



omega  
MULTI-ACADEMY TRUST

# Scheme of Delegation

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Policy Type	Mandatory
Owner	Trust Board
Approved By	Trust Board
Approval Date	10 <sup>th</sup> October 2023
Next Review Date	September 2024

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## Review Date and Summary of Changes

Date of review	Summary of changes
August 2023	Suggested changes reflect: <ul style="list-style-type: none"><li>• Academy Trust Handbook 2023.</li><li>• The Trusts updated Financial Policy and Procedures.</li><li>• Governor Disciplinary Cttees are supported by Trustees and Governors across the Trust.</li></ul>

Chair of the Board of Trustees

10<sup>th</sup> October 2023

Chief Executive Officer

10<sup>th</sup> October 2023

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## Statement of intent

In accordance with the Trust's 'Articles of Association' (AoA), this document outlines the delegation of powers within Omega Multi-Academy Trust to the relevant key leadership/governance teams and personnel.

This document has been implemented to ensure the Trust's governance arrangements are compliant and in accordance with statutory and regulatory guidance, and to clearly outline the responsibilities delegated by the Board of Trustees.

This should be read in conjunction with the Local Governing Body (LGB) Terms of Reference (ToR) document, and this document may only be amended by the Board of Trustees.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under the Academies Financial Handbook, is set out in the Trust's Financial Policy and Procedures and supplements this scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Trust is committed to providing a high standard of education and care, whilst ensuring that value for money is achieved. The governance systems outlined in this document will always be implemented with the aim of ensuring that the Trust acts in an effective and transparent manner.

To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found in section 2.

The underpinning principle is one of 'earned autonomy' for successful schools within the Trust, whereby most areas of responsibility are delegated to each school's or academy's LGB with the Board of Trustees retaining the power of intervention should this be needed, based on their reviews of performance and associated plans for improvement.

The CEO provides the key link between school leadership and trust leadership. The emphasis is on mutual support and proactive collaboration to address perceived areas for improvement in advance of external judgement.

Schools / academies may need supportive intervention from the Trust Board post-Ofsted, where a 'requires improvement' or 'inadequate' judgement is made, or post-results, where performance falls below 'floor standards' or meets 'coasting' definitions. Schools / academies facing emergency staff-related matters or leadership shortages will be supported by the Trust, through the CEO, brokering support either from within the Trust or sourcing external cover.

This Scheme of Delegation (SoD) has been reviewed and approved by the Board of Trustees and will be reviewed and updated on an annual basis.

## 1. Legal framework

- 1.1 This policy has due regard to all relevant legislation and statutory guidance including, but not limited to, the following:
- The Academy Trust Handbook
  - The Companies Act 2006
  - Omega Multi-Academy Trust Articles of Association
- 1.2 This policy operates in conjunction with the following Trust policies:
- Financial Policy and Procedures incorporating the Scheme of Financial Delegation
  - Finance Audit & Risk Committee Terms of Reference.
  - Standards and Safeguarding Committee Terms of Reference
  - Capital Projects Committee Terms of Reference
  - Local Governing Body Terms of Reference
  - Governors Disciplinary Committee Terms of Reference

## 2. Definitions

- 2.1 This scheme follows a responsibility assessment matrix known as a 'RACI' model for determining the delegated items. 'RACI' stands for Responsible, Accountable, Consulted, Informed. Each letter in the acronym represents a level of task responsibility.
- 2.2 **Responsible** – The person who is assigned to do the work.
- 2.3 **Accountable** – The person who makes the final decision and has the ultimate ownership.
- 2.4 **Consulted** – The person who must be consulted before a decision or action is taken
- 2.5 **Informed** – The person who must be informed that a decision or action has been taken.

## 3. Roles

- 3.1 This scheme of delegation details only includes the key trust leadership roles, and it is up to each of these roles if they wish to delegate any of their items further. However, the role in this document will retain ultimate accountability for the item delegated to them.
- 3.2 **Trustees** – Board of Trustees of Omega Multi-Academy Trust, as a collective board and not any one singular trustee.
- 3.3 **CEO** – Chief Executive Officer, who reports to the Board of Trustees and has ultimate accountability for the day-to-day operation of all schools and academies within the Trust.

3.4 **LGB** – Local Governing Body, who are a sub-committee of the Trust Board, and are appointed in accordance with the LGB Terms of Reference document.

3.5 **HT** – Headteacher of each school or academy within the Trust.

3.6 **SPC** – Staff / Parents / Community of any school or academy within the Trust.

## 4. Sections

4.1 This scheme is split into the following sections:

- Trust Strategy & Leadership
- School/Academy Strategy and Leadership
- Education & Curriculum
- Safeguarding & wellbeing
- Health and Safety
- Financial (*in conjunction with the Scheme of Financial Delegation*)
- People (e.g. HR issues, appointments, and performance management)
- Operations

4.2 For any items not covered in the above sections or in this scheme of delegation, the accountability will sit with the Trustees and the responsibility will sit with the CEO.

## 5. Monitoring and review

5.1 This document is reviewed annually by the Board of Trustees, or sooner if updates to the '[Academy Trust Handbook](#)' require changes to be made.

5.2 Any changes to this scheme will be communicated to Chairs of the LGBs by the Chair of the Trust Board, and to Headteachers by the CEO.

5.3 The scheduled review date for this document is September 2024.

## 6. Trust Strategy and Leadership

Item	Trustees	CEO	LGB	HT	SPC
6.1 <i>Develop the character/corporate identity, mission, vision &amp; values of the Trust and monitor, evaluate and review annually.</i>	<b>A</b> Receive reports, evaluate success and review focus.	<b>R</b> CEO Reports, propose any re-focus needed	<b>C</b> HT Reports, discuss school's /academy's role in wider Trust	<b>C</b> Review with SLT, agree emphasis or specific focus	<b>I</b> Advised of any changes
6.2 <i>Produce a Strategic Plan for each 5-year period, reviewing success and priorities for development in the penultimate year.</i>	<b>A</b> Receive/record reports, challenge, evaluate/review plan and priorities	<b>R</b> CEO Reports track Trust progress	<b>C</b> Receive/record reports, challenge, evaluate/review plan and priorities	<b>C</b> HT Reports track school /academy progress	<b>I</b> Shared vision/priorities for development
6.3 <i>Develop and review a Growth Strategy for the Trust.</i>	<b>A</b> Agree non-negotiables and approve any Trust expansion	<b>R</b> Review offers and opportunities, deliver approved developments	<b>C</b> Contribute to planning process	<b>C</b> Contribute to planning process	<b>I</b> Receive information as appropriate
6.4 <i>Establish and review the Trust's strategic objectives and Key Performance Indicators (KPIs) annually, agree priorities for the Trust's development.</i>	<b>A</b> Approve strategic objectives annually	<b>R</b> Monitor, evaluate and review annual objectives and propose new	<b>C</b> Contribute to planning process	<b>C</b> Contribute to planning process	<b>I</b> Shared vision/priorities for development
6.5 <i>Comply with all obligations in the Academy Trust Handbook.</i>	<b>A</b> Review annually and disseminate any changes	<b>R</b> Ensure Trust-wide compliance	<b>R</b> Monitor school /academy compliance	<b>R</b> Ensure school /academy compliance	<b>I</b> Information on limitations
6.6 <i>Comply with all the regulations affecting the Trust, including charity law and employment law.</i>	<b>A</b> Review annually and disseminate any changes	<b>R</b> Ensure Trust-wide compliance	<b>R</b> Monitor/promote school /academy compliance	<b>R</b> Ensure school /academy compliance	<b>I</b> Information on limitations

6.7	<i>Comply with the register of business interests and have a procedure to record and deal with conflicts of interest and related party transactions.</i>	<b>A</b> Review and record annually for trustees/executive officers	<b>R</b> Report and deliver any agreed actions	<b>A</b> Review and record annually for school /academy governors/SLT	<b>R</b> Report and deliver any agreed actions	<b>I</b> Access to minutes for transparency
6.8	<i>Compile and review the Trust Risk Register.</i>	<b>A</b> Review and approve mitigation	<b>R</b> Monitor, evaluate and update	<b>C</b> Approve school /academy-level mitigating actions	<b>R</b> Review school /academy specific risks and report	<b>I</b> Awareness of risks via annual report
6.9	<i>Establish a process for appointment of Trustees, based on skills-audit.</i>	<b>A</b> Members appoint Consult Trustees	<b>C</b> Evaluate skills audit and report need	<b>I</b> Informed and CoGs invited to meet	<b>I</b> Informed and invited to meet	<b>I</b> Informed
6.10	<i>Establish a process for appointment of Governors, based on skills-audit.</i>	<b>A</b> Approval of LGB composition and effectiveness	<b>C</b> Assist and advise HTs/CoGs	<b>R</b> Establish LGB development and training	<b>C</b> Support LGB skills audit and facilitate training	<b>I</b> Informed of LGB membership and roles
6.11	<i>Appoint and review the work of a Clerk to the Board and LGBs.</i>	<b>A</b> Appoint and review effectiveness	<b>R</b> Liaise with Clerk/appropriate body	<b>C</b> Contribute to review of effectiveness	<b>C</b> Contribute to review of effectiveness	<b>I</b> Essential updates advised of change
6.12	<i>Establish committees / LGB and prepare and review Terms of Reference.</i>	<b>A</b> Approve and review ToR	<b>R</b> Monitor and report	<b>C</b> Report any concerns	<b>C</b> Report any concerns	<b>I</b> Access as appropriate
6.13	<i>Establish and review an annual training programme for Trustees and Governors.</i>	<b>A</b> Approve and review need and effectiveness	<b>R</b> Liaise with provider and evaluate provision	<b>C</b> Report effectiveness and raise needs	<b>C</b> Report effectiveness and raise needs	<b>I</b> Access as appropriate
6.14	<i>Establish and review Trust wide governance policies, including Data Protection, Information Sharing, FOI, Code of Conduct, Complaints, Whistleblowing</i>	<b>A</b> Approve and review	<b>R</b> Monitor and evaluate Trust-wide	<b>C</b> Review at school /academy-level	<b>C</b> Monitor and report on school /academy- specific concerns	<b>I</b> Policy and practice alerts on change



6.15	<i>Establish and review Trust-wide policies, including health and safety, admissions, charging &amp; remissions and financial policies and procedures.</i>	<b>A</b> Approve and review	<b>R</b> Monitor and evaluate Trust wide	<b>C</b> Review at school /academy level	<b>C</b> Monitor and report on school /academy specific concerns	<b>I</b> Policy and practice alerts on change
6.16	<i>Establish and review Trust wide policies for Safeguarding, Child Protection, Looked After Children, Safer Recruitment.</i>	<b>A</b> Approve and review	<b>R</b> Monitor and evaluate Trust wide	<b>C</b> Review at school /academy level	<b>C</b> Monitor and report on school /academy specific concerns	<b>I</b> Policy and practice alerts on change

## 7. School / Academy Strategy and Leadership

Item	Trustees	CEO	LGB	HT	SPC
7.1 <i>Develop the individual school /academy character or focus within the corporate identity, mission &amp; values.</i>	<b>C</b> Consider any refocus within wider context	<b>C</b> Review with HTs	<b>A</b> Approve school / academy emphasis	<b>R</b> Review and report	<b>C</b> Engaged in regular 'voice' activities
7.2 <i>Establish and review the strategic objectives for the individual schools / academies in the School Improvement Plan (SIP) and KPIs under the umbrella of Trust-wide objectives.</i>	<b>I</b> Receive CEO reports	<b>C</b> CEO approval of SIP prior to LGB approval; KPIs agreed prior to LGB approval	<b>A</b> Approve strategy and school / academy specific SIP/KPIs	<b>R</b> Produce and review SIP and evaluate school /academy performance data	<b>C</b> Shared vision, Leadership and staff meetings
7.3 <i>Review performance against the school / academies' individual SIP and KPIs.</i>	<b>I</b> Receive summary information	<b>C</b> CEO monitoring of impact via Collaborative Review	<b>A</b> Review and approve new plans	<b>R</b> Analyse and report	<b>I</b> L/ship analysis disseminated
7.4 <i>Establish and review school / academy specific policies and systems.</i>	<b>C</b> Consider CEO reports	<b>C</b> CEO consulted; veto as required	<b>A</b> Approval	<b>R</b> Review	<b>C</b> Tiered involvement

7.5	<i>Setting term dates two years in advance.</i>	<b>A</b> Approval	<b>R</b> Recommend to Board	<b>C</b> Proposal review	<b>C</b> CEO consults HTs	<b>C</b> HTs consult staff
7.6	<i>Review of School Day and opening hours.</i>	<b>A</b> Approve change	<b>C</b> Receive proposal; approve for consultation	<b>R</b> Receive consultation outcome and recommend to Trustees	<b>R</b> Run consultation with parents and propose change	<b>C</b> Consulted
7.7	<i>Review those risks faced by the school / academy based upon the school's /academy's operational risk register</i>	<b>C</b> Approve mitigating actions	<b>R</b> Monitor, evaluate and update.	<b>A</b> Review and approve mitigation	<b>R</b> Monitor, evaluate and update.	<b>I</b> Awareness of risks via annual report
7.8	<i>Review Exclusions and Suspensions in accordance with the DfE guidance and the Governors Disciplinary Committee Terms of Reference</i>	<b>A</b> Approval of GDC Committee and Terms of Reference	<b>C</b> Informed of suspensions via periodic reports; consulted in relation to any decision to Permanently Exclude	<b>R</b> Meets to review the exclusion or suspension	<b>I</b> Informed of outcome as appropriate	<b>I</b> Informed of outcome as appropriate
7.9	<i>Stakeholder engagement: regular staff, parent and student voice opportunities and consultations on school-based planning and delivery</i>	<b>C</b> Consulted on process	<b>C</b> Consulted on process	<b>A</b> Approve process and review	<b>R</b> Lead process, evaluate and report	<b>C</b> Participation in consultation

## 8. Quality of Education & Curriculum

Item	Trustees	CEO	LGB	HT	SPC
8.1 <i>Determine the Trust's approach to curriculum and assessment with regard to statutory requirement.</i>	<b>A</b> Accountable for ensuring statutory requirements are met	<b>R</b> Responsible for delivery and reporting	<b>I</b> Receive reports. Can challenge and escalate concerns as appropriate	<b>R</b> Responsible for delivery and reporting	<b>I</b> Informed
8.2 <i>Review the effectiveness of the curriculum, ensuring it is fit for purpose with clear intent, implementation and impact.</i>	<b>I</b> CEO reports	<b>C</b> Challenge and support school/ academy development	<b>A</b> Review and approve	<b>R</b> Evaluate impact and lead change	<b>I</b> Curriculum rationale, intent, implementation
8.3 <i>Review the pupil 'school experience', including personal development, welfare, and behaviour.</i>	<b>I</b> CEO reports	<b>C</b> Challenge and support vision/values into practice	<b>A</b> Approve school/ academy- based policy and practices	<b>R</b> Lead associated SIP strategies, monitor, evaluate and review	<b>C</b> Contribute to regular evaluation
8.4 <i>Ensure regulations relating to SEND and LAC are in place and reviewed regularly to incorporate changes to guidance/legislation.</i>	<b>I</b> Informed of change and any concerns by CEO	<b>C</b> Contacted as necessary	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate, report	<b>I</b> Updated with information as necessary
8.5 <i>Review practice for all additional funding, including Pupil Premium Strategy and Catch Up provision, ensuring value for money and challenging achievement gaps.</i>	<b>I</b> Receive reports	<b>C</b> PP VfM Reviews as required	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate, report	<b>C</b> Key staff involved in planning, parents/pupil reviews
8.6 <i>Ofsted inspections management.</i>	<b>A</b> Overall responsibility	<b>R</b> Directly involved in all inspections	<b>R</b> ToR, direct responsibility	<b>R</b> Leader of school / academy	<b>C</b> Involved in process

## 9. Safeguarding & Wellbeing

Item	Trustees	CEO	LGB	HT	SPC
9.1 <i>Appointment of a Director of Safeguarding, who takes an active, strategic lead on all related matters.</i>	<b>A</b> Interview and appoint	<b>R</b> Lead process	<b>C</b> Consulted	<b>C</b> Consulted	<b>I</b> Informed of outcome
9.2 <i>Maintenance of the Single Central Record in each individual school.</i>	<b>I</b> Updated as needed	<b>C</b> Support/challenge	<b>A</b> Review, approve	<b>R</b> Monitor, evaluate	<b>I</b> Procedural reminders
9.3 <i>Compliance with all statutory guidance.</i>	<b>A</b> Approve policy and practice	<b>R</b> Respond to changes, review	<b>R</b> Review school/ academy practice	<b>R</b> Monitor, evaluate	<b>I</b> Updated
9.4 <i>Compliance with Trust-wide policy in individual schools/academies.</i>	<b>I</b> Updated as needed	<b>R</b> Monitor, evaluate	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate	<b>R</b> Delivery
9.5 <i>Appointment and relevant training of a Designated Safeguarding Lead.</i>	<b>I</b> Updated on change	<b>I</b> Informed on change	<b>A</b> Approve appointment	<b>R</b> Delegate role, monitor and evaluate	<b>I</b> Awareness
9.6 <i>Admissions criteria and policy</i>	<b>A</b> Review and approve	<b>R</b> Evaluate and report	<b>C</b> Consulted on change	<b>C</b> Consulted on change	<b>C</b> Consulted on change
9.7 <i>Admissions decisions (not policy).</i>	<b>A</b> Accountable for admissions decisions	<b>C</b> Consulted on significant issues	<b>R</b> Monitoring admission decisions	<b>R</b> Implement, report	<b>I</b> As required
9.8 <i>Attendance, suspensions and exclusions decisions.</i>	<b>I</b> Informed	<b>C</b> Consulted on significant issues	<b>I</b> Informed; monitor trends	<b>A</b> Approve	<b>I</b> Reports
9.9 <i>School / Academy-specific Behaviour policy</i>	<b>I</b> Informed as needed	<b>C</b> Agreed prior to LGB approval	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate and report	<b>I</b> Procedural reminders, specific focus

## 10. Health and Safety

Item	Trustees	CEO	LGB	HT	SPC
10.1 <i>Establish and review a statement of intent and Trust-wide policy.</i>	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate and report	<b>C</b> Consulted	<b>C</b> Consulted	<b>I</b> Informed
10.2 <i>Establish individual school /academy, site-specific policies, systems and practices.</i>	<b>I</b> Reports received	<b>C</b> Consulted on major issues/change	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate and report	<b>I</b> Best practice reminders, training
10.3 <i>Monitoring of policy and practice, ensuring compliance to national standards and statutory guidance.</i>	<b>A</b> Review and approve	<b>R</b> Overview of compliance, appoint Trust-wide H+S provider	<b>R</b> Review policy and procedures	<b>R</b> Monitor, evaluate, work with H+S provider	<b>C</b> Association reps involved in H+S matters

## 11. Financial

Item	Trustees	CEO	LGB	HT	SPC
11.1 <i>Finance Policy and Procedures incorporating the Scheme of Financial Delegation to ensure compliance with the Trust's financial reporting requirements.</i>	<b>A</b> Review and approve	<b>R</b> Accounting Officer and lead CFOO/finance team	<b>I</b> May be involved in any consultation	<b>I</b> May be involved in any consultation	<b>I</b> Procedural reminders
11.2 <i>Financial Oversight: maintain appropriate financial controls to ensure regularity, probity and value for money in relation to the management of public funds.</i>	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate and report	<b>R</b> Monitor management accounts received from HT	<b>R</b> Monitor, evaluate and report	<b>I</b> Procedural reminders

11.3	<i>Approval and submission of annual accounts.</i>	<b>A</b>	Review and approve	<b>R</b>	Work with Auditors, evaluate and report	<b>I</b>	Annual Accounts	<b>I</b>	Expenditure/VfM review	<b>I</b>	Statutory accounts available
11.4	<i>Appointment of external auditors.</i>	<b>A</b>	Review and recommend for approval by Members	<b>R</b>	Manage the process and report	<b>I</b>	Informed	<b>I</b>	Recommended actions implemented	<b>I</b>	Recommended actions implemented
11.5	<i>Agree 3-year internal audit focus and appointment of internal auditors.</i>	<b>A</b>	Review and approve	<b>R</b>	Manage the process and report	<b>I</b>	Recommended actions received	<b>I</b>	Recommended actions implemented	<b>I</b>	Recommended actions implemented
11.6	<i>Authorise and establish a bank account and approve bank mandates in the name of the Trust.</i>	<b>A</b>	Review and approve	<b>R</b>	Manage and make recommendation	<b>I</b>	Informed	<b>I</b>	Informed	<b>I</b>	Information available as required
11.7	<i>Agree a Funding Model across the Trust in order to secure the financial health of the Trust.</i>	<b>A</b>	Review and approve	<b>R</b>	Monitor and evaluate	<b>I</b>	Informed	<b>C</b>	Consulted	<b>I</b>	Information available as required
11.8	<i>Formulating and setting the Trust's annual budgets, in accordance with the Equitable Funding Policy</i>	<b>A</b>	Review and approve budgets	<b>R</b>	Evaluate and plan with CFOO/HTs, present to Trustees	<b>I</b>	Informed	<b>R</b>	Work with CEO/CFOO to propose budget	<b>I</b>	Budget allocation management for cost centres
11.9	<i>Management of individual school budgets, through the production of monthly management accounts and forecasts, ensuring appropriate expenditure and delivery within budget and accountability for variances that arise.</i>	<b>A</b>	Review expenditure, ensure in-line with budget	<b>R</b>	Consulted on proposed in-year changes	<b>R</b>	Receive reports from HT and monitor	<b>R</b>	Monitor, evaluate and report on expenditure	<b>I</b>	Information as needed

11.10	<i>Financial KPI setting and reporting.</i>	<b>A</b>	Review and approve	<b>R</b>	Monitor, evaluate and report	<b>I</b>	Informed	<b>I</b>	Informed	<b>I</b>	Informed
11.11	<i>Agreeing the Trust's investment policy in line with the Finance Policy and Procedures and Academy Trust Handbook</i>	<b>A</b>	Review and approve	<b>R</b>	Monitor, evaluate, report and recommend	<b>I</b>	Informed	<b>I</b>	Informed	<b>I</b>	Informed
11.12	<i>Setting Trust-wide procurement policy in accordance with the Funding Agreement and Academy Trust Handbook.</i>	<b>A</b>	Review and approve	<b>R</b>	Ensure compliance, report	<b>I</b>	Informed	<b>R</b>	Ensure compliance at school / academy-level, report	<b>I</b>	Informed
11.13	<i>Entering into contracts in line with the Finance Policy and Procedures (incorporating the Scheme of Financial Delegation) and Academy Trust Handbook.</i>	<b>A</b>	Review and approve	<b>R</b>	Monitor, evaluate, report and recommend	<b>I</b>	May be involved in any consultation	<b>I</b>	May be involved in any consultation	<b>I</b>	Informed of decisions

## 12. People

Item	Trustees	CEO	LGB	HT	SPC
12.1 <i>Establishing and reviewing Trust-wide Human Resources policies, including discipline and grievance.</i>	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate and report	<b>C</b> Consulted on change	<b>C</b> Work with CEO to review annually	<b>C</b> JCNC/staff consultations
12.2 <i>Establishing and Reviewing Pay and Appraisal policies.</i>	<b>A</b> Review and approve	<b>R</b> Evaluate and recommend	<b>C</b> Consulted	<b>C</b> Consulted	<b>C</b> Consulted

12.3	<i>Determining, allocating and reviewing effectiveness of central services provided to the schools by the Trust.</i>	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate, report, recommend	<b>C</b> Feedback invited	<b>C</b> Feedback invited	<b>C</b> Wider consultation as appropriate
12.4	<i>Setting terms and conditions of employment of staff.</i>	<b>A</b> Approve	<b>R</b> Review in consultation	<b>I</b> Informed	<b>C</b> Review with CEO school / academy staff	<b>C</b> JCNC
12.5	<i>Appointment and dismissal of the CEO.</i>	<b>A</b> Approve process and final decision	-	<b>I</b> Informed, but maybe involved in process	<b>I</b> Informed, but maybe involved in process	<b>I</b> Informed of outcome
12.6	<i>Appointment and dismissal the CFOO, Directors of central services, Headteachers and DHTs.</i>	<b>A</b> Approve process and final decision	<b>R</b> Lead process	<b>C</b> Involved in the process of HT and DHT	<b>C</b> Involved in the process of DHT	<b>I</b> Informed of outcome
12.7	<i>Trust-based appointments and dismissals to central services.</i>	<b>I</b> Informed of outcome	<b>A</b> Approve process and final decision	<b>I</b> Informed of outcome	<b>I</b> Informed of outcome	<b>I</b> Informed of outcome
12.8	<i>Staff appointments/dismissals in schools / academies in line with agreed staffing structures, including SLT, but not HT and DHT.</i>	<b>I</b> Informed as appropriate	<b>C</b> Consulted as appropriate	<b>A</b> Approve process and final decision	<b>R</b> Lead process	<b>I</b> Informed of outcome
12.9	<i>The Trust and associated schools / academies are fully compliant with equalities legislation.</i>	<b>A</b> Ultimately accountable	<b>R</b> Overview of compliance.	<b>R</b> Monitor compliance in schools / academies. Raise concerns	<b>R</b> Ensure compliance to legislation within school / academy	<b>I</b> Informed
12.10	<i>Review staffing structure proposed by the HT annually in accordance with the Finance Policy and Procedures</i>	<b>A</b> Approve	<b>C</b> Consulted in respect of any change to structure outside of budget	<b>C</b> Consulted in the proposed staffing establishment; informed of final agreed structure	<b>R</b> Work with CEO/CFOO to propose staffing establishment	<b>I</b> Informed



12.11 Applying pay awards to reflect national agreements, scales and grades.

<b>A</b> Approve	<b>R</b> Review in consultation	<b>C</b> Consulted	<b>C</b> Review with CEO school /academy staff	<b>C</b> JCNC
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12.12 Pay Review management, including performance related pay and incremental rises for school / academy staff.

<b>A</b> Approve final recommendations	<b>C</b> Consulted as appropriate	<b>R</b> Review and recommend to Trustees.	<b>R</b> Lead process, recommend	<b>I</b> Informed of outcomes
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### 13. Operations

<b>Item</b>	<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>HT</b>	<b>SPC</b>
13.1 Land acquisition and disposal.	<b>A</b> Review and approve	<b>R</b> Evaluate and recommend	<b>C</b> Consulted	<b>C</b> Consulted	<b>C</b> Consulted
13.2 Asset register and management, including change of use of assets.	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate need, recommend	<b>C</b> Consulted	<b>R</b> Ensure kept up to date, evaluate need	<b>C</b> Consulted
13.3 ICT Strategy, including changes to statutory guidance and data protection law (GDPR).	<b>A</b> Review and approve	<b>R</b> Monitor, evaluate, report and recommend	<b>C</b> Consulted on developments	<b>C</b> Consulted on developments	<b>C</b> Consulted on developments
13.4 Premises management strategy.	<b>C</b> Consulted as appropriate	<b>C</b> Consulted as needed	<b>A</b> Review and approve	<b>R</b> Lead, monitor, evaluate	<b>I</b> Information as needed
13.5 Arranging insurance for the Trust and all schools / academies.	<b>A</b> Review and approve	<b>R</b> Evaluate and recommend	<b>I</b> Informed	<b>I</b> Informed	<b>I</b> Informed
13.6 Overseeing public relation activities to the wider community.	<b>A</b> Review and approve	<b>R</b> Communication Monitor, evaluate and report	<b>C</b> Involved in discussion	<b>R</b> Regular contact and reports	<b>C</b> Involved in discussion

13.7 *Information management, including data breaches, freedom of information (FOI) and subject access requests (SAR) logs.*

**A** Review and approve      **R** Monitor, evaluate, respond and report      **C** Involved as required      **R** Monitor, evaluate, respond      **I** Procedural reminders

13.8 *Trust and school / academy marketing, prospectus and website upgrades.*

**A** Review and approve      **R** Monitor, evaluate and report      **C** Involved at school / academy level      **R** Regular updates      **I** Shared information