

The Charter Schools Educational Trust Scheme of Delegation

The Charter Schools Educational Trust is a multi-academy trust which now has nine schools based in the London Boroughs of Southwark and Lambeth. The Trust was founded in 2010 and since this time, all schools that have joined the Trust are rated Good or Outstanding by Ofsted. The Trust has several layers of governance – the Members, Trust Board, Trust Board Committees, Executive Leadership Team led by the CEO, and Local Governing Bodies that provide school-focused challenge and support.

Our Mission: Better Futures for Children and Young People

We want our work to improve all children and young people's lives, now and in the long term. Giving every child access to great teaching makes the biggest difference to the academic outcomes of children and young people. Through our schools, teacher training and school improvement work, we aim to support as many children as possible and to do our part to build thriving communities.

We are closely aligned around our mission and vision, and our shared culture is founded on strong values:

- We are evidence informed - We are ambitious for all and seek to close attainment gaps through better use of evidence.
- We achieve together - We strive for excellence, working collaboratively to respond to, learn from and embrace change.
- We act with integrity - We lead by example, approaching our work with care, pride and humility.
- We are inclusive - We contribute to building a welcoming and healthy culture.

Our Culture

We seek excellence in all that we do and we have the greatest expectations of everyone to achieve highly. Our culture helps us achieve this excellence, for our children and young people, for our staff, for the communities we serve and for the wider educational system. We seek to grow, ensuring our pupils and staff benefit from our best collective and collaborative practice and at the same time, retain the agility to innovate, ensuring our schools can respond nimbly to their community's needs. We want our schools to have the freedom to explore and learn from different practices, and we know that true leadership and personal accountability are founded on ownership and self-direction.

Summary of Governance layers

- **Members:** Members have responsibility for ensuring the purpose of the Trust is met, determining the Trust's constitution and governance structure, and appointing and removing Trustees – as outlined in the Governance Handbook, this is a strategic 'eyes on, hands off' role. This Scheme of Delegation focuses on the delegations from the Trust Board within the Trust. Members have an overarching oversight role and hold the Trust Board to account but are referenced in their role to appoint Trustees and the external auditors.
- **Trust Board:** The Trust Board hold ultimate legal accountabilities for all aspects of operational delivery, as well as being responsible for Trust policy and decision-making. The Trustees oversee the management and administration of the Trust and the schools run by the Trust and delegate authority and responsibility to others, including executive officers and school leadership teams who undertake the day-to-day management of the schools. Key matters reserved to the Board include strategic direction, vision and values, and approval of the Trust development plan and annual budgets.

This delegation can be to any of the following:

- **Trust Board Committees:** These are committees which are established by and accountable to the Board, where the majority of members are Trustees and have specific oversight of an area of Trust business including Finance, Audit & Risk, People and Pay, and Standards
- **Trust Executive Team:** This is the executive management of the Trust and is responsible for the operational running of the organisation at Trust level and supporting Trust schools with school level operational matters. It operates under the leadership of the CEO, who is by virtue of their position is also a Trustee and includes the CFO, Directors of Education, Director of People, Director of Estates and Head of Governance and Compliance who are each responsible for the a specific area of the Trust's operations.
- **Headteacher/Principal:** Individual school leader responsible for day-to-day operational delivery areas within their school, in line with the overall Trust Mission and Vision.
- **Local Governing Body (LGB):** The LGB for each school within the Trust is responsible for delegated elements of the Trust Board's strategic role and monitoring and oversight at a local school level. Each LGB is accountable to the Trust Board for the strategic governance oversight of their individual school in specific areas, ensuring that school leaders fulfil their responsibilities for educational standards, safeguarding, SEND and stakeholder engagement. The Duties, responsibilities and authority of the LGBs are as determined by the Trust Board.

Accountability

Our Governance code of conduct states that when undertaking their role Trustees/Governors will:

- Encourage open governance
- Accept collective responsibility for decisions made by the Trust board/LGB/Committee as appropriate.

- Stand by decisions that the Trust board/LGB/committee as appropriate makes as a collective
- Acknowledge the time, effort and skills demonstrated in the execution of delegated functions by other governance colleagues.
- Take into account any concerns expressed about their delegated function and be prepared to answer queries regarding their role.
- Continuously strive to work as a team.
- Express their views openly, in a courteous and respectful manner.

If anyone, including Local Governors have concerns about how the Board is not fulfilling their duties as described in this scheme of delegation they can raise these concerns with either the Chair of the Trust Board (chair@tcset.org.uk) or the Head of Governance (svarcoe@tcset.org.uk) .

Additionally, if anyone thinks that any of the following may have taken place they should report to the Members as described in the Whistleblowing policy via members@tcset.org.uk or directly to the ESFA:

- A criminal offence has been committed, is likely to be committed or is being committed, for example fraud.
- A person has failed, is failing or is likely to fail to comply with any legal obligation to which they are subject
- The company is breaking the law, for example does not have the right insurance.
- A miscarriage of justice has occurred, is occurring or is likely to occur
- The health or safety of any individual has been, is being or is likely to be endangered
- The environment has been, is being or is likely to be damaged
- Information tending to show any matter falling within any of the preceding points has been, is being or is likely to be deliberately concealed – as in you believe someone is covering up wrongdoing.

Scheme of Delegation Framework:

A multi academy trust's board of trustees is accountable in law for all major decisions about all the schools within the trust. However, this does not mean that the board is required to carry out all the trust's governance functions, and many functions can and should be delegated elsewhere, including to the CEO, the board's committees, Headteachers and to school local governing bodies (LGBs). The decision to delegate a function is made by the full board of trustees and is recorded in this scheme. Without such delegation, the individual or committee (board or school) has no power to act.

This Scheme of Delegation outlines how these delegations are made, to ensure clear and transparent governance arrangements. It aligns with the Trust's Articles of Association, internal Terms of Reference, and relevant government guidance as issued by the Department for Education (DfE) and Education & Skills Funding Agency (ESFA). This Scheme of Delegation is based on the various strategic and operational areas of activities at The Charter Schools Educational Trust. It outlines who is:

- **Responsible:** Responsible for reviewing and developing documents, proposals or processing and collating information for approval or recommendation. It is recognised that the person(s) responsible for developing specific areas of work may draw on other resources or work with colleagues.
- **Approve:** Has Primary responsibility for approval on any decision
- **Consulted:** Will be consulted as part of the process. Their contribution may inform the policy, process, or decision.
- **Informed:** Will receive one-way information on progress, decisions, or approaches.

Approval and Renewal

The Charter Schools Educational Trust Scheme of Delegation is reviewed and approved by the Trust Board annually, so that the roles and responsibilities outlined continually reflect organisational realities and updates to statutory legislation.

Date of last review: December 2025

Date of next review: December 2026

The Charter Schools Educational Trust Scheme of Delegation

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
1	Trust Governance						
1.10	Articles of Association	Approve any new versions of the Articles of Association by special resolution	Responsible any changes to the Articles of Association following guidance and statutory changes from the DfE		Consulted (via HoG) on any changes to AoA required	Informed on any changes	Informed of any changes
1.12	Appoint/Remove members	Responsible and approve appointment/removal of members by special resolution in line with the Trusts Articles of association	Informed of any changes		Consulted (via HoG) on process		
1.13	Role descriptions for Trustees and local governors – including any link governor/trustee		Approve any changes required in line with ATH and DfE requirements. Consulted on any changes recommended by HoG	Informed of any changes	Responsible for any changes to Governance role descriptions (via HoG)	Informed of any changes Consulted (via Chairs) on any changes recommended by HoG to local governor role descriptions	Informed of any changes
1.14	Appoint and remove Trustees in line with Articles of Association	Approve Board recommendations by ordinary resolution and ensure proper process in line with Trust policy	Responsible for and recommend to Members any changes to Board membership		Responsible for Trust governance recruitment policy and process (via HoG)	Informed of any changes	Informed of any changes

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1.15	To hold an annual general meeting	Informed of date of AGM	Approve the date and time of the annual general meeting. Approve annual report and accounts.	Consulted on annual report and accounts	Responsible for annual audit schedule	Informed of when the AGM is	Informed of when the AGM is
1.16	Trust governance details published on Trust and individual school websites				Responsible for any changes to Trust websites in line with statutory requirements		Responsible for any changes to school website in line with statutory requirements
1.17	Ensure Trust details at Companies House and GIAS are up to date and complete		Informed of any changes in line with statutory deadlines each year.		Responsible for any changes in line with statutory requirements		
1.18	Agree Trust Scheme of Delegation		Responsible for and Approve following statutory changes from the DfE and ATH, and any significant changes to the overall makeup and composition of the Trust	Informed of any changes to delegated responsibilities	Consulted (via executive team) on any changes to SoD required	Informed of any changes to delegated responsibilities	Informed of any changes to delegated responsibilities
1.19	Agree Trust Board Committee structure, delegations incl. terms of reference		Approve committee structure, delegations and Terms of Reference annually	Consulted on any changes to respective committee	Responsible for recommending any changes to the Trust committee structure in line with statutory and Trust strategic requirements	Informed of any changes	Informed of any changes

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
1.20	Terms of Reference for Local Governing Boards		Approve any changes to the LGB Terms of reference following statutory changes from the DfE and any changes to the scheme of delegation	Informed of any changes	Responsible for recommending any changes to the LGB Terms of Reference	Consulted on any changes to the LGB Terms of Reference	Informed of any changes to LGB Terms of Reference
1.21	Trust-wide external governance review		Approve review provider Approve parameters of review Consulted as part of review	Consulted as part of review Informed of any recommendations from review relevant to committees	Responsible (via HoG) for arrangements Consulted as part of review	Consulted as part of review Informed of any recommendations from review relevant to local governance	Consulted as part of review
1.22	Complete annual skills audit and self-review of performance		Approve overall Trust skills audit and self-review process each year		Responsible (via HoG) for arrangements Consulted – via executive on areas to be audited	Informed regarding skills audit and self-review process for LGBs	Informed regarding skills audit and self-review process for LGBs
1.23	Complete annual skills audit and self-review of performance of Chairs		Approve overall Trust skills audit and self-review process Chairs each year Responsible for Trust annual skills audit and self-review for Trust and Committee Chairs		Consulted on annual chairs review process	Responsible for annual skills audit and self-review for LGB Chairs	Informed on annual self-review of LGB Chair
1.24	Annual Trust Governance schedule of business		Approve the annual schedule of business in line with statutory requirements and priorities, including Trust Board and committees	Consulted on relevant aspects of the schedule planning including frequency and timing of committee meetings	Responsible for annual schedule of governance business (Via HoG) Consulted on relevant aspects of the schedule planning including frequency and timing of committee and LGB meetings	Consulted on relevant aspects of the schedule planning including frequency and timing of LGB meetings	Consulted on relevant aspects of the schedule planning

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
1.25	Election of Chair/Vice-Chairs		Approve process for annual election of Chair and Vice-Chair of Trust Board and committees including LGB Responsible for annual election of Trust Board and committee Chairs/vice-chairs		Responsible for any changes to the process for annual election of Chair and Vice-Chair of Trust Board and committees including LGB	Informed of any changes Responsible for annual election of LGB Chairs/vice-chairs	Informed of any changes
1.26	Appoint and remove local governors		Approve appointment or removal of local governors (appointed) to school local governing boards. Approve governance recruitment policy and process for appointing governance volunteers		Responsible for any changes to the Trust governance recruitment/dismissal policy and process	Informed on the Trust governance recruitment and appointment/removal policy Recommend appointment/removal of local governors depending on annual review and skills audit, expiry of any terms of office.	Informed of process for election of staff and parent governor vacancies in school and Responsible for running that process within their schools
1.27	Removal of committee or LGB Chair/Vice-Chair		Approve removal of committee or LGB Chair/Vice-Chair where serious concerns exist	Consulted on removal of committee Chair/Vice-Chair where serious concerns exist.	Responsible for any changes to the Trust governance recruitment/dismissal policy and process Consulted on removal of committee or LGB Chair/Vice-Chair where serious concerns exist.	Consulted on removal of LGB Chair/Vice-Chair where serious concerns exist.	Consulted on removal of LGB Chair/Vice-Chair where serious concerns exist.
1.28	Agree named statutory link trustee/governors for SEND, Safeguarding and Careers		Responsible for identifying and Approve named link trustees	Informed who link Trustees/Governors are	Informed who link Trustees/Governors are	Responsible for identifying and Approve named link governors	Informed who link Trustees/Governors are

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1.29	Agree remit and constitution of any working group established to support trust's strategic objectives		Approve terms of reference for task and finish working groups at Trust level		Responsible for maintenance of task and finish group Terms of Reference Informed of terms of reference for any task and finish working group dependent on strategic area.	Approve terms of reference for task and finish working groups at school level	Consulted on terms of reference for any school level task and finish working groups. Informed of terms of reference for any task and finish working group dependent on strategic area.
1.30	Appoint and remove the clerk to the Trust Board, committees or LGBs		Approve recruitment process for recruitment of Clerk to the Trust Board Consulted on appointment of Clerk to the Trust Board	Informed of any changes	Responsible for process for recruitment of Clerk to the Trust Board, committees or LGBs	Informed of any changes	Informed of any changes
1.31	Ensure there is a clear approach to trust-wide policies and the maintenance and adoption of these across the trust		Approve Trust-wide policies where not delegated to committee level	Approve where delegated to committee level Consulted dependent on committee responsibilities	Responsible for review, maintenance and communication of Trust-wide policies	Informed of statutory Trust policies Approve any statutory school level policies	Responsible for review, maintenance and communication of school-level policies Informed of statutory Trust policies
1.32	Set clear expectations for trustees and governors through the governance code of conduct		Approve Trustee Code of Conduct and governance code of conduct		Responsible for review, maintenance and communication of Trustee and Governance codes of conduct	Informed of Governance Code of Conduct	Informed of Governance Code of Conduct

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2	Vision and Strategy						
2.10	Trust Mission, Vision and Values	Informed of the overall Trust Mission, Vision and Values	Approve overall Trust Mission, Vision and values Consulted on any proposed changes to overall Trust Mission, Vision and Values		Responsible for any changes to the Trust mission, vision and values	Informed on any changes and ensure that these are reflected in school level vision and values.	Informed on any changes and ensure that these are reflected in school level vision and values.
2.11	Setting school level vision and values		Informed of any changes to individual school vision and values to ensure they are in line with the overall Trust V&V		Consulted on any proposed changes	Approve any changes to school level vision and values Consulted on any proposed changes to school's vision and values	Responsible for school vision and values ensuring that they are in line with the overall Trust V&V
2.12	Trust 3-year development plan and KPIs		Approve overall Trust development plan and KPIs Consulted on any changes	Consulted on any changes	Responsible for overall plan and KPIs including one year and three-year development plans	Informed on any changes	informed on any changes
2.13	Setting three-year school level Strategic plan		Informed regarding proposed individual school development plans (SDPs)	Informed of any changes where relevant	Consulted on three-year school strategic plans to ensure align with overall Trust strategic plans	Approve three-year strategic plan	Responsible for three-year school strategic development plans in line with overall Trust plans
2.14	Setting annual school development plan and KPIs		Informed regarding proposed individual school development plans (SDPs)	Informed of any changes where relevant	Consulted on annual school development plan and KPIs	Consulted and approve annual SDP and KPIs	Responsible for annual school development plan and KPIs in line with overall Trust plans and school three-year strategic plan

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3	Staff						
3.10	Trust HR Policies and Process		Consulted on any material changes to HR policies	People and Pay Committee approve overall Trust HR Policies	Responsible for any changes to Trust HR policies	Informed of any material changes to HR policies	Consulted on and Informed of any material changes to HR policies
3.11	Appoint/dismiss Chief Executive Officer (CEO)/Accounting Officer		Approve process for recruitment of CEO Approve appointment of CEO. Can dismiss the CEO following correct policies and procedures when significant concerns arise.			Informed of any changes	Informed of any changes
3.12	Role description of CEO		Approve role description for CEO Consulted on role description for CEO	Informed of any changes	Responsible for the CEO role description. (Director of People)	Informed of any changes	Informed of any changes
3.14	Undertake performance management review of CEO		Approve annual performance management review of CEO including any associated pay review Responsible for CEO annual review	Finance Committee informed of any financial implications and report to Trust Board	Responsible for the CEO PM process (Director of People)		
3.13	Appoint/dismiss CFO		Approve appointment of CFO Consulted on appointment of CFO.		Responsible for appointment of CFO	Informed of any changes	Informed of any changes

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
3.14	Appoint/Dismiss Governance Professional (Head of Governance)		Consulted on appointment of Governance Professional (HoG)		Responsible for appointment of Governance Professional (HoG)	Informed of any changes	Informed of any changes
3.15	Determine executive team staffing structure		Approve overall executive team staffing structure	Finance Committee consulted where there are financial implications	Responsible for overall executive team staffing structure		Informed of any changes
3.16	Appoint/Remove senior Trust Executives		Approves process for recruiting and appointing the senior Trust executives Approves appointment or dismissal of Senior Trust executives Approves any restructuring proposals for Trust Senior Executive Team	People and Pay committee approve overall Trust HR Policies Committees will be consulted as part of the recruitment process where relevant.	Responsible for policy and process for recruitment and appointment, or dismissal of senior Trust Executives		Informed of any changes
3.17	Undertake performance management review of senior Trust Executives		Informed - annual Trust Executive pay review report Responsible for any pay appeals from Senior Executives	People & Pay Committee approve performance related pay recommendations for senior Trust Executives Committees consulted on senior Trust Executive performance where relevant Finance Committee informed of any financial implications and reports to Board	Responsible for any changes to the annual performance management review of senior staff and recommends any performance related pay increase.		

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
3.18	Appoint/Remove all other Trust central services team staff		Consulted on any recruitment decisions where the overall structure of the central team changes	Finance Committee informed of any financial implications and report to Board	Responsible for appointment/dismissal of Trust Central staff (other than senior executives)		Informed of any changes
3.19	Undertake performance management review of all other Trust Central services team			People and Pay Committee Approves any performance related pay recommendations. Finance Committee informed of any financial implications and reports to Board A separate appeals committee hears any appeals	Responsible for any changes to the annual performance management review of senior staff and recommends any performance related pay increase.		
3.20	Determine school level staffing structure				Consulted for individual school staffing structure CFO/HRD approve	Informed of any significant overall staffing restructure	Responsible for determining school staffing structure in line with workforce planning and budget requirements
3.21	Appoint/dismiss Headteacher/ Head of School		Informed of process for recruitment of Headteacher/Principal Informed of Appointment or dismissal of Headteacher/Principal Trustees including Chair will be consulted as part of any panel hearing an appeal against dismissal	People and Pay Committee approve overall Trust HR Policies	Responsible for process for recruitment of Headteachers/Principal Responsible for process for dismissal of Headteacher/Principal	Informed of process for recruitment and appointment, or dismissal of Headteacher/Principal Consulted on appointment or dismissal - LGB Chair(s) will be part of the process.	Informed of process

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
3.22	Undertake performance management review of Headteacher/Principal		informed of process and outcomes for annual performance management review of Headteacher/Principal	Finance Committee and Pay committee informed of any financial implications and report to Trust Board. People and Pay committee approve performance related pay recommendations for Headteachers and Trust executive team members	Responsible for annual performance management of Headteacher/Principal. Recommends any performance related pay review to People and Pay Committee	informed of process and consulted (via Chair) on outcomes for annual performance management review of Headteacher/Principal	Informed of process
3.23	Appoint/dismiss deputy/assistant headteachers			People and Pay Committee approve overall Trust HR Policies People and Pay committee informed of any senior staff changes	Responsible for policy and process for recruitment/dismissal of Deputy or Assistant Headteachers Consulted on any senior staff changes	Informed of process for recruitment and appointment, or dismissal of Deputy Headteachers Informed of any senior staff changes	Approves Appointment /or dismissal of Deputy or Assistant Headteacher
3.24	Appoint/remove all other school-based staff		Approve proposals for restructuring or redundancy for schools in line with Trust delegations	People and Pay committee approve overall Trust HR Policies Finance Committee informed of and approve any financial implications and report to Trust Board including severance packages in line with Finance SoD	Responsible for proposals for restructuring or redundancy for Trust shared services team Consulted on any substantive changes to school staffing structures and recruitment Reviews appeals from individual staff	Informed of any substantive changes to overall school staffing structures LGB member will be part of appeal panel	Responsible for proposals for restructuring or redundancy for school staff Approves Appointment or dismissal of school staff including redundancy

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
3.25	Undertake performance management review of staff		Informed - annual pay review report	People and Pay committee approve overall Trust HR Policies Finance Committee informed and reviews any financial implications and report to Trust Board	Responsible for policy and process for performance management process for school staff	<i>A separate Appeals committee will hear appeals</i>	Consulted on any performance related pay increases for school staff to LGB pay committee
3.26	Monitor Staff wellbeing and workload			People and Pay informed of relevant reports at Trust level	Responsible for Trust-wide staff workload and wellbeing policies	informed of relevant reports at school level	Responsible for monitoring staff workload and wellbeing within their schools Informed of any changes to Trust policy and process
3.27	Monitor staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD		Informed of processes to ensure compliance		Responsible for Trust-wide compliance training	Informed of processes to ensure compliance	Responsible for ensuring Trust-wide compliance training is completed by staff
4	Finance and Operations Scheme of Delegation						
4.10	Financial Regulations, financial and asset management policies and procedures to ensure compliance to DFE and statutory financial requirements		Approves main Trust-wide finance policies on recommendation of Finance committee	Finance Committee consulted on finance policies and procedures in line with changes to ATH DfE Guidance and Company Law Approves any finance policies where delegated to committee	Responsible for finance policies and processes informed by compliance requirements and Trust context.		Informed on financial regulations and Trust financial policies and processes

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
4.11	Determine Financial Scheme of Delegation		Approve FSoD as part of overall SoD	The Finance Committee is consulted on the FSoD in line with regulatory and sector compliance	Responsible for policies and process relating to Finance SoD	Informed of FSoD and any related policies	Informed of FSoD and any related policies
4.13	Appoint External Auditors	Approve appointment of external auditors following tender process and recommendation from Trust Board	Approve tender process Trust Board recommend appointment of Auditors to Members after full tender process	Audit and Risk committee consulted on appointment of external auditors	Responsible for tender process for appointment of external auditors		Informed when auditors are appointed
4.14	Appoint Internal Auditors		Informed of appointment of internal auditors.	Audit and Risk committee approves appointment of internal auditors Finance and Audit and Risk committees consulted on and approve internal audit focus each year	Responsible for procurement process for appointment of internal auditors		Informed when internal auditors are appointed when area of scrutiny involves schools
4.15	Annual report and accounts of the work and performance of the Trust	Informed of annual report and accounts	Approve annual report and accounts.	Finance Committee and Audit and Risk Committee consulted on Annual report and accounts and recommend to Board	Responsible for annual audit process.	Informed of final annual report and accounts	Informed of final annual report and accounts Informed on any actions from audit reports relevant for school
4.16	Determine Compliance Policies and process – to include finance, health & safety, safeguarding and data protection		Approve Trust-wide compliance policies	Committees consulted on changes to compliance policies where relevant:	Responsible for policies and procedure in relation to statutory compliance around finance and risk and monitor compliance	Informed on any changes to Trust policies	Informed on any changes to Trust policies Responsible for ensuring school staff are compliant with any policies and procedures

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
4.17	Oversight of Risk and risk management		Informed of main risks and mitigations	The Audit and Risk committee receives, and Approves the Trust Risk register termly Approves any necessary programme to deliver internal scrutiny and risk management Maintains oversight of Trust level risk factors and monitors progress on actions	Responsible for the Trust risk register Responsible for the programme of Trust-wide internal scrutiny and actions to manage risks Consulted on school level risk registers	Approve the school risk register at least annually or where there are any significant changes. Maintains oversight of school level risk factors and monitors progress on actions	Responsible for maintenance of an up-to-date school risk register and mitigations
4.18	Maintain Trust contingency and business continuity plans			Audit and Risk Committee informed of plans on an annual basis	Responsible for creation and maintenance of business continuity plans including Cyber recovery and disaster recovery	informed of school level plans on an annual basis	Headteachers consulted on school level business continuity plans
4.18	Complete and maintain Trust register of pecuniary interests		Approves Trust Finance Policy	Finance Committee Approves any related party transactions in line with Trust Policy and DFE statutory guidance	Responsible for Trust register of pecuniary interest and related party transactions Review any proposed transaction with a related party and will recommend whether to proceed in line with Trust Policy/ DFE statutory guidance	Informed of Trust Policy on pecuniary interest and related party transactions	Informed of Trust Policy on pecuniary interest and related party transactions
4.19	Approve annual Trust budget to support delivery of school and Trust-wide KPIs –		Approves annual budget	Finance committee consulted on any budget proposals, including any which may call on Trust reserves and ensure that	Responsible for preparation of annual Trust budgets and stipulates assumptions to be followed in budgeting in line with Trust Development plan	Informed of annual budget once approved by Trust Board Consulted on budgets for their school	Responsible for preparation of annual school budget in line with Trust/school development plans and Key Priorities.

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	(Inc. Central Service Contribution)			these comply with Trust Policy and recommend to Board.	and key priorities.		
4.20	Involvement of Headteachers/ CEOs who have resigned during the academic year				CEOs who have resigned during the academic year will not make any financial decisions (or appointments) during their notice period unless jointly approved by additional executive leader/Trust Board as appropriate.		Headteachers who have resigned during the academic year will not make any significant financial decisions (or appointments) during their notice period unless jointly approved by the CEO.
4.21	Maintaining accounting records as required by statute		Chair informed via management accounts reports.	Finance Committee Informed via management accounts reports. Consolidated reports are reviewed half-termly by the finance committee. Chair of finance committee reports any significant items to the Trust Board.	Responsible , Prepares and delivers (through CFO) monthly management accounts, outturn forecasts and monitoring reports for Trust Board and headteachers	Informed - school budget monitoring reports shared via GovernorHub for information. LGBs can raise questions to the Headteacher. Over £50k with a value of over £50k	Headteacher informed and consulted via monthly reports and outturn forecasts in monthly business meetings with central finance team
4.22	Capital expenditure funded out of School Capital Allocation and Trust reserves		Approves any case for capital expenditure as recommended by the Finance committee in line with finance approval values and Trust Estates master plan	Finance committee approve the Capital Funding policy The Finance Committee Reviews the business case and Approves in line with finance approval values	Recommends proposed capital expenditure necessary for the continued or enhanced operation of the Trust and its schools in line with Trust Estates master plan	Informed of any capital expenditure projects valued at over £50k at their school	Consulted on needs-based business case for capital expenditure necessary for the continued operation or enhancement of the school.

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4.23	Estates strategic plan and fixed asset register		Approve overall Trust estates strategic plan	Finance committee consulted on the Trust reserves strategy and estates strategic plan and recommend to full Board The Audit and Risk Committee will be informed annually the Fixed Asset Registers at school and Trust level as part of the audit process.	Responsible for Trust wide estates plan Responsible for accounting record of all capital assets for audit purposes.	Informed on school estates strategic plan for their school.	Consulted on school level estates strategic plan and school level requirements. Responsible for register of all school assets with a capital value of £2,000 or more.
4.24	Determine Trust Procurement Policies and process			Finance committee approve Trust Procurement Policy and Process every two years	Responsible for the Procurement Policy and process in line with updated guidance and legal requirements.		Informed of responsibilities under the Procurement Policy and processes
4.25	Selecting a supplier for any expenditure below £10,000 to over £214K (public procurement)	Follow the procurement policy.					
4.30	Waiving pricing/quote process for emergency procurements under £50,000 where only one supplier is considered suitable.			Finance Committee Informed with rationale	Senior executive responsible for trust level procurement and recommends to CEO/CFO following receipt of business case where only one supplier is considered suitable. CEO/CFO Reviews expenditure in line with Trust strategic improvement plan		Headteacher responsible for school level procurement and recommends to CEO/CFO following receipt of business case where only one supplier is considered suitable.

Ref	Area	Members	Trust Board	Committees	Trust Executive	Local Governing Board (LGB)	Headteacher/Principal
					and to check potential for cross Trust savings and VFM. Approved by CEO or CFO.		
4.31	Waiving pricing/quote process for emergency procurements over £50,000.		Is informed of business case and decision	The Finance Committee is consulted on the procurement strategy and then Approves the expenditure after reviewing the business case and ensuring best VFM and compliance with Trust Policy and procedures and with any conditions applied by the DfE	Responsible for and recommends expenditure in line with Trust strategic improvement plan and to check potential for cross Trust savings and VFM		Headteacher responsible for school level procurement and recommends to CEO/CFO following receipt of business case where only one supplier is considered suitable.
4.32	Ensuring compliance with Public Contracts Regulations.			Finance committee and Audit & Risk committees informed via reports on compliance from Internal Auditor that will highlight any failure to follow Regulations.	Responsible for compliance with procurement policies and procedures. CFO reviews all formal tenders and formalises the award of a contract to ensure compliance		Headteacher ensures policies and procedures are adhered to.
4.35	Authority to sign a contract of specific value	See Procurement Policy					
5	Education, Curriculum and School Performance						
5.10	Trust curriculum policies & provision incl. EYFS and 6 th form			Standards Committee Informed and report to any Trust-wide Education and curriculum policies to Board	Responsible in line with Trust mission and vision for any Trust Wide Curriculum strategy	Informed of any Trust -wide curriculum policies & provision implemented in their school.	Consulted on cross- Trust curriculum intent

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5.11	School curriculum policies & provision incl. EYFS and 6th form			Standards Committee informed on any significant changes in policy and approach in schools and actions/ progress	Consulted curriculum policies & provision incl. EYFS and 6th form.	Consulted as Headteacher/principal develops school approach. Approve specific school level policies where required	Responsible for school level policies in line with statutory guidance and Trust intent, and report to LGB and Trust Executive team
5.12	Determine the length of the school day and the school year		Approve term dates		consulted on any proposed changes to school day in any individual school Responsible for setting term dates each year	Consulted on changes to school day. Informed of term dates each year	Responsible for any proposed changes to the school day Consulted on term dates
5.13	Agree equality information and objectives (public sector equality duty) statement and monitor delivery		Approve Trust equality information and objectives (public sector equality duty) statement Approve Trust Equalities policy		Responsible for Trust – wide Equalities policy and Trust equality information and objectives (public sector equality duty) statement Informed of school's equality information and objectives (public sector equality duty) statements to ensure they are in line with Trust. Ensure publication on Trust website	Approve equality information and objectives (public sector equality duty) statement and ensure this is published on the school website	Responsible for reviewing in line with statutory guidance the school's equality information and objectives (public sector equality duty) statement and publishing on school website
5.14	Ensure provision of religious education, SMSC and RSE as part of curriculum in line with statutory requirements			Standards committee informed of any statutory changes that need to be reflected in curriculum policy	Consulted on overall content and intent	Informed of any changes and monitor compliance with statutory requirements Consulted on any changes as required by statutory guidance	Responsible religious education, SMSC and RSE as part of curriculum in line with statutory requirements

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						Approve policies where required (RSE)	
5.15	Policies for admissions, Behaviour and pastoral care, attendance, complaints, uniform, suspensions and exclusions		Approve Trust wide approach and relevant policies and process.	Standards Committee consulted as part of board approval process approaches, effectiveness and implementation where relevant	As per policy schedule, Responsible for Trust-wide policies, templates and processes across Trust.	Consulted on and approve school level policies. Responsible for review of headteachers decision to suspend or exclude pupils Monitor implementations and effectiveness in their schools.	Responsible for school level policies and application
5.16	Pupil Premium Strategy		Informed via CEO reports as part of TDP	Standards committee Informed on Trust-wide progress in relation to approaches and effectiveness	Consulted on approaches and support school leaders following reviews as needed	Approve school pupil premium strategy and monitor progress Appoint Link Governor for Pupil Premium	Responsible for school Pupil Premium strategy informed by Trust values and evidence-based approaches
5.17	Safeguarding oversight, policies and procedures including policies for LAC/PLAC children		Approve Trust policies and procedures. Appoint Safeguarding link Trustee	Audit and Risk Committee informed of any internal or external Safeguarding Audit reports when applicable	Responsible for Trust-wide policies and procedures approve template job descriptions for DSL and Designated Teacher	Informed on school specific version of Trust-wide template policy Appoint link governor for safeguarding. Informed on DSL & LAC teachers for school	Consulted on Trust wide approach. Approves appointment of DSL and Designated teacher for LAC
5.18	Strategy for SEND provision and		Approve Trust SEND policies and procedures.	Standards Committee consulted as part of	Responsible for Trust SEND policies and procedures.	Informed on Trust-wide policy and process.	Consulted on Trust wide policies and process

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	relevant policies and practice		Appoint SEND link Trustee	approval process approaches and progress.	Consulted on school action plans.	Approve school SEND Information report annually. Appoint Link governor for SEND.	approach. Responsible for the school SEND Information Report
5.19	Policies and practice relating to CEAIG including external education support and provision, post-16 education and students' destinations		Informed of policies and practice across the Trust.	Standards Committee Informed of any Trust-wide approach and effectiveness.	Consulted (DoEs) on school level policies and approach for CEAIG	Approve Provider access policy annually Responsible for appointing a link governor for CEAIG (secondary) Approve school's CEAIG policy Informed of school's CEAIG activities and destinations data	Responsible for school's policies and approach to CEAIG Responsible for monitoring and reporting of CEAIG activities, impact and destinations data
6	Parent and community engagement						
6.10	Ensure that the school has an admissions policy consulted on and published in line with the Schools Admissions Code		Consulted on any material changes to school admissions policy to ensure aligns with statutory requirements and Trust vision and values		Consulted on any material changes to school admissions policy to ensure aligns with statutory requirements and Trust vision and values	Consulted on any material changes to school admissions policy to ensure aligns with statutory requirements and school vision and values Approve school admissions policy	Responsible for review, consultation and implementation of school admissions policy and process as required and in line with the school's admissions code.

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6.11	Publication of information on Trust and school websites		Informed that statutory requirements are met across Trust		Responsible for information for Trust website and its publication in line with DfE requirements. Consulted on school website content to ensure in line with statutory requirements	Informed requirements are met for school. Consulted by HT on stakeholder perspective on information. Reviews and recommends any changes to Governance information on school website	Responsible for ensuring information on school website is up to date and in line with DfE statutory requirements for school websites.
6.12	Trust branding		Approve Trust branding		Responsible for any changes to Trust branding	informed of any changes to overall Trust branding.	Informed of any changes to Trust branding
6.13	School branding				Is consulted on school branding and recommends any changes in line with Trust branding and quality assurance.	Approves any changes to school branding	Responsible for school branding in line with Trust branding guidelines and quality assurance.
6.14	To publish the school prospectus				Consulted on information and quality of individual school prospectuses.	Informed of any changes to the school prospectus.	Responsible for school prospectus in line with Trust branding guidelines and quality assurance.
6.15	Stakeholder engagement strategy and plans including partners, parents, pupils and local communities		Approve any trust-wide stakeholder engagement strategy.	Standards Committee review reports and make recommendations , including changes needed in Trust-wide approach to Board	Responsible for trust-wide strategy. Consulted on school level plans	Approve overall school approach	Responsible for overall stakeholder engagement strategy for school
6.16	Complaints Policy and Process is published		Approve Trust Complaints Policy and process		Responsible for Trust complaints policy and process review in line with statutory guidance and is	Informed of Complaints policy and process	Responsible for implementation of Trust Complaints policy at school level.

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					published on Trust website	Monitor number formal complaints in school and any subsequent recommended actions Responsible for convening a Governors compliant panel	Responsible for publication on school website