
2	Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process	*		DECIDE	ADVISE						• Chief Executive leading role in formulating for Trustee scrutiny	• Chief Executive responsible for ensuring objectives are met and for progress against Development Plan • Development Plan must be in line with strategic objectives • Should reflect Community and Church foundation of academies in Trust
3	Complete Trust Self Evaluation Form (or equivalent)			DECIDE	ADVISE						• Chief Executive leading role in formulating for Trustee scrutiny	• SEF to reflect progress against Development Plan
4	Set Academy vision and ethos statement	*		RECEIVE	APPROVE			OVERSEE / ADVISE	ADVISE		• Principal leading role in formulating for LGC scrutiny	• Must fit with Trust vision and ethos (Chief Executive to ensure) • Vision and ethos should reflect Church school status (where applicable). CE academies have a fixed ethos statement which should only be changed with consent of DBE. Where this is a joint Anglican-Methodist School, the Trustees have joint responsibility for both the Anglican and Methodist character of the school • Principal responsible for implementation
5	Set Academy's strategic objectives and KPIs and determine Academy Development Plan and review process	*		RECEIVE	APPROVE			OVERSEE / ADVISE	ADVISE		• Principal leading role in formulating (in conjunction with the Chief Executive) for LGC scrutiny	• Must fit with Trust strategic objectives, KPIs and Plan (Chief Executive to ensure) and reflect Ofsted and SIAMS outcomes • Development plan must be in line with strategic objectives • Should reflect CE or CE/Methodist school status • Board of Trustees may provide templates
6	Complete Academy Self Evaluation Form (or equivalent)			RECEIVE (Standards Cttee)	DECIDE			OVERSEE / ADVISE	ADVISE		• Principal leading role in formulating for LGC scrutiny	• SEF to reflect progress against Development Plan • Trust Board may provide templates • Chief Executive to scrutinise and report on outcomes to the Board
7	Complete and keep under review Academy SIAMS self-evaluation	*		RECEIVE	DECIDE			OVERSEE / ADVISE	ADVISE	See advice / comments	• DPD Committee to advise Trustees and LGC	• YDBE SLA Adviser will support through critical friend visits • This should be a working document kept under regular review
8	Involvement in Ofsted inspections and SIAMS inspections	*		RESPONSIBLE	RESPONSIBLE			OVERSEE / ADVISE	RESPONSIBLE	See advice / comments		• Trustees and LGC members will be involved as appropriate in Ofsted inspections and SIAMS inspections. The Diocese shall also be involved in Ofsted and SIAMS inspection feedback as deemed appropriate. • The Principal will notify the Chief Executive, Chair of the Board and the Chair of the LGC that an inspection has been notified and what involvement is needed from the Board and the LGC
<b>B2</b>	<b>School Organisation</b>											
9	Determine protocol for considering taking on new academies/free schools (including due diligence arrangements)			DECIDE	RECOMMEND	ADVISE	ADVISE				• Chief Executive leading role in formulating for Trustee scrutiny	• Chief Executive to manage process in accordance with agreed protocol • This should include the need for a conversion plan to deal with pre and post conversion matters, with an overall project manager identified, and the need for appropriate HR, Finance, buildings, legal etc advice
10	Decide to take on a new academy/open a free school	*	RECEIVE	DECIDE	RECOMMEND	ADVISE	ADVISE			See advice / comments	• Trustees to obtain appropriate legal, HR, Finance, buildings etc advice	• Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on/free school established, given the impact that the decision may have on the academies already in the Trust. YDBE to be involved as appropriate in relation to CE schools and all relevant Diocesan and site trustee consents will be obtained.
11	Approve legal documentation associated with academy conversions	*		APPROVE	RECOMMEND	ADVISE				See advice / comments	• Trustees will obtain appropriate Legal, HR, Finance, buildings etc advice	• Trustees must understand the documentary framework and what is being agreed to by entering into it • YDBE will need to approve certain documents for a CE school conversion prior to giving its final consent
12	Structural collaboration and partnership agreements	*	RECEIVE	DECIDE	RECOMMEND	ADVISE		OVERSEE / ADVISE	ADVISE (Academy Level)	See advice / comments	• Trustees will obtain Chief Executive advice and appropriate Legal etc advice	• Trust level collaboration/partnership agreements to be entered into by Trustees with advice from Chief Executive • Academy level collaboration/partnership agreements to be entered into by Trustees following a recommendation from LGC • YDBE and in the case of CE/Methodist schools the Methodist Academies and Schools Trust ("MAST") should be advised if a collaboration/ partnership agreement is proposed which involves a CE or CE/Methodist school – depending on the specifics advice may be given/consent may be required
13	Academy closure or re-brokerage (termination of Funding Agreement)		RECEIVE	DECIDE	RECOMMEND	ADVISE	ADVISE	OVERSEE / ADVISE	ADVISE	See advice / comments	• Trustees will obtain appropriate Legal etc advice	• DfE consent required • DfE may enforce closure or re-brokerage in appropriate circumstances • YDBE (and MAST in the case of CE/Methodist schools) should be consulted for advice in the event closure or re-brokerage is proposed. MAST/YDBE/site trustee consents may be required
14	Academy amalgamation/ merger	*	RECEIVE	DECIDE	RECOMMEND	ADVISE	ADVISE	OVERSEE / ADVISE	ADVISE	See advice / comments	• Trustees will obtain appropriate Legal etc advice	• YDBE (and MAST in the case of CE/Methodist schools) should be consulted as soon as possible for advice in the event amalgamation/merger is proposed involving a Church school. MAST/YDBE/site trustee consents may be required • DfE consent required
15	Seeking to change religious designation of academy	*	RECEIVE	DECIDE	RECOMMEND	ADVISE		OVERSEE / ADVISE	ADVISE	See advice / comments	• Trustees will obtain appropriate Legal etc advice	• YDBE (and MAST in the case of CE/Methodist schools) should be consulted as soon as possible for advice. MAST/YDBE/site trustee consents may be required • DfE consent required
16	Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)	*	RECEIVE	DECIDE	RECOMMEND	ADVISE		OVERSEE / ADVISE	ADVISE	See advice / comments		• YDBE (and MAST in the case of CE/Methodist schools) should be consulted as soon as possible for advice in relation to Church schools. MAST/YDBE/site trustee consents may be required • DfE consent may be required
17	Determining school session and term dates			DECIDE	RECOMMEND			OVERSEE / ADVISE	ADVISE			• This allows Trustees to co-ordinate the schools in the Trust to the extent that this is desirable, whilst reflecting local needs
<b>B3</b>	<b>Risk Management</b>											
18	Determine overall risk management policy and processes			DECIDE	RECOMMEND	ADVISE					• Chief Operating Officer to lead, advise and co-ordinate input from CFO and other trust level staff	• To include template risk register and frequency of review
19	Review and complete Trust risk register			RESPONSIBLE	RECOMMEND	ADVISE					• Chief Operating Officer to lead, advise and co-ordinate input from CFO and trust level staff	• Using agreed risk register template • To reflect major school specific risks as appropriate
20	Review and complete academy level risk register			RECEIVE	RECOMMEND	ADVISE		OVERSEE / ADVISE	ADVISE		• Chief Operating Officer to review and advise Principal to lead, advise and co-ordinate input from senior Academy staff	• Using agreed risk register template • To inform Trust risk register review



22	Appointment / dismissal of Executive Principal	*		DECIDE	RECOMMEND					External HR Consultancy	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies, Articles and MoU.</li> <li>Trust-wide position - Chief Executive and Trustees to sit on panel to interview and recommend to Board for approval. YDBE consent is required prior to any appointment which will include oversight of a CE school being confirmed. At least one member of the interview panel will be a Foundation Trustee.</li> <li>YDBE/MAST should be contacted for advice on the process, when it is clear a recruitment process is required for an Executive Principal who will have oversight of a church school.</li> <li>Where it is deemed that there is no suitable internal candidate, the Trust will go to a national advert.</li> <li>Line managed by Chief Executive.</li> </ul>
23	Appointment / dismissal of Headteacher / Principal	*		DECIDE	RECOMMEND			CONSULTATION	See advice / comments		<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies Articles and MoU.</li> <li>After consultation with the LGC and (where the move is to a Church school, with the consent of the YDBE), the CEO can transfer existing Principals/HTs between schools within the Trust. The final decision rests with the Trust Board.</li> <li>Where it is deemed that there is no suitable internal candidate, the Trust will go to a national advert.</li> <li>Chief Executive and LGC panel to interview and recommend. Trustees will send one of their member to sit on panel: in the case of a Church school, at least one member of the interview panel will be a Foundation Director and at least one Anglican Foundation Local Governor (and one Anglican Foundation Local Governor and one Methodist Foundation Governor in the case of CE/Methodist schools) to be on panel.</li> <li>Line managed by Chief Executive.</li> <li>YDBE/MAST should be contacted when it is clear a recruitment process is required for a Principal of a Church School, for advice and to arrange YDBE/MAST involvement (as appropriate) in the process. YDBE consent is required prior to any appointment being confirmed.</li> </ul>
24	Appointment / dismissal of Deputy Headteacher / Vice-Principal				DECIDE			OVERSEE	See advice / comments	Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies.</li> <li>After consultation with the LGC, the CEO can transfer existing Deputy Principals/Deputy HTs/Vice-Principals and Assistant Headteachers/Assistant Principals between schools within the Trust. The final decision rests with the Trust Board.</li> <li>Where it is deemed that there is no suitable internal candidate, the Trust will go to a national advert.</li> <li>Chief Executive and LGC panel to interview and recommend. Trustees will send one of their member to sit on panel. At least one Anglican Foundation Local Governor (and one Anglican Foundation Local Governor and one Methodist Foundation Governor in the case of CE/Methodist schools) to be on panel.</li> <li>YDBE/MAST (as appropriate) should be contacted when it is clear a recruitment process is required for a Deputy Principal, for advice and to arrange YDBE/MAST involvement in the process.</li> </ul>
25	Appointment / dismissal of Assistant Headteacher / Assistant Principal	*			DECIDE			OVERSEE	See advice / comments	Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies.</li> <li>After consultation with the LGC, the CEO can transfer existing Deputy Principals/Deputy HTs/Vice-Principals and Assistant Headteachers/Assistant Principals between schools within the Trust.</li> <li>Where it is deemed that there is no suitable internal candidate, the Trust will go to a national advert.</li> <li>Chief Executive and LGC panel to interview and recommend. At least one Anglican Foundation Local Governor (and one Anglican Foundation Local Governor and one Methodist Foundation Governor in the case of CE/Methodist schools) to be on panel.</li> <li>YDBE/MAST (as appropriate) should be contacted when it is clear a recruitment process is required for a Deputy Principal, for advice and to arrange YDBE/MAST involvement in the process.</li> </ul>
26	Performance management and pay of Principal	*		DECIDE	RECOMMEND					Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies.</li> <li>Chief Executive to performance manage. Advisory role for LGC including key role for Methodist and Anglican Local Governor.</li> </ul>
27	Appointment of other Senior Leadership Team positions – secondary level (those appointed to or currently on the Leadership Scale other than colleagues covered by point 22 above)			INFORMED (Report to Chair / Chair of Standards Cttee)	DECIDE			OVERSEE / ADVISE	RECOMMEND (Where an Executive Principal is in post, this responsibility remains with the most senior post holder)	Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Principal to identify vacancy with CEO/HR and work together to see if there is a suitable candidate internally who can be appointed to the position</li> <li>Where it is deemed that there is no suitable internal candidate, the Trust will go to a national advert</li> <li>Principal to interview along with CEO and member of the LGC</li> <li>Line managed by Principal</li> </ul>
28	Appointment of other Senior Leadership Team positions – primary level (those appointed to or currently on the Leadership Scale other than colleagues covered by point 22 above)			INFORMED (Report to Chair / Chair of Standards Cttee)	DECIDE			OVERSEE / ADVISE	RECOMMEND (Where an Executive Principal is in post, this responsibility remains with the most senior post holder)	Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies.</li> <li>Principal to identify vacancy with Exec Principal for Primary/HR and work together to see if there is a suitable candidate internally who can be appointed to the position.</li> <li>Where it is deemed that there is no suitable internal candidate, the Trust will go to a national advert.</li> <li>Principal to interview along with Exec. Principal for Primary and member of the LGC.</li> <li>Line managed by Principal.</li> </ul>
29	Appointment of special needs co-ordinator (SENCO)							OVERSEE / ADVISE	DECIDE	Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>LGC panel plus Principal to interview and decide unless LGC delegate particular appointment to Principal.</li> <li>Any allocated SEND local governor to be involved as appropriate</li> <li>Line managed by Principal.</li> </ul>
30	Appointment of educational visits co-ordinator							OVERSEE / ADVISE	DECIDE	Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies.</li> <li>LGC panel plus Principal to interview and decide unless LGC delegate particular appointment to Principal or other.</li> <li>Line managed by Principal.</li> </ul>
31	Appointment safeguarding /child protection officer (designated senior person) and a deputy							OVERSEE / ADVISE	DECIDE	Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies.</li> <li>LGC panel plus Principal to interview and decide unless LGC delegate particular appointment to Principal.</li> <li>Line managed by Principal.</li> </ul>
32	Appointment of academy Support Service Manager							OVERSEE / ADVISE	DECIDE	Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Panel to include: <ul style="list-style-type: none"> <li>- Principal</li> <li>- Trust's Operations Manager or COO</li> </ul> </li> <li>Line managed by Principal with Trust Operations Manager oversight</li> </ul>



33	Appointment and Dismissal of other Academy staff positions							OVERSEE / ADVISE	DECIDE	HR Team	Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>• Must be in accordance with Trust approved HR policies.</li> <li>• Appointment decisions may be delegated to the Principal (or further delegated where reflected in agreed policy).</li> <li>• Line managed by Principal or other SLT member.</li> </ul>
34	Performance management and pay review of Academy level appointments (other than Principal)			APPROVE	ADVISE			OVERSEE / ADVISE	RECOMMEND		Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>• Must be in accordance with Trust approved HR policies.</li> <li>• Line manager to run process.</li> <li>• Where Principal is not line manager, the Principal may be involved in process (as appropriate).</li> <li>• Summary report to the Trust Resources Committee for approval by 31st October.</li> </ul>
35	Job Descriptions - Changes or new posts					APPROVE			ADVISE		Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>• Must be in accordance with Trust approved HR policies.</li> <li>• Line manager to run process</li> <li>• Where Principal is not line manager, the Principal may be involved in process (as appropriate).</li> <li>• Summary report to the Trust Resources Committee for approval by 31st October</li> </ul>
36	Job Descriptions - Approval of implementation of new job evaluated posts					APPROVE			ADVISE		Trust recruitment authorisation process to be undertaken prior to commencement.	<ul style="list-style-type: none"> <li>• Must be in accordance with Trust approved HR policies</li> <li>• Line manager to run process</li> <li>• Where Principal is not line manager, the Principal may be involved in process (as appropriate).</li> <li>• Summary report to the Trust Resources Committee for approval by 31st October</li> </ul>

**D. PUPIL / STUDENT MATTERS**

	DECISION	DIOCESE	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE OFFICER	CHIEF OPERATING OFFICER	CHIEF FINANCE OFFICER (COMPANY SECRETARY)	LGC	ACADEMY PRINCIPAL	THIRD PARTY / OTHER	ADVICE	COMMENTS
<b>D1</b>	<b>Education Provision</b>											
1	Standards of Teaching			OVERSEE (Trust-wide - Standards Cttee)	RESPONSIBLE (Trust-wide), ADVISE			OVERSEE / ADVISE	RESPONSIBLE (Academy level), ADVISE		<ul style="list-style-type: none"> <li>• Advice and support from School Improvement Lead as required</li> <li>• Analysis of standards information to be provided by Principal to LGC and Chief Executive to enable appropriate scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Principal responsible for observing and evaluating performance at Academy level and securing improvement, under oversight of Chief Executive.</li> <li>• Trustees &amp; Members to receive agreed level of reporting (see section A above).</li> <li>• Key role for Trust Standards Committee.</li> </ul>
2	Pupil progress and attainment			OVERSEE (Standards Cttee)	RESPONSIBLE, ADVISE			OVERSEE / ADVISE	RESPONSIBLE, ADVISE		<ul style="list-style-type: none"> <li>• Advice and support from School Improvement Lead as required</li> <li>• Analysis of progress and attainment to be provided by Principal to LGC and Chief Executive to enable appropriate local scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Principal responsible for progress and attainment and securing improvement at Academy level, under oversight of Chief Executive and LGC.</li> <li>• Trustees &amp; Members to receive agreed level of reporting (see section A above).</li> <li>• Key role for Trust Standards Committee.</li> </ul>
3	Setting curriculum policy			APPROVE	RECOMMEND			OVERSEE / ADVISE	ADVISE	??	<ul style="list-style-type: none"> <li>• Advice and support from School Improvement Lead as required</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum must be balanced and broadly based and comply with the terms of any curriculum policy/requirements determined by the Board.</li> </ul>
4	Curriculum provision				OVERSEE			OVERSEE / ADVISE	RESPONSIBLE			<ul style="list-style-type: none"> <li>• Principal to implement in line with policy, overseen by Chief Executive.</li> </ul>
5	Setting RE policy	*		APPROVE (DPD Committee)	RECOMMEND			OVERSEE / ADVISE	RECOMMEND	See advice / comments	<ul style="list-style-type: none"> <li>• YDBE provides advice regarding policy and syllabus</li> <li>• DPD Committee to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>• Must comply with the terms of any curriculum policy/requirements determined by the Board.</li> <li>• Must ensure academy is meeting the relevant statutory requirements for RE and (for a Church school) satisfying the requirements of the National Church of England Statement of Entitlement.</li> <li>• Denominational syllabus to be followed in former VA schools.</li> <li>• The locally agreed syllabus should be followed in all other schools (although reserved teachers may be needed to teach RE in accordance with the Academy's trust deed/tenets of the Church of England/Methodist Church in certain cases. YDBE's guidance should be sought).</li> <li>• Key involvement for Methodist and Anglican Foundation Local Governors.</li> </ul>
6	RE provision	*			OVERSEE			OVERSEE / ADVISE	RESPONSIBLE, ADVISE	See advice / comments	<ul style="list-style-type: none"> <li>• YDBE/MAST provides advice regarding provision</li> <li>• Distinctiveness and Personal Development Committee to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>• Principal to implement agreed policy, overseen by Chief Executive</li> <li>• Key involvement for Anglican and Methodist Foundation Local Governors in monitoring</li> </ul>
7	Examinations							OVERSEE / ADVISE	RESPONSIBLE			<ul style="list-style-type: none"> <li>• Principal to ensure appropriate arrangements put in place for examinations</li> </ul>
8	Determining Collective Worship policy			APPROVE (DPD Committee)	RECOMMEND			OVERSEE / ADVISE	RECOMMEND	See advice / comments	<ul style="list-style-type: none"> <li>• YDBE/MAST provides advice regarding provision</li> <li>• Distinctiveness and Personal Development Committee to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>• Must be in accordance with any provision of the trust deed and/or tenets and practices of the Church of England/Methodist Church.</li> <li>• Key involvement for Anglican and Methodist Foundation Local Governors .</li> </ul>
9	Collective Worship provision							OVERSEE / ADVISE	RESPONSIBLE, ADVISE	See advice / comments	<ul style="list-style-type: none"> <li>• YDBE/MAST provides advice regarding provision</li> <li>• Distinctiveness and Personal Development Committee to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>• Principal to implement agreed policy</li> <li>• Key involvement for Anglican and Methodist Foundation Local Governors in monitoring</li> </ul>
10	Determining SMSC policy	*		APPROVE (DPD Committee)	RECOMMEND			OVERSEE / ADVISE	RECOMMEND	See advice / comments	<ul style="list-style-type: none"> <li>• YDBE/MAST provides advice regarding provision</li> <li>• Distinctiveness and Personal Development Committee to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>• Key involvement for Anglican and Methodist Foundation Local Governors</li> <li>• Foundation governor to be involved and provide recommendations for CE schools</li> </ul>
11	SMSC provision				OVERSEE			OVERSEE / ADVISE	RESPONSIBLE, ADVISE	See advice / comments	<ul style="list-style-type: none"> <li>• YDBE/MAST provides advice regarding provision</li> <li>• Distinctiveness and Personal Development Committee to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>• Principal to implement agreed policy</li> <li>• Key involvement for Anglican and Methodist Foundation Local Governors in monitoring</li> </ul>
12	Determining sex education policy	*		DECIDE (Relevant committee)	RECOMMEND			OVERSEE	ADVISE		<ul style="list-style-type: none"> <li>• Consider any YDBE guidance/advice</li> </ul>	
13	Sex education provision	*			OVERSEE			OVERSEE / ADVISE	RESPONSIBLE, ADVISE		<ul style="list-style-type: none"> <li>• Consider any YDBE guidance/advice</li> </ul>	<ul style="list-style-type: none"> <li>• Principal to implement agreed policy</li> </ul>
14	Determining off site visits policy			APPROVE	RECOMMEND, OVERSEE	ADVISE		OVERSEE / ADVISE	RESPONSIBLE			<ul style="list-style-type: none"> <li>• Principal to implement agreed policy at Academy level, overseen by Chief Executive</li> <li>• Should dovetail with health and safety policy</li> <li>• Policy should require that potentially hazardous activities are referred to the Board for approval</li> <li>• Chief Executive to report to Trustees on any material concerns about operation of policy</li> </ul>
15	Careers advice provision							OVERSEE / ADVISE	RESPONSIBLE			
16	Community and after school provision (extended schools)				OVERSEE	ADVISE		OVERSEE / ADVISE	RESPONSIBLE		<ul style="list-style-type: none"> <li>• See section G below in relation to use of school premises</li> </ul>	
<b>D2</b>	<b>Behaviour, Attendance and Welfare</b>											
17	Determining behaviour and discipline policy (including exclusions)	*		APPROVE (DPD Committee)	RECOMMEND			CONSULT	CONSULT	ADVISE - TRUST INCLUSION DIRECTOR	<ul style="list-style-type: none"> <li>• Distinctiveness and Personal Development Committee to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>• Principal to implement, overseen by Chief Executive</li> <li>• Chief Executive to report to Trustees on any material concerns about operation of policy</li> </ul>
18	Home school agreements (if required)							OVERSEE	RESPONSIBLE			<ul style="list-style-type: none"> <li>• Principal responsible for co-ordinating and managing</li> </ul>
19	Exclusions – decision to exclude				OVERSEE				RESPONSIBLE			<ul style="list-style-type: none"> <li>• May be for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently.</li> <li>• The Principal may withdraw an exclusion that has not been reviewed by the LGC.</li> </ul>
20	Notifications of exclusions				OVERSEE				RESPONSIBLE			<ul style="list-style-type: none"> <li>• Principal to notify LGC and others in accordance with Exclusions Code.</li> <li>• Depending on exclusion, this will be either without delay or once a term.</li> <li>• Notifications must include the reasons and duration.</li> </ul>
21	Exclusions – to review overall pattern and use of exclusions				OVERSEE			OVERSEE	RESPONSIBLE			<ul style="list-style-type: none"> <li>• Trustees to receive agreed level of reporting (see Section A above)</li> </ul>
22	Exclusions – arrange alternative provision				OVERSEE			OVERSEE	RESPONSIBLE			<ul style="list-style-type: none"> <li>• Arrange alternative provision in accordance with Exclusions Code</li> </ul>
23	Exclusions – to review exclusion decisions and consider reinstatement in applicable cases							OVERSEE	RESPONSIBLE			<ul style="list-style-type: none"> <li>• Can be delegated to sub-committee of at least 3 LGC members from across the Trust</li> <li>• Can be delegated to Chair of LGC where permitted by Exclusions Code</li> </ul>
24	Exclusions - To establish independent appeals panel			RESPONSIBLE	ADVISE			OVERSEE	RESPONSIBLE		<ul style="list-style-type: none"> <li>• Advice and support from Governance Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Must be in line with exclusions statutory guidance</li> </ul>
25	Pupil attendance			OVERSEE	OVERSEE			OVERSEE	RESPONSIBLE			<ul style="list-style-type: none"> <li>• Trustees to receive agreed level of reporting (see Section A above)</li> </ul>
26	Safeguarding and Child Protection Policy			APPROVE	RECOMMEND, OVERSEE			OVERSEE	RESPONSIBLE	ADVISE - TRUST INCLUSION DIRECTOR		<ul style="list-style-type: none"> <li>• Principal to implement at academy level, overseen by Chief Executive</li> <li>• Chief Executive to report to Trustees on any material concerns about operation of policy</li> </ul>
<b>D3</b>	<b>School Meals</b>											
27	Provision of school meals				DECIDE	RECOMMEND	ADVISE		RESPONSIBLE			<ul style="list-style-type: none"> <li>• Must include provision of free school meals to those eligible</li> <li>• Must be in accordance with nutritional standards</li> </ul>

D4	Admissions											
28	Determining admissions policy	*		APPROVE	RECOMMEND			OVERSEE / ADVISE	ADVISE	see advice / comments	•Distinctiveness and Personal Development Committee to advise and support	• YDBE guidance and advice should be sought for former CE VA and Foundation schools. <b>The Diocese must be consulted prior to any public consultation to amend a CE school policy.</b> • Key involvement for Foundation Local Governors .
29	Admissions application decisions							OVERSEE / ADVISE	RESPONSIBLE			• Principal responsible for co-ordinating and managing process • Must be in accordance with published admission arrangements • LGC to oversee the process with documented minutes
30	Arrangement of independent appeals panel				DECIDE			OVERSEE / ADVISE	ADVISE		• Advice and support from Governance Officer / Local Authority	• Must be an independent panel established in accordance with the Admissions Appeals Code
31	Appeals against LA directions to admit pupils				DECIDE			OVERSEE / ADVISE	ADVISE		• Advice and support from Governance Officer / Local Authority	

**E. ACCESSIBILITY**

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE OFFICER	CHIEF OPERATING OFFICER	CHIEF FINANCE OFFICER (COMPANY SECRETARY)	LGC	ACADEMY PRINCIPAL	THIRD PARTY / OTHER	ADVICE	COMMENTS
1	Accessibility Plan				OVERSEE		OVERSEE / ADVISE	RECOMMEND	ADVISE - TRUST OPERATIONS MANAGER		<ul style="list-style-type: none"> <li>Plan for increasing accessibility to disabled pupils (curriculum, physical environment, information).</li> </ul>
2	Equality information and objectives statement and equality objectives		APPROVE	RECOMMEND			OVERSEE / ADVISE	RECEIVE		<ul style="list-style-type: none"> <li>Chief Executive to co-ordinate process with input from Principal and others as required</li> </ul>	<ul style="list-style-type: none"> <li>Requirement to draw up and publish equality objectives every four years and annually publish information demonstrating how meeting the aims of the general public sector equality duty.</li> </ul>
3	Determine SEND and inclusion policies		APPROVE	RECOMMEND			OVERSEE / ADVISE	CONSULT	ADVISE - TRUST INCLUSION DIRECTOR	<ul style="list-style-type: none"> <li>Advice from SENCO</li> </ul>	<ul style="list-style-type: none"> <li>To include social disadvantage, equality, disability discrimination, looked after children, pupil premiums.</li> <li>Trustees may provide templates for tailoring at local level.</li> <li>There should be a member of the LGC with specific oversight of the school's arrangements for SEN and disability.</li> <li>Principal to implement at Academy level (overseen by Chief Executive).</li> <li>Chief Executive to report to Trustees on any material concerns about operation of policy.</li> </ul>
4	Reviewing and challenging effectiveness of SEND and inclusion policies and decisions		RESPONSIBLE (Trust wide)	RECOMMEND			OVERSEE / ADVISE	ADVISE	ADVISE - TRUST INCLUSION DIRECTOR		<ul style="list-style-type: none"> <li>Review to be completed at least annually</li> </ul>
5	SEN information report		APPROVE	RECOMMEND			OVERSEE / ADVISE	ADVISE			<ul style="list-style-type: none"> <li>The SEN Information Report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible.</li> <li>Contains details about the implementation of the SEN policy.</li> <li>Trust Board may provide templates to enable co-ordinated reporting.</li> <li>To be produced by Trust-wide SEND Director.</li> </ul>

**F. Finance and Procurement**

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE OFFICER	CHIEF OPERATING OFFICER	CHIEF FINANCE OFFICER (COMPANY SECRETARY)	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
1	Appoint / remove auditors	DECIDE	RECOMMEND	OVERSEE	ADVISE					• COO to advise and manage process	• Key role for Resources Committee • To be appointed annually at the AGM
2	Appoint responsible officer/internal auditor/agreement of additional assurance support from auditors or other third party		DECIDE	OVERSEE	ADVISE					• COO to advise and manage process	• Key role for Resources Committee
3	Respond to auditors' report/advice		OVERSEE (Trust level), RESPONSIBLE (Resources Cttee)	RESPONSIBLE (Trust level), ADVISE	RECOMMEND	ADVISE	OVERSEE / ADVISE	RESPONSIBLE (Academy level matters), ADVISE		• CFO to support, with assistance from Trust Finance Manager and team of Finance Officers	• Key role for Resources Committee
4	Annual Report and Accounts	RECEIVE, SCRUTINISE	APPROVE	REVIEW		RECOMMEND			See advice / comments	• Trust CFO to co-ordinate draft, with input from Chief Executive and COO • Auditors to review and sign off • Trustees and Accounting Officer must approve relevant sections	• Key role for Resources Committee • The Members should receive and scrutinise the accounts at their AGM • The document should be filed with Companies House and the DfE and uploaded onto the Trust's website
5	Establish financial policies, procedures, regulations and internal financial controls		APPROVE (Resources Cttee to recommend)	RECOMMEND	ADVISE	RESPONSIBLE				• CFO to support and advise	• Including financial delegations, investment policy, procurement policy, borrowing, charging and remissions policy, reserves policy etc and reflect who can sign off on financial reporting etc. • Key role for Resources Committee • Principals to implement at Academy level • CFO to report to Trustees on any material concerns about operation of policy
6	Agree a funding model for Trust (including academies)		APPROVE (Resources Cttee to recommend)	RECOMMEND	ADVISE	RESPONSIBLE		RECEIVE		• CFO to support and advise	• Key role for Resources Committee
7	Set Trust budget		APPROVE (Resources Cttee to recommend)	RECOMMEND	ADVISE	RESPONSIBLE					• Key role for Resources Committee
8	Monitor Trust-wide expenditure		RESPONSIBLE (Resources Cttee)	OVERSEE	ADVISE	RESPONSIBLE					• Key role for Resources Committee
9	Set academy budget		APPROVE (Resources Cttee to recommend)	RECOMMEND	ADVISE	RESPONSIBLE (Trust level)		RESPONSIBLE (Academy level)		• CFO to support and advise • LGC to make recommendations with support and advice from Local Finance Officer	• Must be in line with overall Trust budget • Key role for Trust Resources Committee
10	Monitor academy expenditure		RECEIVE	OVERSEE	ADVISE	RESPONSIBLE (Trust level)		RESPONSIBLE (Academy level)		• Local Finance Officer to support and advise	• Expenditure must be in line with agreed budget • Regular reporting to take place to CFO to inform Trust-wide monitoring
11	Determine central services provision, establish own central operations and/or procure from third parties		APPROVE (Resources Cttee)	OVERSEE	RECOMMEND	RESPONSIBLE		RECEIVE		• CFO to support and advise	• Key role for Resources Committee
12	Opening bank account		APPROVE	RECOMMEND	ADVISE	RESPONSIBLE					• All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations
13	Asset Register		RECEIVE	OVERSEE	ADVISE	RESPONSIBLE (Trust-wide)	RECEIVE	RESPONSIBLE (Academy level)		• CFO to support and advise • COO / Trust Operations Manager to support and advise	

**G. HEALTH AND SAFETY, INSURANCE AND PREMISES, EXTENDED SCHOOLS**

	DECISION	DIOCESE	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE OFFICER	CHIEF OPERATING OFFICER	CHIEF FINANCE OFFICER (COMPANY SECRETARY)	LGC	ACADEMY PRINCIPAL	THIRD PARTY / OTHER	ADVICE	COMMENTS
1	Approval of Health and safety policy and arrangements			APPROVE, OVERSEE (Resources Cttee to recommend)	RESPONSIBLE	RECOMMEND		OVERSEE / ADVISE	RESPONSIBLE	ADVISE - Trust Operations Manager		<ul style="list-style-type: none"> <li>Chief Executive responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively.</li> <li>Principals to implement policy at Academy level and oversee operation of procedures (overseen by COO and advising Chief Executive in relation to significant issues).</li> <li>Policy to include appropriate reporting mechanisms at Member, Trustee and LGC level.</li> </ul>
2	Obtaining insurance for land and trust & academy operations	*		DECIDE	RECOMMEND	ADVISE	RESPONSIBLE		ADVISE		<ul style="list-style-type: none"> <li>COO and Trust Operations Manager to advise and support and liaise with broker</li> </ul>	<ul style="list-style-type: none"> <li>To include Director &amp; Officer cover, buildings and contents, business continuity, employers' and public liability insurance, motor vehicle cover etc as required.</li> <li>In relation to Church schools, must include insurance required to comply with Church Supplemental Agreement (or otherwise as agreed in any RPA side letter applicable to the Academy).</li> <li>Chief Executive to ensure details of insurance policy requirements appropriately disseminated.</li> </ul>
3	Agree site strategy and development master plan	*		OVERSEE (Resource Committee)		RECOMMEND				ADVISE - Trust Operations Manager	<ul style="list-style-type: none"> <li>CFO, COO and Trust Operations Manager to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>YDBE (and MAST in the case of CE/Methodist schools) advice should be obtained in relation to Church schools.</li> </ul>
4	Maintenance of premises			OVERSEE (Resource Committee)		RECOMMEND		OVERSEE / ADVISE	RESPONSIBLE	ADVISE - Trust Operations Manager		<ul style="list-style-type: none"> <li>For Church schools, the site and buildings must be kept in the condition required by the Church Supplemental Agreement</li> </ul>
5	Maintain academy Premises management documents (e.g. asbestos, fire safety, statutory testing)			OVERSEE (Resource Committee)		RECOMMEND		OVERSEE / ADVISE	RESPONSIBLE	ADVISE - Trust Operations Manager		<ul style="list-style-type: none"> <li>Principal to ensure appropriate documents in place</li> <li>COO to report any material concerns to Trust Board and LGC</li> </ul>
6	Approving Capital projects/building works	*		DECIDE (Resource Committee) - Over £40,000		RECOMMEND		OVERSEE / ADVISE	RECEIVE	ADVISE - Trust Operations Manager		<ul style="list-style-type: none"> <li>For Church schools, YDBE (and MAST in the case of CE/Methodist schools) advice and any necessary site trustee consents should be obtained in relation to land and/or buildings prior to work beginning.</li> <li>LA lease should be checked prior to any works on LA land and any necessary consents obtained.</li> <li>All necessary DfE approvals should be obtained.</li> </ul>
7	Managing Academy capital projects/building works/maintenance			OVERSEE (Resource Committee) - Over £40,000		OVERSEE (over £5,000)		OVERSEE / ADVISE	RESPONSIBLE (up to £5,000)	RESPONSIBLE- Trust Operations Manager (Over £5000)		<ul style="list-style-type: none"> <li>All necessary DfE processes should be followed</li> </ul>
8	Site security							OVERSEE / ADVISE	RESPONSIBLE (Academy level)	OVERSEE - Trust Operations Manager		
9	Acquiring and disposing of land (including leases, licences and easements)	*		DECIDE	RECOMMEND	ADVISE		OVERSEE / ADVISE	RECEIVE	See advice / comments		<ul style="list-style-type: none"> <li>LA lease should be checked prior to making any disposal of LA land</li> <li>All necessary DfE approvals should be obtained</li> <li>Only the Site Trustees can dispose of or encumber their land – YDBE (and MAST in the case of CE/Methodist schools) advice should be obtained in relation to Church school sites.</li> </ul>
10	Determining permissible external and community use policy (letting/licencing/ shared use arrangements)			DECIDE	OVERSEE (Trust-wide strategy)	RECOMMEND (Trust-wide strategy)		OVERSEE / ADVISE	RECOMMEND (Academy level)	ADVISE - Trust Operations Manager		<ul style="list-style-type: none"> <li>Policy should reflect requirement to obtain any necessary DfE/LA/site trustee consents. The use should not be at odds with the ethos/aims of Church of England (and the Methodist Church in the case of CE/Methodist schools) or be in breach of the trusts upon which the Site Trustees hold the school site.</li> <li>Policy should reflect what happens to any revenue generated from such use.</li> </ul>
11	Managing external and community use					RESPONSIBLE (Trust-wide strategy)		OVERSEE / ADVISE	RESPONSIBLE	OVERSEE - Trust Operations Manager	<ul style="list-style-type: none"> <li>Local Support Service Manager to advise and support</li> </ul>	<ul style="list-style-type: none"> <li>Must be in accordance with agreed policy</li> </ul>

**H. COMMUNICATIONS, INFORMATION AND COMPLAINTS**

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE OFFICER	CHIEF OPERATING OFFICER	CHIEF FINANCE OFFICER (COMPANY SECRETARY)	LGC	ACADEMY PRINCIPAL	THIRD PARTY / OTHER	ADVICE	COMMENTS
<b>H1</b>	<b>External Communications</b>										
1	Trust prospectus		OVERSEE	RESPONSIBLE	ADVISE				CONTRIBUTE - Director of School Improvement		
2	School prospectus			OVERSEE			OVERSEE / ADVISE	RESPONSIBLE	CONTRIBUTE - Director of School Improvement		• Chief Executive to ensure prospectus in line with Trust requirements (templates will be provided).
3	Trust website		OVERSEE	RESPONSIBLE	ADVISE				CONTRIBUTE - Director of School Improvement	Compliance Officer to ensure compliance of website	• Chief Executive to ensure legally compliant and that it dovetails appropriately with Academy websites.
4	Academy website			OVERSEE	ADVISE		OVERSEE / ADVISE	RESPONSIBLE	CONTRIBUTE - Director of School Improvement	Compliance Officer to ensure compliance of website	• Principal to ensure legally compliant, overseen by Chief Executive. • Chief Executive to ensure dovetails appropriately with Trust website (all academy website should follow agreed HLT template) and be hosted by the Trust approved partner.
5	Freedom of Information policy and publication scheme		APPROVE		RESPONSIBLE (Trust Level)			RESPONSIBLE (Academy Level)			
6	Approving press statements		APPROVE (Chair, as appropriate)	APPROVE (Trust matters)	RESPONSIBLE (Trust Level)			RESPONSIBLE (Academy Level)		• COO to support and advise	• Press statements that are of a controversial nature should be referred to the CEO for their approval (and the Chair where appropriate).
<b>H2</b>	<b>Complaints</b>										
7	Determining complaints policy and procedure statement		APPROVE	RECOMMEND	ADVISE					• COO and Clerk to support and advise	• Policy to provide for local management of complaints, with escalation to Trust Board where necessary. • Policy to include appropriate reporting at Trustee and LGC level.
8	Implementation of complaints policy and procedures			RESPONSIBLE, OVERSEE (Trust-wide)	ADVISE		OVERSEE / ADVISE	RESPONSIBLE (Academy level)			• Chief Executive to implement in relation to Trust-wide complaints, Principal to implement in relation to Academy complaints, overseen by Chief Executive. • Chief Executive to report to Trustees on any material concerns about operation of policy.
<b>H3</b>	<b>Information Management</b>										
9	Data protection and document management policy		APPROVE	OVERSEE	RECOMMEND						• Policy to include appropriate reporting at Trustee and LGC level. Implementation of data protection policy and procedures.
10	Implementation of data protection policy and procedures		OVERSEE (Resources Cttee)	OVERSEE	RECOMMEND		OVERSEE / ADVISE	RESPONSIBLE (Academy level)			• All data breaches to be reported to the Data Protection Officer in line with the data protection policy. • Principal to notify LGC and Chief Executive of any material concerns/breaches to Chief Executive. • Chief Executive to report any material concerns/breaches to Trust Board.
11	Pupil records (including attendance register)			OVERSEE			OVERSEE / ADVISE	RESPONSIBLE (Academy level)	TRUST LEVEL RESPONSIBILITY - Director of School Improvement		