



Scheme of Delegation 2025/2026

Document control

Date Approved	December 2025
Date for Review	December 2026
Authorised By	Trust Board
Published Location	Trust website
Document Owner	Trust Board
Version	Vs6

Trust Scheme of Delegation

1. Introduction and Purpose of the Scheme of Delegation

The Trust Board of One Multi Academies Trust is accountable legally for all decisions about the Trust and its Academies. It is vital to ensure there are systems in place, so the Board is assured of the quality of education as well as the safety and good practice of activity within the Trust. However, this does not mean the Board is required to undertake all tasks or make all the decisions itself. This Scheme of Delegation sets out the functions that are delegated within the governance structure of One Multi Academies Trust and as agreed by the Trust Board.

The intention of this document is to:

1. Set out delegations for specific areas of activity or decision making in a clear, usable format,
2. Provide clarity, consistency and avoid duplication or overlap in governance,
3. Seek to place governance decision making as close as possible to the point of impact.

This document, together with the committee structure and their Terms of Reference, will be reviewed annually by the Board to ensure it remains aligned to organisational strategy and needs. This document should be read alongside the Trust's terms of reference and the annual agenda planner. It covers governance delegations but is in addition to documents setting out the Trust's financial, HR and operational delegations and is underpinned by our policy approval schedule. The delegations have been informed by an assumption that functions are carried out in line with agreed Trust policies or approaches. In addition, where there are significant concerns or issues that arise and including in line with Trust policies, it is recognised that these may be raised, by exception, with the Board or other Trust stakeholders.

One Multi Academies Trust's approach to governance allows it to adapt to the different needs of the Academies. There may be circumstances when the Board will need to intervene and choose to withdraw specific delegated authorities although these are expected to be the exception rather than the rule. Possible examples where this may be required include, but are not limited to, significant concerns within a Academy which may relate to safeguarding, finance, educational performance or an adverse on Trust's reputation or Ofsted inspection or breaches of the Academy Trust Handbook.

2. Definitions

The key tiers of governance of the Trust are:

Board: the legal accountable body for One Multi Academies Trust. The Trust Board is responsible to the Secretary of State for Education for the effectiveness of each of

the Trust's Academies.

Members are the guardians of the Trust's governance, with responsibilities similar to those of shareholders in a company. They ensure the Trust's charitable objects are met and hold the Board of Trustees to account for the effective governance of the Trust.

Trustees (also referred to as directors) are both company directors and charity Trustees. They are responsible for the strategic direction, oversight, and performance of the Trust. While the Board of Trustees may delegate certain functions, it cannot delegate its overall accountability for the Trust's statutory, regulatory, and governance obligations.

Committees: the Board has established one Local Advisory Board for each Academy, with a key role to provide local support and to offer a community dimension into Academy plans, the standards and achievements, community and stakeholder engagement as well as the Academy's ethos and values. In addition, there are Trust committees which have been established to enable review, scrutiny and discussion of key areas to ensure the Board has sufficient understanding and oversight. Detailed committee roles are set out in the terms of reference.

CEO: responsible for delivering the educational and operational outcomes for One Multi Academies Trust as set by the Board. The CEO is included to reflect their role as the Accounting Officer and their personal responsibility to the DfE.

Principal: the individual who has ultimate responsibility for an Academy in line with One Multi Academies Trust strategy, approach, ethos and values. Individual Academies may have alternative titles for this position such as Executive Principal or Principal.

Members: It is recognised that One Multi Academies Trust also has Members. The purpose of this document is to set out delegations from the Trust Board to other governance stakeholders and as such it does not detail the role of the Trust's Members.

The Academy Trust Handbook 2025 and the Trust's Articles of Association, together with relevant legislation and the DfE's Governance Handbook 2020, contain key information on Members. Members are the custodians of governance, playing an 'eyes on, hands off' role. The Academy Trust Handbook 2025 sets out that "there should be significant separation between the individuals who are Members and those who are Trustees".

Members have specific roles which can include (subject to Trust documents and relevant legislation):

- Amending the articles of association
- Appointing or removing Members or Trustees
- Appointing the Trust's auditors and receiving the audited annual accounts

For clarity, it is noted that a 'school' is defined as an individual school within the Trust, as denoted by their Unique Reference Number. As such a 'school' may span one or several phases of education.

3. The main approval levels used in this document are:

Approve	Responsible for approving a document or process and determining how the task will be undertaken including defining appropriate milestones and targets to be reported against
Consulted	Will be consulted as part of the process of completing a task. Their contributions may inform the approach or decision
Deliver	Operationally responsible for undertaking a task and reporting on its delivery at suitable intervals
Informed	Will receive one way information on decisions or approaches
Monitor	Will consider actions being planned or taken or progress made as part of the process of completing a task. Where required, this monitoring role may include suggesting action to be taken to contribute to the task being delivered appropriately.
Prepare	Responsible for developing documents or information, processing and collating information for approval or review
Recommend	Will make recommendations as to how a task, decision or approach should be undertaken or completed. The recommendation will usually inform the approach or decision
Report	Responsible for reporting on the delivery of tasks, in some cases after a review of delivery undertaken by others. The document refers to internal reporting, for example from the Executive Principal/CEO to the Board, but does not seek to capture external reporting, for example to the Companies House
Review	Responsible for reviewing whether a task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately.

4. Overarching Principles

It was agreed that a series of overarching principles would inform the review of the scheme. These are:

- No duplication or overlap of governance.
- Clear responsibility and clear accountability
- Delegations should be informed by what is right rather by personalities or than what has been done historically.
- That decisions are ethical and legal and in line with the Nolan Principles, government guidance and are underpinned by what is right for our Academy communities.

The following acronyms are used in this document:

ATH	Academy Trust Handbook
Articles	One Multi Academies Trust Articles of Association,
DfE	Department for Education
DSL	Designated Safeguarding Lead
DBS	Disclosure & Barring Service checks
EYFS	Early Years Foundation Stage
H&S	Health & Safety
HT	Headteacher
KCSIE	Keeping Children Safe in Education
KPIs	Key performance indicators
LAC	Looked after children
SEF	Self-Evaluation Form
LAB	Local Advisory Board (referred to in the Articles as Local Governing Bodies)
SEND	Special Educational Needs and Disability
SIP	School improvement plan
TIP	Trust Improvement Plan

5. Table of Delegation

Vision and Strategy (Governance and Leadership)

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
1.1	Determine Trust's vision, strategy and key priorities including any plans for growth or significant change	Prepare (i.e. develop high level thinking and approach/ consultation for any significant review) and approve	Committees: informed . May be consulted as part of significant review	Prepare (i.e. develop detail and documentation including consulting), then recommend . Deliver and review to ensure vision and strategy inform including at school level	Expect to be consulted for significant review. Informed on approved approaches	Expect to be consulted for significant review or change. Informed on approved approaches and Deliver .
1.2	Determine Trust faith ethos, culture and values	Prepare (i.e. develop high level thinking and approach/ consultation for significant review) and approve	Committees: informed on approved approach	Prepare (i.e. develop detail and documentation including consulting), then recommend . Deliver and review to ensure ethos and values reflected across Trust and schools	Expect to be consulted for significant review. Informed on approved approaches	Expect to be consulted for significant review. Informed on approved approaches Deliver for school. Report to CEO on implementation.
1.3	Trust Improvement Plan including key priorities, KPIs, input from school improvement plans	Approve and review	Committees: review and monitor areas relevant to each committee	Prepare and deliver in line with vision and strategy, meeting external expectations or requirements	Contribute through school plans which inform Trust plan. Informed on Trust Plan	Contribute through school plans which inform Trust plan. Informed on Trust Plan and Deliver .

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
1.4	Risk Management and control	Approve Risk Management Policy. Review and approve risk register informed by FARCOM and CEO reports	FARCOM review and monitor regular reports from CEO. Recommend Risk Management Policy to Board Committees: review key risks relevant to committee	Prepare, deliver, review and report on risk management, risk register and controls for Trust and schools. Recommend Risk Management Policy to FARCOM	Informed on key risks and related issues within school. Review key school risks	Review and deliver risk register for school, update and report to CEO Report to Local Advisory Board on key risks and issues for school
1.5	Potential new schools to join the Trust Note: Board will confirm specific approach for each school	Approve in line with Trust vision and strategy. Approve timeline, due diligence and delivery plan for any new school being considered	FARCOM review and monitor due diligence for any new school and make recommendations to Board FARCOM and Standards Committee: review relevant information, report to FARCOM	In line with vision and strategy, review and recommend possible schools to join Trust to Board or report information to FARCOM Deliver decisions made	Consulted on potential new schools. Informed on decisions. May have role working with new schools as identified by Board or CEO	Consulted on potential new schools. Informed on decisions. Expected to have role working with new schools as identified by Board or CEO

Trust Board Business (Governance and Leadership)

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
2.1	Trust Governance structure, delegations incl. terms of reference	Approve annually	Committees: consulted and deliver for committee; informed on overall approach	Prepare, review and recommend proposed approach informed by consultation, compliance and Trust practice. Deliver delegations for CEO	Consulted and deliver Local Advisory Board delegations; informed on overall approach	Consulted on Principal and Local Advisory Board delegations; informed on overall approach. Deliver at Principal level
2.2	Recruitment and skills audits of Trustees	Review CEO reports and review need for future reports, audits or recruitment Approve process and timeline to seek potential new co-opted Trustees	Committees: consulted on skills gaps for committee	Prepare periodic skills audits to identify gaps including in finance and deliver induction/training. Consulted on Trust needs and gaps Deliver support and report to Board (and Members or partners) on Trustee recruitment and eligibility. Responsible for the delivery	Informed	Informed

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
2.3	Appointment or removal of Trustees in line with Articles	Appoint co-opted Trustees Approve any decision to suspend or remove Trustees in line with Articles Contribute to appointment process, subject to approach		Deliver support and report to Board (or Members) regarding any possible need to suspend or disqualify a Trustee in line with Articles	Informed	Informed
2.4	Appointment of Board Chair, Vice-Chair and lead Trustee roles	Appoint in line with Articles Appoint lead Trustees for safeguarding and SEND	Standards Committee: Trustees on Committee to be appointed as lead Trustees for safeguarding and SEND	May be consulted to make recommendations to Board	Informed	Informed
2.5	Appointment / removal of Trust committee and Local Advisory Board chairs	Appoint	Committees: consulted and may recommend for committee	Consulted. May be asked to make recommendations to Board	Consulted and may recommend for Local Advisory Board. Informed on committee chairs	Consulted and may recommend for Local Advisory Board. Informed on committee chairs

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
2.6	Appointment of Trust committee members and Local Advisory Board Governors	Approve Committee memberships Consulted on Local Advisory Board memberships Approve and informed on process for election/ appointment of parent and staff Local Advisory Board members	Committees: consulted and may recommend for committee	For FARCOM & Standards Committee committees: consulted Prepare induction/ training programme, deliver programme requesting Local Advisory Board and Principal contributions	For Local Advisory Board: review membership and skills needs/ gaps. Appoint co-opted members to the Local Advisory Board and consult the TB on appointments. Monitor elections and approve confirmation of (re)appointments of parent and staff Local Advisory Board members and inform TB regarding adherence to process Deliver induction/ training in line with CEO plans	For Local Advisory Board: deliver skills audit to identify gaps. Deliver process for election/ (re)appointment of parent and staff Local Advisory Board members. Report to Local Advisory Board and CEO on process/ election Deliver induction/ training in line with CEO plans
2.7	Appointment of Clerk to Trust Board, and committees	Appoint Clerk to the Board Informed on appointments of Clerks to committees and Local Advisory Board	Informed on clerking arrangements	Consulted and usually recommend Clerk to Board Responsible to Deliver and approve appointments of Clerk.		

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
2.8	Appointment of Clerk to Local Advisory Board	Inform on recommendation	Informed on clerking arrangements	Consulted and usually recommend Clerk to Board Deliver and approve appointments of Clerks to committees and Local Advisory Board	Consulted on appointment of Clerk for Local Advisory Board	Consulted on appointment of Clerk for Local Advisory Board. Principal is Responsible to Deliver on managing and prepare Local Advisory Board meetings
2.9	Review of Board and committees and Local Advisory Boards	Approve approach and any changes – likely to be involved in delivery of any. review	Committees: expect to be consulted from committee perspective	Where requested by Board, prepare , deliver and report to Board	Expect to be consulted from Local Advisory Board perspective	Expect to be consulted from school perspective
2.10	Annual schedule of Board and committee meetings and business	Approve schedule and priorities across governance operation	Committees: informed priorities, business and dates for committee in line with Trust schedule	Prepare and recommend to committees and deliver in line with Trust schedule	Approve any individual school priorities, business and dates for Local Advisory Board to fit with Trust schedule	Prepare and recommend to Local Advisory Board and deliver in line with Trust schedule
2.11	Commission Governance reviews	Approve approach Review FARCOM report and approve actions or recommendations. Provide report to Members	Audit & Risk: review and monitor CEO report and recommend to Board FARCOM & Standards Committee: consulted from committee perspective, where required	Prepare and deliver approved approach for review, drawing on external expertise where required, and report to FARCOM	Consulted – expect to contribute from Local Advisory Board perspective, where required	Consulted – expect to contribute from school perspective, where required
2.12	Trust policies and procedures	Consulted, deliver, informed, prepare, recommend, report or review in line with policy schedule approved by Board. The policy schedule will set out specific roles and responsibilities including for review and approval of individual policies				

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
2.13	Governance policies & procedures	Approve policies or actions informed by FARCOM report Inform CEO where relevant, e.g. register of interest and related party transactions	Audit & Risk: review and monitor reports from CEO on compliance with policies and processes and make recommendations , including changes needed in policies or approach, to Board	Prepare, Responsible to Deliver and review policies and procedures and their implementation and report to FARCOM	Informed on policies and procedures. Monitor compliance of policies for school	Consulted on policies & procedures. Deliver in own school
2.14	Appoint a Governance Professional	Approve appointment	Informed on appointment	Responsible to deliver. Does the work to achieve the task.	Informed on appointment	Informed on appointment
2.15	The Board of Trustees retains sole authority to approve executive pay, including the CEO and executive leadership team.	Trust Board to Approve Executive Pay, including - A written executive pay policy must be in place. - All decisions must be defensible, justifiable, and documented. - The Board must ensure decisions are compliant with DfE expectations and subject to external scrutiny.	Remunerations committee make recommendation to Trust Board	Prepare, deliver, review and report on executive pay (not CEO) to Remunerations Committee and recommend Remunerations Committee	NA	NA
2.16	Recovery of Funds: Board must be informed of DfE recovery actions. Ensures transparency and accountability at the board level.	The Trust Board approve report and must inform the DfE of any recovery action. Conditions: - The Trust must cooperate fully with any investigation and recovery process.	FARCOM review and monitor reports	Prepare, report responsible to deliver and review with the CFOO and suspected any irregularity or fraud immediately.	NA	NA

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
2.17	Reporting Non-Compliance: The Accounting Officer is responsible for notifying the Trust Board and DfE of any material non-compliance.	<p>All such notifications must be reported to the Board at the next available meeting.</p> <p>The Trust must maintain a compliance log to support this duty.</p> <p>Conditions:</p> <ul style="list-style-type: none"> - All such notifications must be reported to the Board at the next available meeting. - The Trust must maintain a compliance log to support this duty. 	FARCOM review and monitor reports	The Accounting Officer has a statutory duty to report non-compliance, strengthening accountability. Prepare, deliver, review and report	NA	NA

Education (High-Quality and Inclusive Education and School Improvement)

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
3.1	School Improvement Plans	Approve overall approach and template for SIPs	Standards Committee: review and monitor CEO reports on SIPs and actions/ progress	Responsible to Prepare overall approach and template, consulting with schools. Approve and review each SIP - likely to contribute to Principal's preparation. Review and monitor progress incl. from Principal reports and report to Standards Committee	Consulted on SIP. Monitor progress Approve school specific lead roles and appoint Local Advisory Board members	Consulted on approach and template. Prepare and Responsible to deliver SIP in line with Trust approach, consulting with Local Advisory Board and CEO. Report progress to Local Advisory Board and CEO
3.2	Trust and school academic targets	Informed and consult on Trust academic targets and progress	Standards Committee: review and monitor Trust and school targets and actions/ progress	Responsible to Prepare overall approach and template, consulting with schools. Approve and review Trust and school targets - likely to contribute to Principal's preparation for school Receive termly reports from Principal on progress/ plans and report to Standards Committee	Consulted on school targets and monitor progress	Consulted on approach and template. Prepare and Responsible school targets, consulting with Local Advisory Board, consultation for CEO review. Deliver approved targets and report to CEO and Local Advisory Board on progress/ plans

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
3.3	Self-Evaluation Form	Approve overall approach and template for SEFs	Standards Committee: review and monitor summary of each SEF and actions/ progress	Responsible to Prepare overall approach and template, consulting with schools. Approve and review cycle for SEF cycle, each school SEF and actions/ progress - likely to contribute to Principals preparation	Consulted on school SEF. Monitor actions/ progress	Consulted on approach and template. Prepare and responsible to deliver , including Local Advisory Board consultation, and report to CEO and Local Advisory Board on SEF actions/ progress
3.4	Ensuring Trust and each school's readiness for inspection including Ofsted	Approve summary paper on governance structure setting out roles and deliver with involvement in inspections Review reports from Standards Committee	Standards Committee: review and monitor reports from CEO on readiness for inspection and report to Board	Recommend to Board summary paper on governance structure Prepare, responsible to deliver Trust plans. Approve, review and support school plans. Report to Standards Committee	Consulted on school plans. Monitor actions/ progress Local Advisory Board role for plans or inspections	Prepare and responsible to deliver plans including Local Advisory Board consultation Report to CEO and Local Advisory Board on plans, inform and support Local Advisory Board on their role
3.5	Trust intent including Sikh curriculum provision studies, SRE, Panjabi, EYFS and 6th form.	Approve recommendation from Standards Committee	Standards Committee: review, monitor and recommend to Board	Responsible to Prepare and deliver in line with Trust vision and recommend to Standards Committee	Informed including to inform school approach	Consulted on Trust curriculum intent. Responsible to deliver plans

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
3.6	School Quality of Education and Curriculum intent and provision incl. EYFS and 6th form	Approve recommendation from Standards Committee	Standards Committee: review and monitor CEO reports on implementation in schools and actions/ progress	Responsible to Prepare overall approach and template, consulting with schools. Approve, monitor and review in each school- likely to contribute to Principals preparation. Provide report to Standards Committee on implementation in schools	Consulted as Principal develops school approach. Informed on implementation	Consulted on approach and template. Prepare and Responsible to deliver in line with approved approach and report to Local Advisory Board and CEO
3.7	Policies and practice for teaching, learning and pedagogy	As per policy schedule, approve relevant Trust wide approaches and practices Review reports from Standards Committee	Standards Committee: review and monitor approach, effectiveness and reports on implementation or changes required. Recommend to Board including relevant policies	As per policy schedule, Responsible to prepare, recommend/ approve policies and practice across Trust, consulting with schools. Deliver on Trust wide basis. Review implementation and report to Standards Committee	Review and approve school-based policies within the envelope of the Trust approach and practices Review and monitor implementation of relevant policies for school	Consulted on Trust wide approach. Responsible to Deliver for school in line with approved approach. Report to CEO and Local Advisory Board including note any issues with policies or implementation

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
3.8	Strategy for Pupil Premium and other grants; admissions, Behaviour and pastoral care, attendance, complaints, equalities and exclusions	Approve Trust wide approach and relevant policies and practice Review reports from Standards Committee	Standards Committee: review and monitor approaches, effectiveness and reports on implementation or changes required. Recommend to Board	As per policy schedule, Responsible to prepare, recommend/ approve policies and practice across Trust, consulting with schools. Deliver for Trust. Approve school approach informed by Trust strategy. Review implementation and report to Standards Committee	Review and monitor school implementation. Review and approve school elements or recommend change to Trust approach Appoint lead Local Advisory Board member for Pupil Premium; Local Advisory Board represented on school Pupil Premium audits or reviews	Consulted on Trust wide approach. Responsible to Prepare and deliver for school informed by Trust strategy Deliver any recommendations from audits or reviews. Report to Local Advisory Board and CEO
3.9	Safeguarding oversight, policies and procedures	Review and approve Trust policies and procedures. Approve DSL & LAC designated teachers. Review reports from Standards Committee or CEO on implementation and compliance	Standards Committee: review and monitor reports from CEO on implementation, compliance or changes required. Make recommendations to Board	Responsible to Prepare and make recommendations to Standards Committee on Trust policies and procedures, DSL and LAC designated teachers. Consult with schools. Deliver on Trust wide basis Review implementation (consulting DSL), report to Standards Committee	Review and monitor school implementation. Approve school elements and appoint lead Local Advisory Board member for safeguarding. Represented on school safeguarding audits/ reviews Informed on DSL & LAC teachers for school	Consulted on Trust wide approach. Responsible to Deliver in own school, compliant with Trust approach. If requested by CEO, recommend school DSL and LAC teachers. Deliver any recommendations from audits or reviews Report to CEO and Local Advisory Board

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
3.10	Strategy for SEND provision and relevant policies and practice Note: lead Trustee roles included under 'Governance'	Review and approve Trust policies and procedures Review reports from Standards Committee or CEO	Standards Committee: review and monitor approaches and progress. Make recommendations to Board	Responsible to Prepare and make recommendations to Standards Committee on policies and procedures. Deliver on a Trust wide basis. Informed on school approach Review implementation and report to Standards Committee	Consulted and monitor for school. Approve school elements and appoint lead Local Advisory Board member for SEND. Member of Local Advisory Board represented on school SEND audits or reviews	Consulted on Trust wide approach. Prepare and responsible to deliver options for school approach informed by Trust strategy. Deliver recommendations from audits or reviews. Report to CEO and Local Advisory Board
3.11	Policies and practice relating to pupils' confidence, leadership, voice and extra-curricular/ enrichment opportunities	As per policy schedule, approve policies and practice across the Trust Review reports from Standards Committee	Standards Committee: review and monitor Trust approach and effectiveness Review CEO reports on implementation. Make recommendations to Board	As per policy schedule, responsible to prepare, recommend/ approve policies and practice across Trust Deliver on a Trust wide basis. Approve school approach. Review implementation and report to Standards Committee	Review and monitor school implementation	Consulted on Trust wide approach. Responsible to Deliver in school in line with Trust approach. Report to CEO and Local Advisory Board

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
3.12	Policies and practice relating to external education support and provision, post-16 education and students' destinations	As per policy schedule, approve policies and practice across the Trust Review reports from Standards Committee	Standards Committee: review and monitor Trust approach and effectiveness. Review reports. Make recommendations to Board	As per policy schedule, Responsible to prepare, recommend/ approve policies and practice across Trust. Deliver on a Trust wide basis. Approve school approach. Review implementation and report to Standards Committee	Review and monitor school implementation	Consulted on Trust wide approach. Responsible to Deliver in school in line with Trust approach. Report to CEO and Local Advisory Board

Finance (Finance and Operations Including Premises, Health and Safety and ICT)

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
Note These areas of delegation will be delivered in line with the Trust's financial delegations which will be set out in a separate document						
4.1	Financial Regulations, financial and asset management policies and procedures to ensure compliance across Trust & schools	Approve policies and practice across the Trust Review reports from FARCOM.	FARCOM: review and monitor CEO reports on financial and asset management and make recommendations to Board Audit & Risk: review CEO reports on compliance and make recommendations to Board	Responsible to Prepare and recommend approach informed by consultation, compliance requirements and Trust practice Review implementation and provide relevant reports to FARCOM	Informed on and may be asked to monitor any material issues or non-compliance and actions/ progress	Responsible to Deliver compliance in school. Report any material issues or non-compliance to CEO and Local Advisory Board and, where required, actions/ progress
4.2	Setting budgets within the Trust	Approve annual and longer-term budgets for Trust and schools	FARCOM: recommend budgets for Trust and schools to Board	Prepare budget for Trust and schools. Recommend to FARCOM. Expect iterative process with Principals to prepare school budgets	Consulted on school budget	Prepare budget for own school - with discussion and support from CEO
4.3	Monitoring and reporting on Trust and school budgets	Review and approve management accounts and monitoring reports on performance against budget from FARCOM. Review reports from Standards Committee	FARCOM: review and monitor management accounts and reports on central services; report to Board on key issues or deviation from budget Standards Committee: review use of Pupil Premium, report to Board on key issues and budget	Responsible to Prepare and report to FARCOM for Trust and schools with management accounts circulated to Board & Chair of Board Deliver and report on Trust/ central budget. Report to Standards Committee	Informed on delivery of school budget monitoring - to inform understanding of FARCOM and delivery of school plans	Responsible to Deliver approved school budget and report to Local Advisory Board and CEO or, for any deviation from budget, in line with financial delegations

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
4.4	External auditors and audit; internal auditors, audit and controls; and bankers for the Trust	Approve: appointment of bankers; policies and procedures and any appointments or reports for internal controls and audit; internal audit plan May recommend , will be informed on appointment of external auditors. (Note: appointment is by Members)	Audit & Risk: review and monitor reports on external auditors and bankers, report or recommend to Board. Review reports and recommend to Board on policies and procedures, appointments, or internal audit	Report to FARCOM on actions to review performance of internal or external auditors; deliver process for auditors' appointment, for external auditors report to Members; prepare and recommend policies, procedures, appointments, reports for internal controls/ audit, report information from internal auditors/ third parties. If required, recommend change in Report any material non-compliance to FARCOM and Board	Informed on and may be asked to monitor any reports of internal non-compliance in school in line with internal controls	Deliver in school (for example meeting requests from auditors or bank requirements). Report on progress, including highlighting any concerns to CEO. Report any material non-compliance in line with internal controls and, where required, actions/ progress
4.5	External audit reports, annual report and accounts	Review external audit reports Review and approve annual report and accounts. Informed on completion of process with Members	FARCOM review and monitor annual accounts including against budgets and monitoring Audit & Risk: review reports from auditors and CEO, review annual report and accounts and recommend to Board	Report information from auditors and progress of actions/ reports to FARCOM Responsible to Prepare info for audit and annual report with schools' and external input. Recommend to FARCOM and once approved by Board, deliver accounts for Members	Informed on and monitor any areas of internal non-compliance in school	Responsible to Prepare any detail required for school Informed on any actions from audit reports relevant for school, deliver identified actions and report on progress to CEO

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
4.6	Trust policies and, property strategy, estate improvement plans, priorities for premises maintenance and development incl. accessibility plan	Approve Trust wide policies, plans, priorities and associated budgets Review reports from FARCOM	FARCOM review and monitor policies, plans, priorities, delivery incl. major capital projects make recommendations to Board. Review reports on implementation	Responsible to Prepare and deliver Trust policies, plans, priorities and associated budgets, make recommendations to FARCOM and report on progress towards implementation	Consulted on priorities for school in line with Trust policy and budgets. Monitor delivery of school priorities and consulted on capital projects delivered by Trust	Prepare school priorities, report to CEO and Local Advisory Board; where required by CEO, contribute to development/ delivery For capital projects delivered by Trust, consulted for school
4.7	Health & Safety	Approve Trust wide policies, plans, priorities and associated budgets Review reports from FARCOM	FARCOM: review and monitor policies, plans, priorities, reports and recommend Boarding	Responsible to Prepare and deliver Trust policies, plans, priorities and actions, review reports from Principals on schools, monitor Trust and school action plans and make recommendations to FARCOM	Informed on any action plans for school and monitor	Prepare any detail or Responsible to deliver action plans for school as required by CEO

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
4.8	Trust events Ensure that all necessary health and safety measures are in place, securing adequate insurance coverage, and comprehensive event risk assessments.	Approve Trust wide policies, plans, priorities and associated budgets Review reports from relevant committee	Relevant committee: review and monitor policies, plans, priorities, reports and recommend Board Responsible to review event proposal and confirm that all requirements have been met to the Trust's satisfaction in line with policy.	Responsible to Prepare and deliver all necessary event plans/ priorities health and safety measures, securing adequate insurance coverage, and comprehensive event risk assessments in line with budget and tasks directed by Trust Board CEO is responsible for maintaining clear communication with the Trust throughout the planning process to ensure alignment with Trust policies and procedures.		Responsible to Prepare and deliver tasks directed by the CEO
4.9	Academy events Ensure that all necessary health and safety measures are in place, securing adequate insurance coverage, and comprehensive event risk assessments.	Approve Trust wide policies, plans, priorities and associated budgets Review reports from relevant committee	Relevant committee: review and monitor policies, plans, priorities, reports and recommend Boarding	Responsible to review event proposal and confirm that all requirements have been met to the Trust's satisfaction in line with policy. Monitor Trust and Academy action plans and make recommendations to relevant Committee	Informed on any plans for Academy and monitor	Responsible to Prepare and deliver all necessary event plans/ priorities health and safety measures, securing adequate insurance coverage, and comprehensive event risk assessments in line with budget and tasks directed by Trust Board Principal is responsible for maintaining clear communication with the Trust throughout the planning process to ensure alignment with Trust policies and procedures.

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
4.10	ICT services and resources	<p>Informed on delivery plans and routine/ replacement ICT in line with budgets</p> <p>Approve major ICT projects within approved budgets</p> <p>Approvals as required in line with delegations</p>	<p>FARCOM review reports from CEO and monitor and report to Board on plans and progress</p> <p>Recommend plans/ priorities to Board for major projects</p> <p>Approvals as required in line with financial delegations</p>	<p>Prepare, recommend and responsible for deliver plans for routine/ replacement ICT and major investment informed by school priorities and budgets In line with delegations, approve/ recommend projects and report to FARCOM may monitor Trust or school projects</p>	<p>Informed on major projects delivered by Trust and may be asked to monitor any actions in school</p>	<p>Prepare detail on school priorities and report to CEO In line with financial delegations, approve and deliver or, where delivered by Trust, informed and expect to be consulted for school perspective</p>
4.11	Internal Scrutiny: The Audit and Risk Committee is responsible for commissioning internal scrutiny.	<p>Trust Board Approve report on internal scrutiny.</p> <p>Conditions:</p> <ul style="list-style-type: none"> - Trusts with revenue over £50 million must use either an in-house internal auditor or an external audit provider. - The internal scrutiny program must be risk-based and reviewed annually. 	<p>FARCOM: Reviews and monitors reports from the CFOO and CEO, checking progress, and updating the Trust Board.</p> <p>Recommending plans and priorities for major projects to the Trust Board.</p> <p>Approve in principal decisions where this falls within the Trust's agreed financial limits.</p> <p>Monitors and ensures internal scrutiny (a requirement for large Trusts) is carried out properly,</p>	<p>CFOO and CEO prepare, recommend and responsible for deliver plans and report.</p>	NA	NA

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
			so the Trust has strong financial oversight.			
4.12	Estate Safety & Compliance	<p>Holds ultimate accountability for estate safety and compliance.</p> <p>Holds ultimate accountability for estates compliance, safety, and sustainability.</p> <p>Ensures estate risks (e.g. RAAC, asbestos, fire safety, long-term maintenance) are identified, monitored, and mitigated.</p> <p>Approves and oversees a fully costed Climate Action Plan.</p>	<p>FARCOM: Receive reports on and Monitors estate-related risks in the risk register; reviews internal scrutiny.</p> <p>Benchmarks estate management against the School Estate Management Standards.</p> <p>Ensures estates-related procurement and capital projects comply with financial delegations and public value principles.</p> <p>Monitors and oversees a fully costed Climate Action Plan, if applicable recommends appointment of a</p>	<p>Responsible to deliver and maintains estates compliance/ risk register; ensures adherence to regulations (RAAC, asbestos, fire safety, maintenance) and reports to FARCOM and Trust Board.</p> <p>Develop and implement the Trust-wide Estates Strategy (including condition, maintenance, sustainability, and compliance).</p> <p>Maintain an estates risk register and report significant risks to FARCOM and the Trust Board.</p>	<p>Escalates local site safety concerns to Principal.</p> <p>Escalate local estates risks and review / monitor risk register concerning (e.g. site safety issues) and report to the principal</p> <p>Monitor the effectiveness of estates management at school level but not responsible for strategic estates decisions.</p>	<p>Act promptly on any estates non-compliance at school level and report to CEO, Trust Executive Team and Trust Board as required. Responsible to deliver on actions.</p>

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
			Sustainability Lead.	<p>Lead on the delivery of the Climate Action Plan and report progress to the Board.</p> <p>Ensure and deliver on the compliance with procurement rules for estates and capital projects.</p>		

Human Resources (Workforce)

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
Note These areas of delegation will be delivered in line with the Trust's HR and financial delegations which will be set out in separate documents						
5.1	HR policies & practice	As per policy schedule, review and approve HR policies to ensure compliance including with statutory requirements	Remuneration and FARCOM: review and monitor reports and recommend HR policies and practice to Board	As per policy schedule, prepare , recommend/ approve policies and practice across Trust. To include links to local authority approaches or consultation with Principals. Deliver across Trust and report to committees	Monitor implementation in school. In line with policies, may be consulted for specific elements, for example sitting on panels	Where required by CEO, consulted on policies and practice. For school, deliver and inform CEO on issues to inform development of policies and practice
5.2	Staff structure and proposals for restructuring or redundancy	Approve central Trust staff structure. Review and approve proposals for restructuring or redundancy for Trust and schools in line with Trust delegations	FARCOM: review and monitor reports from CEO and report to Board on plans and progress Recommend proposals to Board as relevant in line with delegations	Prepare , recommend to FARCOM and deliver central Trust staff structure in line with budget. Review Principal reports on delivery of schools' staffing structure. Approve/ recommend to - for school changes, informed by consultation with Principals	For any material changes in staff structure, consulted for school and informed for Trust.	In line with budgets, structure and HR delegations: approve and deliver school staffing; recommend to CEO proposals for restructuring or redundancy
5.3	Appointment and dismiss Trust Leader and Accounting Officer	Deliver and approve drawing on external expertise as considered necessary	Committees: informed of decision Remuneration: review and monitor succession plan; may make recommendations on pay and conditions		Informed of decision	Informed of decision

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
5.4	Appointment of central Trust staff including the Chief Financial Officer	Executive Team: approve appointments - expect Chair (or their delegated Trustee) to be involved in process as part of panel Staff not on Executive Team: Informed by CEO of decisions	FARCOM & Standards Committee: informed of appointment decisions FARCOM may be involved in appointment process	Executive Team: responsible to deliver recruitment process including sit on panel and make recommendations to Board Staff not on Executive Team: deliver and approve appointments in line with policy, budget and approved staffing structure	Informed of appointment decisions	Informed of appointment decisions
5.5	Appointment and dismiss of Principal	Approve appointment Consulted on process - expect Chair of Board (or their delegated Trustee) to be informed by CEO and involved as part of panel	FARCOM & Standards Committee: informed of decision	Responsible to Deliver process for appointment and recommend appointment to Board	Informed on process and appointment decision Consulted – expect Local Advisory Board Chair (or their delegated Local Advisory Board member) to sit on panel	
5.6	Appointment of school senior leadership and other staff	Approve appointment of senior leaders (STPCD – Leadership Scale) and UST School Based Leaders	FARCOM & Standards Committee: informed of decision	In line with budgets, structure and HR delegations: will be responsible to approve appointments OR review recommendations from Principal and recommend to Board for approval	Informed of decisions. Consulted for deputy Principal appointments, expect Local Advisory Board Chair (or their delegated Local Advisory Board member) to sit on panel. May be consulted for another senior roles	In line with budgets, structure and HR delegations: will be responsible to deliver and approve OR recommend appointments to CEO

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
5.7	Conduct performance management for CEO	Approve performance management and pay, drawing on external expertise as required	Remuneration: for CEO, deliver process; for Executive Team, review and monitor CEO report and make recommendations			
5.8	Conduct appraisal and performance management for and Executive Team and all other central team staff	May be involved to review or approve any appeals in line with policy	Remuneration: review and monitor CEO report on process and consistency of approach	Executive Team and central team: responsible to deliver performance management and make recommendations to Remuneration Committee		
5.9	Performance management of Principal	Approve performance management and pay May be involved to review or approve any appeals in line with approved policy	Remuneration: review CEO report and recommendations	Responsible to deliver performance management, including drawing on any external expertise as required, and make recommendations to Remuneration Committee	Consulted – Local Advisory Board Chair (or their delegated Local Advisory Board member) on panel and informed of decision. Local Advisory Board informed on completion of process	
5.10	Appraisal and performance management for all other school staff	May be involved to review or approve any appeals in line with policy	Remuneration: review and monitor CEO report on process and high-level outcomes	Informed on process and monitor completion and summary of Principal decisions. Report across all schools on process, completion and high-level outcomes to Remuneration	Informed on process, completion and high-level outcomes. Local Advisory Board Chair may be consulted May be involved in review or approve appeals	Responsible to Deliver and approve in line with policy. Report on process, its completion and high-level outcomes to Local Advisory Board and CEO

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
				Committee		
5.11	Staff development	Approve Trust wide policy and approach In line with financial delegations, budget and policy, approve expenditure	Personnel: review and monitor Trust wide policy and approach, recommend to Board. Review report from CEO on staff development plans across the Trust	In line with delegations, budget and policy: approve opportunities OR recommend opportunities or expenditure to Board Prepare, deliver and report to FARCOM.	Informed by Principal for school	In with delegations, budget and policy: approve opportunities for school staff OR recommend to CEO Report on plans and delivery to Local Advisory Board
5.12	Overseeing staff wellbeing, workload and working conditions	Approve Trust wide policy and approach	Personnel: review and monitor Trust wide policy and approach,	Responsible to deliver Trust wide policy and approach	Informed by Principal for school and monitor	Responsible to Deliver in school in line with Trust approach.
5.13	Procurement: The CFOO may approve procurement decisions within delegated financial thresholds.	Trust Board must approve conditions: - All procurement must comply with the Procurement Act 2023. - Due diligence must be undertaken for all significant contracts. - Any novel, contentious, or repercussive transactions must be escalated to the Board for approval.	FARCOM: review and monitor policies, plans, priorities, reports and recommend Board.	Responsible to deliver Trust wide policy and approach.	Informed by Trust	Informed by Trust

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
5.14	Cyber Ransom Demands: No authority to approve ransom payments. Cybersecurity included in risk register and audit.	The Trust Boards is NOT granted to approve payment of cyber ransom demands. The Trust Board must NOT pay any cyber ransom demands under any circumstances	FARCOM: review and monitor policies, plans, priorities, reports. Cyber security must be included in the Trust's risk register and internal audit programme.	Responsible to deliver Trust wide policy and approach.	Informed by Trust	Informed by Trust
5.15	Internal Scrutiny Financial oversight for large Trusts. Risk-based internal audit programme					

Stakeholder Engagement (Governance and Leadership)

Ref	Area	Trust Board	Trust Committees	CEO	Local Advisory Board	Principal
6.1	Publication of information on Trust and school websites	Informed and approve Trust requirements are met across Trust	Audit & Risk: informed and monitor Trust and school requirements are met and any related issues	Prepare, responsible to deliver information and its publication in line with requirements. Report to Local Advisory Boards and Board requirements are met	Informed requirements are met for school. Consulted by CEO on stakeholder perspective on information	If required by CEO, deliver for school and report to CEO
6.2	Trust branding and PR	Approve Trust branding		Prepare and recommend to Board. Responsible to deliver on Trust wide basis implementing approved approach		Consulted by CEO on school perspective. Deliver for school
6.3	Stakeholder engagement including partners, parents, pupils and local communities	Approve approach. Review reports on implementation of approved plans including feedback Expected to have role to deliver including Trust partners, and liaise with CEO	Standards Committee: review and monitor reports and make recommendations , including changes needed in policies or approach, to Board	Prepare, recommend and responsible to deliver Report to Standards Committee on implementation of plans including feedback received, in line with approved approach	Subject to approved approach, expected to have role to deliver or monitor communication local school stakeholders, including parent community, and report to CEO and Principal	Subject to approved approach, responsible to deliver for school and report to CEO

8. Academy Trust Handbook 2025 Schedule of Musts Checklist for Trustees

These are the requirements in the Academy Trust Handbook brought together into one list: the 'musts'. It abbreviates these requirements and so cannot be used as a substitute for the full handbook. References to the relevant sections are included, which must be read in full. This is an entirely optional resource to help manage compliance.

Top 10 'musts' for chairs and other Trustees	
Paragraph	Requirement
1.11 and 1.12	Apply highest standards of conduct and ensure robust governance, comply with charitable objects, with duties as company directors, with charity law and the funding agreement.
2.3	Ensure the board of Trustees meets at least three times a year.
2.4	Approve a written scheme of delegation of financial powers.
2.10	Ensure the board approves a balanced budget for the financial year and minutes their approval
2.19 and 2.20	Share management accounts with the chair of Trustees monthly and consider when the board meets, taking action to maintain financial viability
2.27 and 2.28	Ensure decisions about executive pay follow a robust evidence-based process, that is documented in an agreed pay policy, reflecting the individual's role and responsibilities, and that the approach to pay is transparent, proportionate and defensible.
3.6 to 3.13	Appoint an audit and risk committee (either dedicated or combined with another committee) to advise on the adequacy of the Trust's controls and risks.
4.4	Submit audited accounts to DfE by 31 December
4.14	Ensure an appropriate, reasonable and timely response to findings by auditors, taking opportunities to strengthen financial management and control
5.34 - 5.54	Manage conflicts of interest, be even-handed with related parties, and ensure goods or services provided by them are at no more than cost, beyond the limits in this handbook
Roles and responsibilities	
Paragraph	Requirement
	Adhere to The 7 principles of public life
1.1	Have the skills, knowledge and experience to run the Trust

1.3	Have at least three members but should have five or more
1.4	Have suitability checks in place for members to ensure they are not subject to a direction under section 128 of the Education and Skills Act 2008
1.5	Not have members as employees, nor have members occupy staff roles on an unpaid voluntary basis
1.21, 1.37 and 2.7	Ensure regularity, propriety and value for money
1.21	Trustees to take ownership of financial sustainability and ability to operate as a going concern
1.24	Ensure committees contain a majority of Trustees
1.25	Not have de facto Trustees or shadow directors
1.27	Include a review of the Trust's governance structure and board composition in the governance statement when producing audited accounts for the first time
1.28	Appoint a senior executive leader (should be principal or chief executive)
1.29 to 1.38	Appoint an accounting officer (the senior executive leader) with responsibility for regularity, propriety and value for money and for assuring the board about compliance with the funding agreement and handbook
1.35	Demonstrate in the governance statement how the Trust has secured value for money
1.35 and 4.12	Include a statement on regularity, propriety and compliance, signed by the accounting officer, in the audited accounts
1.39	Appoint a chief financial officer to lead the finance department
1.40	Have appropriately qualified and/or experienced finance staff
1.42	Appoint a governance professional (clerk to the board)
1.43	Be transparent with governance arrangements
1.44 and 1.49	Publish the Trust's governance arrangements in its governance statement and in a readily accessible form on its website
1.45 - 1.48	Capture in an up to date register of interests the relevant business and financial interests of (as a minimum) members, Trustees, local governors and senior employees [1.45] and interests of other individuals as described in 1.47
1.49	Publish relevant business and financial interests of members, Trustees, local governors and accounting officers
1.50	Ensure governance documents are available for public inspection
1.52	Arrange DBS checks as appropriate
Main financial requirement	
Paragraph	Requirement
2.1	Maintain robust oversight of the Trust
2.2	Take responsibility for financial affairs, stewardship of assets and use resources efficiently
2.6	Have sound internal control, risk management and assurance processes

2.7 and 2.24	Establish a control framework that includes:
	<p>ensuring delegated financial authorities are complied with, and segregation of duties maintained</p> <p>co-ordinating the planning and budgeting process</p> <p>discipline in financial management, including managing debtors, creditors, cash flow and monthly bank reconciliations</p> <p>planning and oversight of capital projects including those relating to estates safety</p> <p>management and oversight of assets including maintenance of a fixed asset register</p> <p>regularity, propriety and value for money</p> <p>reducing fraud and theft</p> <p>independent checking of controls, systems, transactions and risks</p> <p>a competitive procurement procedure</p>
2.8 and 2.9	Prepare and monitor financial plans to ensure the Trust remains a going concern and ensure rigour and scrutiny in budget management
2.11	Ensure budget forecasts are accurate, based on realistic assumptions and reflective of lessons learned from previous years
2.15 and 2.16	Submit a budget forecast return to DfE, approved by the board of Trustees
2.17	Notify DfE within 14 days if proposing a deficit revenue budget for the current financial year which it cannot address after taking into account unspent funds from previous years, as this would be non-compliant with the funding agreement and this handbook
2.18	Prepare management accounts every month.
2.21	Manage cash position robustly and avoid becoming overdrawn
2.22	Have a cautious approach to investments in line with the handbook principles
2.23	Show that public funds have been used as intended by Parliament
2.29	Publish on Trust's website the number of employees whose benefits exceeded £100k, in £10k bandings
2.30	Ensure senior employees' payroll arrangements meet HM Treasury's tax requirements
2.31	Approach DfE to seek approval when entering into a new electric vehicle salary sacrifice scheme or accepting any further employees onto an existing electric vehicle salary sacrifice scheme.
2.32	Not use Trust's funds to purchase alcohol for consumption, except where it is to be used in religious services
2.35 and 2.36	Manage risks, including contingency and business continuity planning and maintain a risk register. Board to retain oversight of risk and conduct a full review of risk register at least annually.
2.37	Have adequate insurance or be a member of DfE's risk protection arrangement
2.39	Implement reasonable risk management audit recommendations
2.40 to 2.44	Have published procedures for whistleblowing and respond properly and fairly
2.45	Provide DfE or its agents with information of sufficient quality to meet funding requirements

2.46 to 2.50	Notify DfE via Get information about schools within 14 days of changes in information about members, Trustees, local governors, chair of Trustees, chairs of local governing bodies, accounting officer and chief financial officer
Internal scrutiny	
Paragraph	Requirement
3.1 to 3.5	Check financial and non-financial controls and risks
3.13	Ensure information submitted to DfE affecting funding is accurate and compliant
3.14 to 3.17	Ensure checks are conducted by someone independent, suitably qualified and experienced
3.14 and 3.15	Provide internal scrutiny reports to the audit and risk committee and make the findings available to all Trustees promptly
3.19	Confirm in the governance statement which internal scrutiny option has been applied and why
3.20	Provide annual summary of internal scrutiny to DfE by 31 December, and provide other internal scrutiny reports on request
Annual accounts and external audit	
Paragraph	Requirement
4.1 to 4.4	Produce audited accounts, publish on the Trust's website by 31 January and file with Companies House
4.5 and 4.6	Appoint an external auditor in writing, for the annual accounts
4.6	Put any additional services from the external auditor in a separate letter of engagement
4.7	Provide in the audit contract for the removal of external auditors
4.8	Notify DfE immediately of the removal or resignation of external auditors, and the reasons
4.9	Prepare information, at DfE's request, for the sector annual report and accounts
4.13	Include a review of the accounting officer's statement on regularity, propriety and compliance within the external auditor's remit, and address the auditor's conclusions on regularity jointly to the Trust and DfE
4.15	Audit and risk committee to review the external auditor's plan, annual accounts, audit findings, management response and effectiveness of the external auditor and produce annual report of conclusions
Delegated authorities	
5.1 to 5.3	Obtain DfE's prior approval for transactions beyond the Trust's delegated limits
5.4	Make financial disclosures in the annual accounts in line with this handbook
5.5	Refer novel, contentious and/or repercussive transactions to DfE for prior approval

5.8	For staff severance payments, consider the following before committing:
	whether the proposed payment is in the Trust's interests
	whether payment is justified and value for money, based on a legal assessment
	review the level of settlement, which must be less than the legal assessment of what the relevant body (e.g. employment tribunal) is likely to award
5.10	Obtain DfE's prior approval for the non-contractual/non-statutory element of a staff severance payment of £50,000 or more (gross, before deductions)
5.11	Not accept a settlement for a staff severance payment unless satisfying the conditions in this handbook
5.12	Obtain prior approval for special staff severance payments of £100k or more which include a non-statutory/non-contractual element, and/or where the employee earns over £150k
5.13	Ensure confidentiality clauses do not prevent an individual's right to make disclosures in the public interest
5.14	For compensation payments, base on appraisal, including legal advice, ensuring value for money
5.15	Obtain DfE's prior approval for non-contractual/non-statutory compensation payments of £50,000 or more
5.17	Obtain DfE's prior approval for other types of special payments
5.18 and 5.19	Obtain DfE's prior approval for writing off debts and losses, guarantees, letters of comfort and indemnities beyond limits in this handbook
5.22 and 5.23	Obtain DfE's prior approval, before acquiring and disposing of fixed assets beyond limits in this handbook and ensure disposal achieves best price
5.25 to 5.27	Obtain DfE's prior approval for leases beyond limits in this handbook
5.30	Consider the funding needs of individual Academies if pooling GAG, and have an appeals mechanism
5.30	Not pool PFI funding
5.31	Ensure gifts by the Trust have the decision documented, and have regard to propriety and regularity
5.32	Obtain DfE's prior approval before borrowing, including overdrafts but excluding finance leases on the DfE approved list, and only use credit cards for business expenditure
5.35	Ensure no member, Trustee, local governor, employee or related individual or organisation uses their connection to the Trust for personal gain
5.35	Ensure no payments to Trustees unless permitted by the articles and comply with the terms of any agreement with the Secretary of State
5.35	Obtain Charity Commission prior approval for paying a Trustee for acting as a Trustee
5.37	Ensure the board chair and the accounting officer manage their relationships with related parties to avoid real and perceived conflicts of interest

5.38 and 5.39	Recognise that related party transactions may attract public scrutiny and require sufficient disclosure in annual accounts to support accountability and transparency
5.40	Report all contracts and other agreements with related parties to DfE in advance
5.41 to 5.43	Obtain DfE prior approval for contracts and other agreements with related parties beyond limits in this handbook subject to the exceptions in 5.41
5.1 to 5.3	Obtain DfE's prior approval for transactions beyond the Trust's delegated limits
5.4	Make financial disclosures in the annual accounts in line with this handbook
5.5	Refer novel, contentious and/or repercussive transactions to DfE for prior approval
5.8	<p>For staff severance payments, consider the following before committing:</p> <p>whether the proposed payment is in the Trust's interests</p> <p>whether payment is justified and value for money, based on a legal assessment</p> <p>review the level of settlement, which must be less than the legal assessment of what the relevant body (e.g. employment tribunal) is likely to award</p>
5.10	Obtain DfE's prior approval for the non-contractual/non-statutory element of a staff severance payment of £50,000 or more (gross, before deductions)
5.11	Not accept a settlement for a staff severance payment unless satisfying the conditions in this handbook
5.12	Obtain prior approval for special staff severance payments of £100k or more which include a non-statutory/non-contractual element, and/or where the employee earns over £150k
5.13	Ensure confidentiality clauses do not prevent an individual's right to make disclosures in the public interest
5.14	For compensation payments, base on appraisal, including legal advice, ensuring value for money
5.15	Obtain DfE's prior approval for non-contractual/non-statutory compensation payments of £50,000 or more
5.17	Obtain DfE's prior approval for other types of special payments
5.18 and 5.19	Obtain DfE's prior approval for writing off debts and losses, guarantees, letters of comfort and indemnities beyond limits in this handbook
5.22 and 5.23	Obtain DfE's prior approval, before acquiring and disposing of fixed assets beyond limits in this handbook and ensure disposal achieves best price
5.25 to 5.27	Obtain DfE's prior approval for leases beyond limits in this handbook
5.30	Consider the funding needs of individual Academies if pooling GAG, and have an appeals mechanism
5.30	Not pool PFI funding
5.31	Ensure gifts by the Trust have the decision documented, and have regard to propriety and regularity

5.32	Obtain DfE's prior approval before borrowing, including overdrafts but excluding finance leases on the DfE approved list, and only use credit cards for business expenditure
5.35	Ensure no member, Trustee, local governor, employee or related individual or organisation uses their connection to the Trust for personal gain
5.35	Ensure no payments to Trustees unless permitted by the articles and comply with the terms of any agreement with the Secretary of State
5.35	Obtain Charity Commission prior approval for paying a Trustee for acting as a Trustee
5.37	Ensure the board chair and the accounting officer manage their relationships with related parties to avoid real and perceived conflicts of interest
5.38 and 5.39	Recognise that related party transactions may attract public scrutiny and require sufficient disclosure in annual accounts to support accountability and transparency
5.40	Report all contracts and other agreements with related parties to DfE in advance
5.41 to 5.43	Obtain DfE prior approval for contracts and other agreements with related parties beyond limits in this handbook subject to the exceptions in 5.41
The regulator and intervention	
Paragraph	Requirement
6.2	Arrange for letters to Trusts' accounting officers from DfE about the accountability framework to be discussed by the board and, where appropriate, strengthen the Trust's systems
6.3	Provide DfE with access to books, records, information, explanations, assets, premises and staff to assist with its audits
6.4	Provide DfE with permission for any third party to provide requested information where there are concerns or an investigation is ongoing at a Trust
6.5	Retain records for at least six years after the period to which funding relates
6.6	Send DfE a financial management and governance self-assessment for new Academy Trusts
6.6	Submit school resource management self-assessment checklist to DfE annually
6.9	Be aware of the risk of fraud, theft and irregularity and address with proportionate controls and appropriate action
6.10	Notify DfE of fraud or theft over £5,000, individually or cumulatively, or of any value where unusual or systematic
6.14	Be aware of the risk of cybercrime and put in place proportionate controls and appropriate action where a cyber security incident has occurred
6.15	Not pay any cyber ransom demands
6.18	Comply with a Notice to Improve
6.19	Waive delegated authorities and obtain DfE approval of certain transactions described in this handbook if the Trust has an Ntl

6.20	Publish the Ntl on the Trust's website until it is lifted
6.28	Cooperate with NAO and provide help, information and explanation
6.2	Arrange for letters to Trusts' accounting officers from DfE about the accountability framework to be discussed by the board and, where appropriate, strengthen the Trust's systems
6.3	Provide DfE with access to books, records, information, explanations, assets, premises and staff to assist with its audits
6.4	Provide DfE with permission for any third party to provide requested information where there are concerns or an investigation is ongoing at a Trust
6.5	Retain records for at least six years after the period to which funding relates
6.6	Send DfE a financial management and governance self-assessment for new Academy Trusts
6.6	Submit school resource management self-assessment checklist to DfE annually
6.9	Be aware of the risk of fraud, theft and irregularity and address with proportionate controls and appropriate action
6.10	Notify DfE of fraud or theft over £5,000, individually or cumulatively, or of any value where unusual or systematic
6.14	Be aware of the risk of cybercrime and put in place proportionate controls and appropriate action where a cyber security incident has occurred
6.15	Not pay any cyber ransom demands
6.18	Comply with a Notice to Improve
6.19	Waive delegated authorities and obtain DfE approval of certain transactions described in this handbook if the Trust has an Ntl
6.20	Publish the Ntl on the Trust's website until it is lifted
6.28	Cooperate with NAO and provide help, information and explanation