



Dartmoor Multi Academy Trust

Scheme of Delegation

To provide the highest possible quality of education for all local children, in order to ensure pupils from all backgrounds are able to succeed

1	VISION, AIMS AND OBJECTIVES	1
2	SCHEME OF DELEGATION	2
3	GOVERNANCE OVERVIEW	3
4	LAYERS OF GOVERNANCE: KEY ROLES AND RESPONSIBILITIES	4
5	LGB APPOINTMENT PROCESS.....	10
6	COMPOSITION OF LOCAL GOVERNING BODIES	11
7	LGB REMOVALS AND DISQUALIFICATIONS....	13
8	INTERVENTION TRIGGERS.....	15
9	TABLE OF RESPONSIBILITIES.....	16

1 VISION, AIMS AND OBJECTIVES

Our vision is to provide the highest possible quality of education for all local children, in order to ensure pupils from all backgrounds are able to succeed.

In order to achieve this, we will adopt the following aims and objectives:

- A cross phase approach from pre-school to age 19. We will educate the whole child through a rich and deep curriculum, with each child thriving and succeeding creatively, emotionally and academically;
- Education will be community based, inclusive and will respect and retain the ethos of each school including church schools. The Trust has a co-operative set of values and principles incorporating a strong ethos and upholding British values;
- The Dartmoor Multi Academy Trust will be underpinned by a top quality Teaching School (The Dartmoor Teaching School); we intend to have strong capacity to develop all our staff. All Schools in the Trust will be members of the Teaching School Alliance;
- The cross phase approach will maximise the opportunities for colleagues to work alongside colleagues from different phases to address the 'progress dip' that has potential to occur on all transitions;
- It will mirror existing staff terms and conditions and will recognise from the outset the importance of retaining and attracting staff of the highest calibre;
- We believe in the benefits to the community of local schools and would therefore always attempt to maintain rural schools subject to their viability.

2 SCHEME OF DELEGATION

This Scheme of Delegation (SoD) identifies the key decisions required in connection with the overall governance and management of the Trust and its academies.

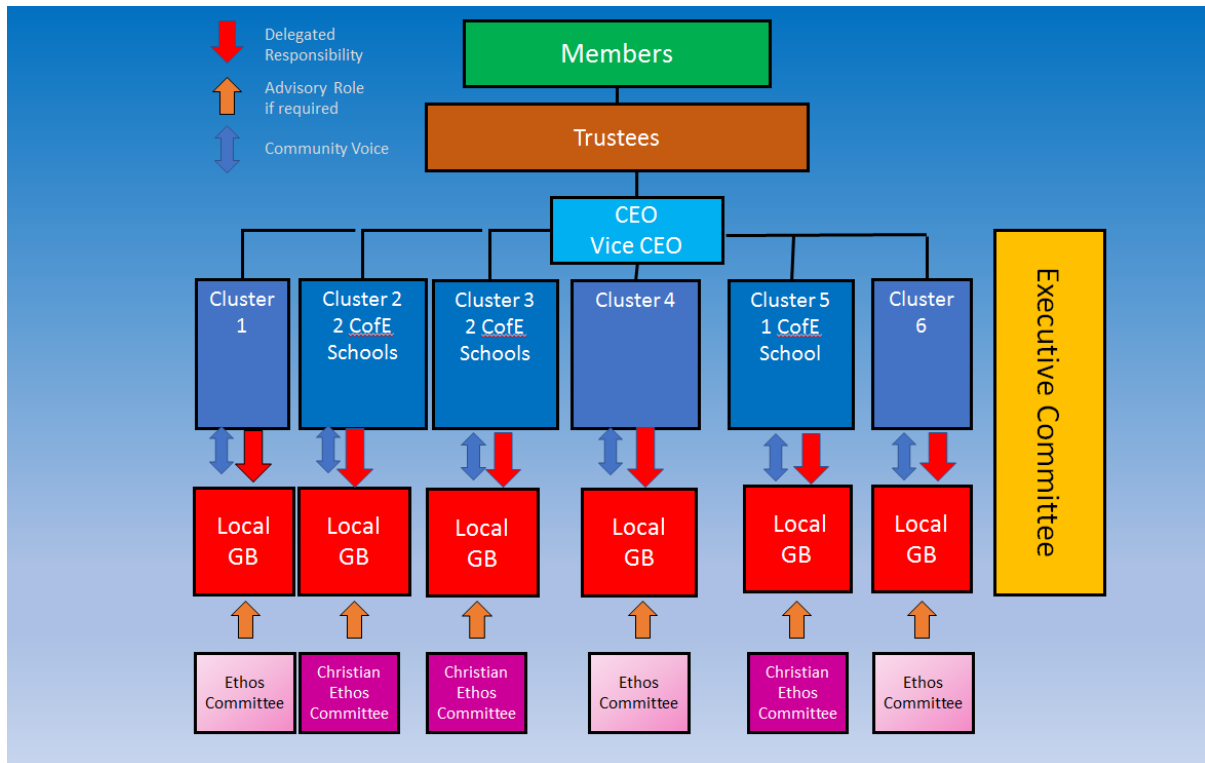
The SoD sets out the delegation by the Trustees under Article 105 of the Trust's Articles of Association. It is designed to set out clearly the respective roles and responsibilities across all layers of governance. The different layers of governance are explained in more detail in section 4 ([Layers of Governance: Roles and Responsibilities](#)) of this SoD.

This SoD should be read in conjunction with the Trust's Articles of Association and Terms of Reference.

This SoD will be reviewed on an annual basis by the Board of Trustees, or more frequently if required. In the event that any material changes are proposed to this SoD, the Board of Trustees will have regard to any representations of the Local Governing Body LGB. However, this SoD may only be altered or revoked by the Board of Trustees.

3 GOVERNANCE OVERVIEW

Governance Structure Diagram:



4 LAYERS OF GOVERNANCE: KEY ROLES AND RESPONSIBILITIES

The Trust is a company limited by guarantee and in accordance with the Academies Act 2010 is an exempt charity.

The Trust's three core layers of governance are Members, Trustees and Local Governing Bodies. We have set out below an overview of the key roles and responsibilities across the different layers of governance.

Members

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. However, unlike shareholders of a company, Members cannot take money or assets from the company. The Members have ultimate control over the Trust, with the ability to appoint some of the Trustees and the right to amend the Trust's Articles of Association (a document that sets out the powers of the Trust itself and those of the Members and Trustees). The Articles of Association describe how Members are recruited and replaced and how many of the Trustees can be appointed to the Board of Trustees by the Members. The Members can also remove Trustees. The Board of Trustees submits an annual report to the Members on the performance of the Trust.

Trustees

The Trustees are responsible for the general control of the Trust in accordance with the provisions set out in the Articles of Association and this SoD. The Board of Trustees is the accountable body for the performance of all Academies within the Trust and, as such, must:

1. Ensure clarity of vision, ethos and strategic direction;
2. Hold the CEO to account for the educational performance of the Academies and their pupils, and the performance management of staff; and
3. Oversee the financial performance of the Trust, ensuring financial probity and value for money.

As mentioned above, the Trust is a company limited by guarantee and an exempt charity. Therefore, Trustees must comply with company, education and charity law requirements. This results in the terms 'Trustees' and 'Directors' being used interchangeably. However, the Articles of Association refer to 'Trustees'. The use of the term Trustee also distinguishes these individuals from those who are executive officers with the job title of director but who are not actually Companies House registered directors.

While Trustees can serve as Members, best practice recognises that the Members are responsible for holding the Trustees to account. Therefore, there should be separation between the Members and Trustees.

The Board of Trustees is permitted to exercise all the powers of the Trust. The Board of Trustees will delegate, to the CEO, responsibility for the day-to-day operations of the Trust.

The Trustees (with the consent of the Members where changes to the Board of Trustees are at issue) have the right to review and adapt the Trust's governance structure at any time, which includes revoking delegation.

The Board of Trustees meets on a half termly (or more frequently if necessary) basis. The Board of Trustees also has the four core committees: Ethos, School Improvement, Resources and Audit which meet on a termly (or more frequently if necessary) basis, to enable more scrutiny and healthy challenge. These committees are made up of Trustees with the relevant skills but, subject to the consent of the Board of Trustees, external advisors, LGB representatives, Headteachers, Staff and Parent representatives may also attend any committee meetings to make recommendations to the Board of Trustees. These additional attendees shall not have voting rights at committee meetings.

Payment of Trustees

Very importantly, because the Trust is a company and an exempt charity, Trustees are bound to comply with charity and company law as well as the requirements of the Academies Financial Handbook. Charity law expects individuals and organisations to become involved with a charity purely for altruistic purposes. The law does not envisage, or normally allow, for a profit to be made by a Trustee or a Member simply for acting in accordance with the role that he or she has taken on.

The Trust's Articles of Association set out specific provisions relating to payment of Trustees. In short, there are three circumstances in which Trustees may be paid by the Trust:

- 1. Reimbursement of reasonable expenses**, properly incurred when acting on behalf of the Trust. Please note that this is at the discretion of the Board of Trustees. Permission should be sought in advance of incurring any expenses and receipts must be provided. Only reasonable expenses can be reimbursed and any expenses incurred may be subject to scrutiny by the ESFA.
- 2. Payment for services provided outside the role of a Trustee.** This is subject to very strict rules and legal advice must be sought when considering payment of this kind.
- 3. Payment of salary** to staff Trustees or the Headteacher in their capacities as employees and not as Trustees.

In summary, payment of Trustees must be considered carefully and properly documented fully taking into account the Articles of Association and the Academies Financial Handbook. This SoD only sets out a very brief summary of the issues surrounding payment of Trustees and is not intended to be a substitute for detailed advice on this subject.

Conflicts of Interest

A conflict of interests is any situation in which a Trustee's personal interests (or those of a person or body connected to him or her), influence or appear to influence or affect that individual's decision-making.

As Trustees of an exempt charity, the Trustees have two sets of similar duties to avoid conflicts of interest. The first duty derives from the charity law duty imposed on Trustees by virtue of their positions as charity law Trustees. The second duty arises from company law and is imposed on Trustees by virtue of their position as Directors under company law.

Essentially, the Trustees have a legal obligation to act in the best interests of the Trust and in accordance with the Trust's Articles of Association, and to avoid situations in which there is an actual conflict of interests or where it is reasonably perceivable that an actual conflict could emerge.

The Trust's Committees:

There are four Committees, as follows:

Ethos Committee:

The Ethos Committee ensure that the values set out in the Vision Statement above are embedded in all the actions and activities of the Dartmoor Multi Academy Trust and to hold the executive accountable for the inclusion of these values. The Committee's membership will include 3 Trustees (1 church appointed trustee, the co-operative link trustee and one other), the CEO and Vice CEO.

School Improvement Committee:

Works with the Executive team to set the overall vision and mission for the MAT and holds the Executives to account on school improvement. The committee which is made up of three trust board members, the CEO and VCEO meets at least three times a year

Resources Committee:

The Resources Committee ensures that the financial, human, IT and estates resources of the MAT are being effectively managed. The committee also provides guidance to the Board of Trustees and CEO on all matters relating to trust resources.

The Committee will be responsible for ensuring: the MAT complies with Health and Safety in line with current legislation and policies; the Risk and Issues Register is utilised to ensure transparency; and any issues or risks are being managed.

The committee is made up of three trust board members and the CEO. The committee will meet at least three times a year.

Audit Committee:

The Audit committee will monitor the integrity of the MAT's financial statements, financial performance, internal financial controls, internal control and risk management. Along with reviewing the effectiveness of the internal audit, function. The committee will report back to the board on how it has discharged its responsibilities.

The committee is made up of three trust board members, the CEO and Vice CEO. The committee will meet at least three times a year.

Executive Team:

The Executive Team comprises the CEO, Vice CEO, Safeguarding Lead, Executive Headteachers, Headteachers, Lead Church Headteacher, CFO, COO, Director of Teaching School, SEN Lead and Data Lead and any other person invited at the discretion of the CEO.

The Executive Team meet on a fortnightly basis (or more often is required).

The executive team will work collectively to deliver school improvement priorities across the MAT by sharing expertise and transforming practice.

CEO

The CEO is the accounting officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness and stability, avoiding waste and securing value for money.

The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's Academies and is responsible for all staff across the Trust.

The CEO reports to the Board of Trustees on the performance of the Trust including performance of the Trust's Academies, which is also supplemented by monitoring reports from the LGBs.

Vice CEO

To ensure a balance of primary and secondary education expertise, the Vice CEO and CEO will come from the primary and secondary phases of education.

Headteacher

The Academy Headteachers are responsible for the day-to-day management of their Academies. Headteachers are directly line-managed by and accountable to the CEO.

Headteachers will co-produce and deliver the [Aims, Vision and Values](#) of the Trust alongside the Board of Trustees. The Headteachers will work with the School Improvement Committee to establish standards, sharing school development and improvement plans.

Local Governing Bodies

The Local Governing Bodies (LGBs) are Committees of the Board of Trustees and have delegated decision-making powers in accordance with this SoD and their Ofsted grading (see [Table of Responsibilities](#)). The LGBs shall each hold at least three meetings in every school year.

There are eight elements to effective governance:

1. The right people around the table;
2. Understanding the role and responsibilities;
3. Good chairing;
4. Professional clerking;
5. Good relationships based on trust;
6. Knowing the school – its data, staff, parents, children and community;
7. Commitment to asking challenging questions; and
8. Confidence to have courageous conversations in the interests of the pupils.

Each LGB meeting shall be minuted and a copy of those minutes must be provided to the Board of Trustees within fourteen days of the meeting. If the minutes cannot be provided, the Chair of Trustees must be notified immediately.

The Trustees recognise that information must flow both ways and therefore copies of the Board of Trustees' meeting minutes will be made available to the LGBs via the Trust's website.

The minutes of the proceedings of a meeting of the LGB shall be drawn up and entered into a book, kept specifically for this purpose, by the person authorised to keep the minutes of the LGB. They shall be signed (subject to the approval of the members of the LGB) at the same meeting, or the subsequent meeting, by the person acting as the Chair of the respective meeting.

The minutes shall include a record of all appointments of officers made by the LGB. They shall also include a record of all proceedings at meetings of the LGB, and of committees of the LGB, including the names of all persons present at each meeting.

The Chair/Clerk shall ensure that copies of minutes of all meetings of the LGB shall be provided promptly to the Board of Trustees when requested.

As set out in the Trust's Articles of Association, the Board of Trustees establishes the LGBs and ensures that, as a minimum, two parents are elected or appointed to them. The Board of Trustees will determine what will be delegated to the LGBs.

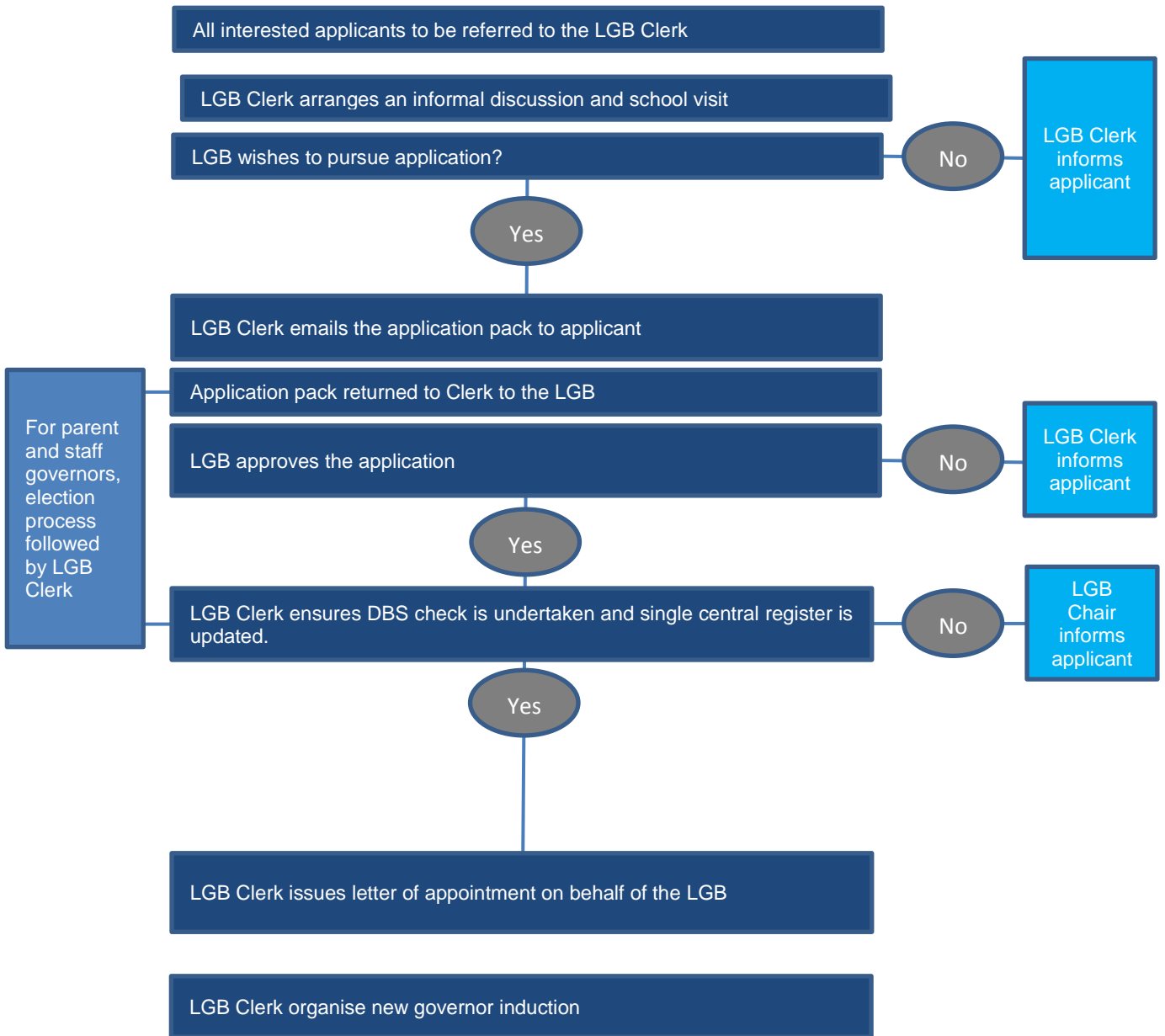
Clerking

Each LGB and the Board of Trustees has a Clerk. The Clerk to the Trustees supports the Clerks to the LGBs. As a team, these bodies will communicate appropriately to facilitate sharing of best practice strategies, common processes and systems. They may discuss documentation needed to be produced, and will provide support, guidance and assistance to each other when needed.

The Clerks to the LGBs are given a window of time within which meetings must be arranged, to allow flexibility. The LGB meeting minutes must be available for the Trust's Board meetings and the LGB committee's meeting minutes must be available for the relevant Trust Committee's meetings.

The meeting minutes must be sent to the Clerk to Trustees no later than a week before the relevant Board of Trustees meeting. This enables all meetings to interlink, which facilitates a robust, clear reporting structure.

5 LGB APPOINTMENT PROCESS



6 COMPOSITION OF LOCAL GOVERNING BODIES

The number of employees of the Trust on the LGB, including the Headteacher, cannot exceed one third of the total number of governors on the LGB. When seeking to find new governors to join the LGB, the existing LGB governors should seek to ensure that the governors serving on the LGB between them have an appropriate range of skills and experience and that due attention is given to succession planning.

In the case of the church schools, foundation governors will be appointed. The foundation governors will have special care for the church schools' Christian character.

In the case of the Chair of the LGB shall be elected by a majority vote of the LGB governors. Where there is an equal division of votes, the appointment shall be made by a majority vote of the Board of Trustees. However, the Board of Trustees reserves the right to remove or appoint a Chair if the need arises. The Chair of the LGB must not be an employee of the Trust.

A person appointed to the LGB must be over eighteen at the date of appointment. In addition, no current pupil of the Academy is entitled to serve as an LGB governor.

Whilst the LGBs are responsible for proposing the constitution and membership of their own LGB, the Board of Trustees is still ultimately accountable and, therefore, the Board of Trustees must approve the constitution of the LGB, including any changes to its constitution or membership. The Board of Trustees view the following composition as good practice:

The total number of governors on the LGB shall not be less than six but shall not be subject to a maximum

LOCAL GOVERNING BODY			
Type of Governor	Number	Term of Office	How they are appointed
Headteacher	1	Indefinite	N/A
Parent governors	2	4 years	Parent governors shall be appointed or elected by the parents of the Academy. In the event that the number of parents standing for election is less than the number of vacancies, the Board of Trustees may appoint Parent governors.

Staff governors	2	4 years	Staff governors shall be elected by the staff of the Academy. In the event that the number of staff standing for election is less than the number of vacancies, the Board of Trustees may appoint staff governors.
Co-opted governors	N/A	4 years	Co-opted governors are recommended by the LGB but are subject to approval by the Board of Trustees.
Foundation governors (as appropriate)	2	4 years	Foundation governors are recommended by the relevant Church authority to uphold the foundation of the church schools and appointed by the Board of Trustees.

7 LGB REMOVALS AND DISQUALIFICATIONS

A Governor shall no longer serve on the LGB if he or she:

- resigns by giving notice in writing to the Chair of the LGB, who must forward a copy of the letter to the Chair of the Trustees;
- is removed by the Board of Trustees, with notice given in writing. A copy of the notice is then forwarded to the Chair of the LGB;
- is the subject of a recommendation to be removed, sent to the Board of Trustees by the Chair of the Trust. He or she is then removed by the Board of Trustees, with notice given in writing, and a copy of the notice is then forwarded to the Chair of the LGB;
- becomes incapable, by reason of mental disorder, illness or injury, of managing or administering his or her own affairs;
- is absent without the permission of the Chair of the LGB from all meetings of the LGB held within a period of six months, and the GB resolves that his or her office be vacated;
- is a staff governor and no longer works for the Academy of which her or she is a governor;
- is a parent governor but his or her child no longer attends the Academy of which her or she is a governor.
- has had his or her estate sequestrated and the sequestration has not been discharged, or is subject to a bankruptcy restrictions order;
- is subject to a disqualification order under the Company Directors' Disqualification Act 1986, or to an order made under the Insolvency Act 1986;
- is subject to an order of the Charity Commission removing him or her from the office of charity trustee, on the grounds of misconduct or mismanagement in the administration of the charity for which he or she was responsible, or to maladministration of which his or her conduct contributed;
- is included in the list kept by the Secretary of State under Section One of the Protection of Children Act;
- is disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000;
- is barred from regulated activity relating to children within the meaning of the Safeguarding of Vulnerable Groups Act 2006;

- has a direction made against him or her under section 142 of the Education Act 2002, or he or she is subject to a prohibition order which takes effect as if contained in this direction;
- has at any time been convicted of any criminal offence excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence, except where a person has been convicted of an offence which falls under the Charities Act 1993, section 72; and
- does not provide the Chair of the LGB with a criminal records certificate at an enhanced disclosure level. In the event that the certificate discloses information which in the opinion of the Chair or the Headteacher confirms that person's unsuitability to work with children, that person shall be disqualified.

The removal and disqualification of Trustees is set out in the Trust's Articles of Association.

8 INTERVENTION TRIGGERS

The Trust is ultimately responsible for all aspects of the provision of education in accordance with its legal obligations. The Trust desires to delegate many areas of decision making to individual academies but reserves the right to change the level of authority delegated in order to fulfil its legal obligations.

For academies Ofsted rated level 1 (Outstanding) and level 2 (Good), the Board of Trustees delegates high levels of autonomy to the LGB as set out in section 9 ([Table of Responsibilities](#)).

However, if at any time:

- a) Ofsted rate the Academy as a level 3 (Requires Improvement) or 4 (Inadequate);
- b) the Academy is predicted to have or has an in-year material deficit budget except where any such deficit is planned and has been approved in advance by the Board of Trustees;
- c) an event occurs at or in relation to the Academy which is significantly damaging to the reputation of the Trust;
- d) the LGB does not act in a way which would be considered appropriate behaviour for a governing body; or
- e) any event analogous to the above events occurs at or in relation to the Academy,

the Board of Trustees may alter or revoke the authority delegated to the LGB until such time as the Board of Trustees is satisfied that the event that has occurred has been rectified or ceases to cause concern. When making such decisions, the Board of Trustees shall have regard to any representations made by the LGB.

In addition, the school improvement teams will use key performance indicators (KPIs) as a tool for determining where support is required. If having identified support the schools performance continues to be of concern, the Trustees may revoke delegated authority.

9 TABLE OF RESPONSIBILITIES

Duties are delegated through: a Headteacher's Terms of Reference, one of the Trust's Terms of Reference, through a Trust Policy or through this SoD. This SoD will clarify that a duty has been delegated; the Trust Policy will detail the process for how this duty is delegated and undertaken.

Delegated Duties	
People	
Members Appoint/Remove	The Members appoint and remove members in accordance with the Articles of Association.
Trustees Appoint/Remove	The Members appoint Trustees in accordance with the Articles of Association. Trustees can appoint co-opted Trustees. Trustees can cease to hold office if they are removed by the person who appointed or elected them or otherwise by ordinary resolution of the Members. Co-opted Trustees can be removed by resolution of the Trustees, excluding other co-opted Trustees who are not entitled to vote on the matter. Trustees can be disqualified in accordance with the Articles of Association.
CEO Appoint and Dismiss	The Board of Trustees appoints and dismisses the CEO.
Vice CEO Appoint and Dismiss	The Board of Trustees appoints and dismisses the Vice CEO.
COO Appoint and Dismiss	The Board of Trustees appoints and dismisses the COO in consultation with the CEO and Vice CEO.
CFO Appoint and Dismiss	The Board of Trustees appoints and dismisses the CFO.
Chair and Vice Chair of the Trust Board Appoint/Remove	The Trustees elect the Chair and Vice Chair of the Board, who can resign office at any time or be removed in accordance with the Articles of Association.

Chair and Vice Chair of Trust Committees	The Trustees elect the Chair and Vice Chair of the Trust Committees.
Clerk to the Board of Trustees Appoint/Remove	The Trustees appoint and remove the Clerk to the Board of Trustees.
LGB Chairs Appoint/Remove	The LGB is responsible for the election and removal of the Chair for the LGB. The Chair of the LGB shall be elected annually.
Clerk to the LGB	The LGB appoints and removes the Clerk to the LGB.
LGB Parent Governor Election Appoint/ Remove	The LGB undertakes the election process for the appointment of the parent governor and is responsible for the removal of the parent governor.
LGB Staff Governor Election Appoint/Remove	The LGB undertakes the election process for the appointment of the staff governor and is responsible for the appointment and removal of the staff governor.
LGB Co-opted Governor Appoint/Remove	The LGB appoints and removes the LGB Co-opted governors subject to the approval of the Board of Trustees.

Systems and Structures

Articles of Association Agree and Review	The Members agree, review and update the Articles of Association; the Board of Trustees recommends amendments to the Members for approval.
Governance Structure for the Trust Agree and Review	<p>The Board of Trustees is responsible for the Governance Annual Review and for approving the Governance Structure of the Trust.</p> <p>The Board of Trustees will carry out an internal annual review and if necessary will utilise support from another academy trust.</p>

Scheme of Delegation Agree and Review	The Board of Trustees is responsible for producing and approving the Scheme of Delegation. The LGB recommends amendments to the Board of Trustees for approval.
Register of Business Interests	The LGB compiles and updates the register; individual Trustees, LGB governors and senior leadership staff are responsible for completing, submitting and reviewing their own Register of Business Interest forms.
Publishing the Trust's Governance Information on the Trust's Website	The Clerk to the Board is responsible for publishing and maintaining governance documents and information on the Trust website, with compliance to be monitored by the Board of Trustees.
Publishing LGB Governance Information on the Academy's Website	The Clerk to the LGB is responsible for publishing and maintaining governance documents and information on the Academy's website, with compliance to be monitored by the LGB.
Terms of Reference for the Board of Trustees Agree and Review	The Clerk to the Board is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval.
Terms of Reference for the LGBs and its Committees Agree and Review	The LGB is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval.
Annual Cycle of Business for the Trust Board Agree and Review	The Clerk to the Board is responsible for producing the Annual Cycle of Business and taking it to the Board of Trustees for approval.
Annual Cycle of Business for the LGB Agree and Review	The Clerk to the LGB is responsible for producing the Annual Cycle of Business and taking it to the Board of Trustees for approval.
LGB Agenda Template	The Clerk to the Board is responsible for producing the Agenda Template and taking it to the Board of Trustees for approval.
LGB Minute Template	The Clerk to the Board is responsible for producing the Minute Template and taking it to the Board of Trustees for approval.

Holding to Account

Monitoring and evaluating the effectiveness of compliance with statutory requirements, such as H&S, Fire Management, Safeguarding and Information Governance.	<p>The LGB is responsible for monitoring and evaluating the effectiveness of compliance with these statutory requirements for its individual Academy and to report to the Trust Resources Committee.</p> <p>Specific details around these statutory requirements are set out in the Trust's policies appended to this SoD.</p>
Performance Management of the CEO	<p>The Board of Trustees is responsible for the performance management of the CEO.</p>
Performance Management of Vice CEO	<p>The CEO is responsible for the performance management of the Vice CEO.</p>
Performance Management of the Academy Headteacher	<p>The CEO, Chair of the LGB and one other LGB representative are responsible for the performance management of the Academy Headteacher in accordance with the Trust's Pay Policy.</p>
CEO pay award	<p>The Board of Trustees approves the pay award for the CEO, in line with the Trust's Pay Policy.</p>
Academy Headteacher pay award	<p>The CEO determine the Academy Headteacher's pay award in line with the Trust's Pay Policy, in conjunction with recommendations from the LGB.</p>
Academy Headteacher Appoint and Dismiss	<p>The Board of Trustees determines the selection panel and appoints and dismisses the Academy Headteacher, taking into account recommendations of the LGB.</p>
Trust Committees	<p>The Board of Trustees determines the structure of the Trust Committees.</p>
Trust Central Service Team Appoint and Dismiss	<p>The CEO recommends appointments and dismissals to the Trust Central Services Team. The Board of Trustees approves these recommendations and is ultimately responsible for appointing and dismissing the Trust Central Service Team.</p>

Senior Leadership Team Appoint and Dismiss	The Academy Headteacher and CEO recommend appointments and dismissals of the Senior Leadership Team within the Academy to the Board of Trustees. The Board of Trustees is ultimately responsible for the appointments and dismissals of the Senior Leadership Team.
Executive Team Appoint and Dismiss	The CEO and a panel of Trustees (to be determined by the Trustees) appoint and dismiss the Executive Team save for the CEO, Vice CEO, CFO, COO and Headteachers who are appointed in accordance with this table.
Academy Staff Appoint and Dismiss	The Academy Headteacher appoints and dismisses the Academy Staff within the agreed staffing structure.

Trust Strategy

The Trust Vision and Strategy, Determine, Deliver and Performance Manage	The Board of Trustees determines and performance-manages the Trust Vision and Strategy, delegating responsibility for the delivery of the strategy to the CEO.
Growth of the Trust	The Board of Trustees will consider requests from other schools to join the Trust in consultation with the LGBs, Headteachers, Executive Committee, CEO and Vice CEO.
School Improvement, Determine, Deliver and Performance Manage	<p>The LGB approves and delivers the School Improvement Plan for the Academy, with the Board of Trustees monitoring delivery and performance.</p> <p>The Board of Trustees will monitor the delivery of the School Improvement by approving the School Improvement Plan and monitoring minutes of executive team meetings.</p>
The Trust Policies Determine, Review & Update	The Board of Trustees or the Trust Committees determine, review and approve the Trust Policies. The LGB is responsible for adoption and compliance within its Academy.

Academy Policies Determine, Review & Update	The LGB proposes the Academy Policies if they are not covered by a Trust Policy and is responsible for writing, reviewing and compliance with these policies. The Board of Trustees reserves the right to amend any such policy as it feels appropriate.
Contribution to the Central Fund, Agree and Manage	The Board of Trustees determines, approves and manages the level of contribution. Academies will be given reasonable notice of any change to the level of contribution.
Central services, Agree, Implement and Manage	The Board of Trustees determines the scope of shared back-office services to be delivered centrally. The Trust Resources Committee implements the services to be delivered centrally and the LGB monitors the effectiveness of the delivery of these services for its Academy.
Centrally procured contracts and SLAs	The Board of Trustees determines the contracts and SLAs to be procured on behalf of the Academies and ensures that centrally procured services provide value for money. The Trust Resources Committee puts in place and manages the centrally procured contracts and SLAs, and the LGB monitors the effectiveness of the delivery of these contracts and SLAs for its Academy.
Trust Risk Register, Establish, Monitor and Review	The Board of Trustees establishes, monitors and approves the Trust Risk Register, delegating the monitoring and management of the Trust's operational risks to the Trust Resources Committee.
Academy Risk Register, Establish, Monitor and Review	The LGB establishes and monitors the Academy Risk Register, using the Trust Risk Register template. The Board of Trustees approve the Academy Risk Register. The Trust Resources Committee monitors compliance with this requirement. The LGB is responsible for reporting any issues which arise to the Trust Resources Committees.
Budget Setting For Academy, Determine, Approve and Monitor	The LGB proposes the Budget within parameters agreed by the CFO for approval by the Board of Trustees. The LGB undertakes ongoing monitoring, submitting financial monitoring reports to the Trust Resources Committee.
Budget Setting for the Trust Determine, Approve and Monitor	The Board of Trustees prepares and submits the Trust's budget. The Director of Finance submits ongoing financial monitoring reports to the Board of Trustees/Trust Resources Committee for scrutiny and challenge.

Academy Staffing Structure	The LGB proposes changes to the Academy staffing structure within the Academy's agreed budget. This is monitored by the Trust Resources Committee.
Academy staff Performance Management and Pay Progression	The Board of Trustees establishes and annually reviews the Performance Management Policy and the LGB implements the policy and awards pay progression in line with the Trust Pay Policy.
The Trust Central Services Staff Performance Management and Pay Progression	The Board of Trustees establishes and annually reviews the performance management policy and the CEO implements the policy and awards pay progression in line with the Trust Pay Policy.

Ensuring Financial Probity

Trust Policy on Financial Delegation, Establish and Review	The Board of Trustees establishes the Financial Delegation Policy and the LGB implements the policy within its individual Academy.
Appointment of External Auditors	The CFO proposes the appointments of external auditors to the Board of Trustees for approval.
External Auditor Reports Receive and Respond	The Board of Trustees receives and responds. The LGB implements the actions that are relevant to its Academy, in accordance with instruction from the Board of Trustees.
Trust Procurement Policies	The Trust Resources Committee proposes the procurement policies to the Board of Trustees for approval.

Performance and Curriculum

Academy Development Plan	The Headteacher, in consultation with the LGB, proposes the Academy Development Plan for approval by the Board of Trustees.
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Academy Curriculum Plan The LGB proposes and approves the Academy Curriculum Plan.

Inspections (Ofsted and SIAMS) The Board of Trustees is ultimately responsible for all inspections.

School Organisation

Academy Day Times Proposed by the LGB, in consultation with the CEO and approved by the Board of Trustees.

Dates of Academy Terms and Holiday Proposed by the LGB, in consultation with the CEO and approved by the Board of Trustees.

INSET Days Proposed by the LGB in consultation with the CEO.

Admissions

Admissions Policy The LGB is responsible for consulting annually prior to proposing an Admissions Policy for approval by the Board of Trustees.

Exclusions

Exclusions The LGB considers representation of parents and carers, considers the reinstatement of an excluded pupil in accordance with the exclusions policy and statutory guidance. Where necessary the LGB shall also organise an independent review panel. The Exclusions Policy provides guidance regarding the process that will be followed.

Complaints

Complaints

The LGB is responsible for investigating complaints from parents/carers. The Trust Complaints Policy provides guidance regarding the process that will be followed.
