

The Staffordshire Schools Multi Academy Trust Scheme of Delegation 2023

Please read in conjunction with a range of documents. These include our school improvement model, growth strategy, financial scheme of delegation, Trust structure and roles and responsibilities.

Introduction and Aims of the Scheme of Delegation
 Financial delegation thresholds by school finance banding
 Organisational Delegated Authority Framework

1. Strategy
2. Governance
3. Education/Curriculum/Christian Distinctiveness
4. Finance
5. Human Resources
6. Health and Safety
7. Safeguarding
8. Online Compliance

1. The Staffordshire Schools Multi Academy Trust (TSSMAT) recognises both the benefits of collaboration and the importance of allowing schools appropriate autonomy and flexibility to respond to the needs of their own communities.
2. Within TSSMAT the Board of Trustees is accountable in law for all major decisions about the academies within the group. This does not mean however, that the Board is required to make all the decisions themselves. TSSMAT takes the view that many decisions can and should be delegated, including to the CEO and Local Governing Committees (LGCs) and across individual school's Senior Leadership Teams (SLTs).
3. This scheme of delegation is the key document defining the lines of responsibility and accountability in our MAT. It is intended to be a clear and systematic way of ensuring members, trustees, committees (including LGCs), executive leadership (CEO) and Executive Headteachers and Headteachers are clear about their roles and responsibilities, allowing everyone to get on with the business of improving outcomes for the children.
4. Chairs of Committees are additionally empowered to make decisions on behalf of their committee on matters of urgency ('Chair's Action') with all such actions being reported to the Committee at the next meeting.
5. The scheme of delegation will be kept under regular review and will be changed as required at any time to ensure clarity of operation and in the spirit of the above.

Scheme of Delegation Recommendation. Review. Approve.

*Initial work included directors with consultation with Anson's LGCs Autumn 2022.
 Work with NGA Autumn 2022.
 Completed and reviewed with Directors March 2023.
 A working document with formal review with all LGCs planned for Autumn 2023.*

Working document across the year with an annual Autumn Term LGC and Directors meeting review.

See below table for changes/updates for transparency.

Date	Change/addition made	Approved by
17 th March 2023	None. Ratified.	Trust Board / Chair
10 th August 2023	Added a Christian Distinctiveness section as required for SIAMS	

Strategy	Is authority delegated from the Trust Board as a delegated function?	CEO	Finance Manager (CFO)	Business Operations Manager	Chairs of Local Governing Committee (LGC)	Local Governing Committee (LGC)	Headteacher / Executive Headteacher
1.1							
1.1.1 Overall strategy of TSSMAT	No	Responsible for setting strategy with the Board	Provides financial and operational advice and assistance in developing strategy	Provides operational advice and assistance in developing strategy	Consulted during strategy development	Consulted during strategy development	Consulted during strategy development
1.1.2 Admission of new academies to TSSMAT	No	Makes recommendations to the Board	Provides due diligence advice in relation to potential new academies	Provides due diligence advice in relation to potential new academies	Consulted	Consulted	Consulted
1.1.3 Entering into Funding Agreements	No	Makes recommendations to the Board	Makes recommendations to the Board	Makes recommendations to the Board			
1.1.4 Entering into operating leases or other legal arrangements (where allowed by EFA Academies Financial Handbook)	No	Makes recommendations to the Board	Makes recommendations to the Board.	Makes recommendations to the Board.	Makes recommendations to the CFO and CEO.		Makes recommendations to the CFO and CEO.

Governance	Delegated Function from Trust Board?	Members	CEO	Trust Board	Finance Manager (CFO)	Business Operations Manager	Chairs of Local Governing Committee	Local Governing Committee (LGC)	Headteacher / Executive Headteacher
2.1									
2.1.1 Appointment of Directors	No (Members appoint)	Appoint at AGM Receive recommendations	Recommendations to Board to discuss and recommend to Members.	Recommendations to Members					
2.1.2 Removal of Directors	No (Members remove)	Remove	Recommendations to Board	Recommendations to Members					
2.1.3 Approval of terms of reference for all LGCs	No		Recommendations to Board	Amend TOR as relevant to practice	Recommendations to Board	Recommendations to Board	Consulted / recommendations to Board	Consulted / recommendations to Board	Consulted/ recommendations to Board
2.1.4 Recruitment of LGCs members	Yes		Support Headteachers			Safer recruitment procedures followed			Recruits Governors on behalf of the Board in conjunction with CEO Follow Trust procedures
2.1.5 Appoint Chair of LGC	No		Recommendations to Board	Appoint			Recommendations to Board	Recommendations to Board	
2.1.6 Removal of Local Governors	No		Recommendations to Board	Remove following procedure		Support processes	Recommendations to Board	Recommendations to Board	Recommendations to Board
2.1.7 Appoint/Remove clerking role	No		Recommendations to Board	Appoint		Support appointment processes			
2.1.8 Appoint & Remove Clerk to the LGC (If not a Trust Clerk)	No (Board to ratify appointments)		Oversees in recruitment and appointment of clerk (as line manager of appointed individual)				Feeds back to CEO/Board on performance of clerk		Feeds back to CEO on performance of clerk
2.1.9 Governor flow of information and decisions	Yes		Agendas / papers for the Trust Board Setting of procedures and papers for Trust	Attend as link Director to support information flow		Policy schedule Risk register schedule			Agendas / papers for LGC – in line with Trust model
2.1.10 Authorised to approve/amend organisational scheme of delegation	No		Recommendations to Board	Amend	Recommendations to Board	Recommendations to Board	Recommendations to Board	Recommendations to Board	Recommendations to LGC to go to Board

Governance	Delegated Function from Trust Board?	Members	CEO	Trust Board	Finance Manager (CFO)	Business Operations Manager	Chairs of Local Governing Committee	Local Governing Committee (LGC)	Headteacher / Executive Headteacher
2.1.11 Maintenance of risk management processes	No		Responsible for ensuring TSSMAT risk register is maintained, reporting to the Board	Responsible to check at each meeting. Make recommendations for additions.		Responsible for managing risk register and risk management processes/advice, reporting to the Board	Reviews relevant risks on risk register and contributes to process/update/ amendment, reporting to the Board	Reviews relevant risks on risk register and contributes to process/update/ amendment	Responsible for ensuring the school risk register is maintained, reporting to the Board Ensures senior leaders review relevant risks as part of culture and contributes to process/update
2.1.12 Acquisition of legal entities	No		Recommendations to Board	Decision to undertake	Provision of professional advice	Provision of professional advice			
2.1.13 Maintenance of register of interests	Yes	Complete forms in a timely manner	Ensure on agenda in autumn	Receive assurances Complete forms in a timely manner		Responsible for ensuring register is maintained Ensuring website published Responsible for ensuring Trust register is up to date and accurate	Responsible in conjunction with clerk for ensuring LGCs register is accurate and up to date	Complete forms in a timely manner	Inform Business operations manager of any updates Ensure collated in Autumn
2.1.14 Entering into, or withdrawing from, a formal partnership	No		Recommendation of local formal partnerships for Board ratification			Provision of professional advice			
2.1.15 Approval of TSSMAT policies not specifically referenced elsewhere within this document	No		Recommendations to Board	Approve or discount changes and ratify.		Maintains policy review schedule and publishes to websites	Recommendation to Board for policy approval in line with scheme of delegation	Recommendation to Board for policy approval in line with scheme of delegation	Recommendation to CEO for policy approval in line with scheme of delegation
2.1.16 Maintaining register of attendance	No		Ensure compliance			Ensure updated and Trust attendance placed online	Ensure compliance		Ensure updated and LGC attendance placed online
2.1.17 Alter articles of association	No	Only Members can change	Recommendations to the Members	Recommendations to the Members		Ensure on website.			

Governance	Delegated Function from Trust Board?	Members	CEO	Trust Board	Finance Manager (CFO)	Business Operations Manager	Chairs of Local Governing Committee	Local Governing Committee (LGC)	Headteacher / Executive Headteacher
2.1.18 Skills audit complete and recruit to fill gaps – Trust Board and LGC	No		Ensure completed Analyse Trust Board and identify gaps	Review analysis and use information for recruitment			Ensure completion and analysis is undertaken and information used	Complete skills analysis annually	Ensure completed and analysed. Send analysis to CEO. Report to LGC and use information for recruitment
2.1.19 Annual Self Review of Trust Board and committees	No		Ensure reviews are completed and action plans are in place	Complete review			Complete review	Engage in review	Ensure reviews are completed and action plans are in place
2.1.20 Chair's performance - carry out 360 review periodically	No		Support process	Complete review and analyse information			Complete review and analyse information	Engage in review	Support process
2.1.21 Succession Plan	No		Support plan	Ensure plan is in place				Ensure plan is in place	Support plan
2.1.22 Code of Conduct	No		Develop and review Code and make recommendations to the Board	Review/approve changes Sign annually				Recommendations to the Board Sign annually	Review/approve changes Save signed copy

Education / Curriculum	Delegated Function from Trust Board?	Trust Board - Curriculum and Standards Committee	CEO with Leadership Team	Business Operations Manager	Chair of LGC	LGC	Headteacher / Executive Headteacher
3.1							
3.1.1 Approval and monitoring of TSSMAT and school targets for: Student achievement Attendance Well-being Exclusions	No	Approve	Responsible for proposing TSSMAT and local targets to the Board and providing appropriate reporting to Audit, Standards and Risk Committee (ELT propose school targets for scrutiny by A,R&R &S committee and for ratification by the Board)		Review of local target setting processes and reporting to Board	Review of local target setting and responsible for holding Executive Headteachers / Headteachers to account	Accountable Reports to LGC and Board (via Trust Audit, Standards, and risk Committee through ELT)
3.1.2 Approval of school improvement plans	No	Approve	Authorised to sign off governor recommendation for school improvement plans – works with HT in looking at coverage of plan		Reports exceptions as notified by LGC to the Board	Recommends to CEO	Responsible for development and delivery of school improvement plans. Recommends to LGC
3.1.3 Post-Ofsted TSSMAT Action Plan sign off	No (may appoint task and finish group)	Recommendation to Board	Recommendations to CEO				
3.1.4 Post-Ofsted School Action Plan sign off	No	Ratifies and monitors	Authorised to approve and monitor		Review feedback and plans	Recommends and monitoring of schools post-OFSTED planning	Develops and makes recommendations and reports to LGC
3.1.5 Curriculum approval (significant change) incorporating curriculum led financial planning	No	Ratifies curriculum (in conjunction with FAR Committee. Curriculum led Financial Planning (CLFP) Approves significant changes for schools	Sign-off of curriculum plans Recommends significant changes to Curriculum and Standards committee. Monitors curriculum in line with strategic plan and curriculum plan sign-off			Approves curriculum proposal in line with strategic plan for recommendation to the Board via CEO	Recommends curriculum to LGC for approval.
3.1.6 Sign off of TSSMAT educational policies	Partly, in line with School Improvement scheme of delegation and policy schedule	Makes recommendations to Board – where exceptions	Headteachers / Executive Headteachers make recommendations to CEO. CEO considers in line with agreed standardised/aligned/delegated principles – are nuanced policies needed?		Recommendations	Monitors delivery of policy, strategy, and procedure Responsible for implementation of policy, procedure and strategy Ensure staff have knowledge and compliance of policy	
3.1.7 Sign off TSSMAT and school	Partly (see policy)	Receive and ratify	Delegated authority for update, monitoring of				Recommendations and

Education / Curriculum	Delegated Function from Trust Board?	Trust Board - Curriculum and Standards Committee	CEO with Leadership Team	Business Operations Manager	Chair of LGC	LGC	Headteacher / Executive Headteacher
localised nuances for educational policies and procedures	schedule)		TSSMAT and nuanced local school policies and procedures including agreed standardised/aligned/delegated approaches laid out in policy and guidelines				Reports to LGC
3.1.8 Implementation of educational policy procedure and agreed strategy	Yes	Monitors Advises Board on risks	Monitors implementation of strategy trust-wide Responsible for reporting implementation to C&S committee Recommends investment		Ensures monitoring of local delivery	Monitors local delivery of strategy, supported by Executive and School Improvement partner	Responsible for implementing agreed trust and local strategy
3.1.9 Term dates	No Full Board approval post consultation		Recommends term dates to Board			Consulted	Recommendations to CEO, in dialogue with other Executive Headteachers / Headteachers
3.1.10 Length/ organisation of school day	No Full Board approval post consultation	Recommendations to Board	Recommendations to Board			Approves recommendation to go to CEO and to the Board	Recommendations to LGC
3.1.11 Fixed term exclusions	Yes	Monitors	Monitors for delegated schools Supports through process			Receives report Supports	Authorised, report to LGC
3.1.12 Permanent exclusions	Yes	Monitors	Monitors for delegated schools Supports through process			Via clerk convenes hearing to review Executive Headteachers / Headteachers decision – confirm/overrule decision	Authorised, report to LGC
3.1.13 Exclusion appeals	Yes						
3.1.14 Admissions policies and criteria	No	Receive recommendations and approves in line with advice	Recommendations to Board		Recommendation to Board	Recommendation to Board	Recommendation to Board via LGC
3.1.15 Admissions policy implementation	Yes, but monitors	Approves policy	Recommendations to Board			Receives reports	Authorised (Reports to LGC and Board)
3.1.16 Class structure and size changes	Yes (not a function – delegated to schools)	informed	Discussions re plans			Decides on class structures and sizes and only where new staff are appointed are decisions moved up the line.	Consult with LGC and soundboard with CEO.
3.2 Christian Distinctiveness							
3.2.1 To ensure the Academy is governed in accordance with the principles of the Church of England	Yes	Sets expectations and monitors	Monitors and reviews			Reviews with LGC Foundation Governors and Christian Distinctiveness	Reviews with LGC and CEO/leaders and reports.

Education / Curriculum	Delegated Function from Trust Board?	Trust Board - Curriculum and Standards Committee	CEO with Leadership Team	Business Operations Manager	Chair of LGC	LGC	Headteacher / Executive Headteacher
3.2.1 Ensure that each Academy continues to strongly demonstrate its distinctiveness as a Church School as evaluated by SIAMS	Yes	Monitors – reports to Board through CEO and Christian Distinctiveness Director. Approves Trust wide policies on RE and Collective Worship. Ensures that TSSMATs Christian vision informs policy development and decision making. Monitors the church academy distinctiveness across the Trust and takes action as necessary.	Develops together a Trust wide RE and worship policy. Monitors the distinctiveness of each academy and reports any areas of concern to the Board. Monitors and makes suggestions for improvements			Governors. Ensures the vision and ethos of the academy is consistent with the distinctive Christian vision of TSSMAT. Monitors worship, RE and the Church academy ethos and takes action as necessary with LGC Foundation Governors and Christian Distinctiveness Governors.	Ensures church school distinctiveness is part of self-evaluation and the School Development Plan. Ensures a distinctively Christian act of collective worship takes place daily Provides for good quality religious education that fulfils the Church of England statement of entitlement. Updates in report of work completed across the Christian Distinctiveness and SIAMS schedule.
3.2.2 Complete the Evaluation for SIAMS at School level	Yes	Monitor, receive reports from LGC and CEO	Monitor and evaluate together, recommendations and leadership work together for improvement.			Monitors through reports and monitoring with Foundation governors and Christian Distinctiveness Governor.	Completes Evaluation with Staff, and relevant leaders.
3.2.3 Ensure school development plan meets the needs of any reviews and the latest SIAMS framework	Yes	Monitor, receive SDP from LGC and CEO	Review updates and ensure SDP is in line with changes and monitoring. Report updates to LGC and C&S committee.			Receive SDP and reports of updates.	Update SDP and inform CEO and LGC.
3.2.4 Complete the Evaluation at Trust Level for SIAMS.	Yes	Monitor, receive reports from LGC and CEO	Monitor and evaluate together, recommendations and leadership work together for improvement.			Receive any relevant information at Trust level – review Trust sections for SIAMS inspection.	See CEO and leadership
3.2.5 To ensure the Trust strategic plan meets the needs of any reviews and the latest SIAMS framework	Yes	Monitor, receive Strategic plan from CEO	Review updates and ensure strategic plan is in line with changes and monitoring. Report updates to C&S committee.				
3.2.6 RE: - Ensure the effectiveness of RE teaching in the Academy, - Develop policy, - Monitor and evaluate, and disseminate good practice across the MAT.	Yes	Monitor receive reports from LGC and CEO Approve Policy / ratify any recommendations or respond. Receive monitoring reports.	Monitor and review together. Report in CEO and LGC reports. Make recommendations for policy change. Report on improvements and any risks, evaluations and changes needed.			Monitors through reports and monitoring with Foundation governors and Christian Distinctiveness Governor. Make recommendations for policy change.	Monitor, review and ensure practice.

Education / Curriculum	Delegated Function from Trust Board?	Trust Board - Curriculum and Standards Committee	CEO with Leadership Team	Business Operations Manager	Chair of LGC	LGC	Headteacher / Executive Headteacher
3.2.7 Worship: - Ensure the effectiveness of collective worship in the Academy, - develop policy, - monitor and evaluate, and disseminate good practice across the MAT. - Ensure Collective Worship is delivered in accordance with Trust Deed and statutory requirements	Yes	Monitor receive reports from LGC and CEO Approve Policy / ratify any recommendations or respond. Receive monitoring reports.	Monitor and review together. Report in CEO and LGC reports. Make recommendations for policy change. Report on improvements and any risks, evaluations and changes needed.			Monitors through reports and monitoring with Foundation governors and Christian Distinctiveness Governor. Make recommendations for policy change.	Monitor, review and ensure practice.
3.2.8 SMSC: - Ensure the effectiveness of the curriculum in SMSC development, - develop policy, - monitor and evaluate, and disseminate good practice across the MAT.	Yes	Monitor receive reports from LGC and CEO Approve Policy / ratify any recommendations or respond. Receive monitoring reports.	Monitor and review together. Report in CEO and LGC reports. Make recommendations for policy change. Report on improvements and any risks, evaluations and changes needed.			Monitors through reports and monitoring with Foundation governors and Christian Distinctiveness Governor. Make recommendations for policy change.	Monitor, review and ensure practice.
3.2.9 Ensures that the curriculum reflects the needs of its community and in our church schools that our Christian values run through, and it supports the doctrine of the Church of England	Yes	Ratifies curriculum Approves significant changes for schools	Sign-off of curriculum plans Recommends significant changes to Curriculum and Standards committee. Monitors curriculum in line with strategic plan.			Approves curriculum proposal in line with strategic plan for recommendation to the Board via CEO	Recommends curriculum to LGC for approval.
3.2.10 To be champions for the school within the local Church and community	Yes	Review	Monitor			Champion	Champion

Finance	Delegated Function?	CEO	Business Operations Manager	Trust Finance audit and risk Committee (FAR)	LGC	Headteacher / Executive Headteacher
4.1 STATUTORY REPORTING						
4.1.1 Completion and approval of annual accounts and reports to funding and regulatory bodies	No	Review	Recommendation to CEO and Board via Audit Committee			
4.1.2 Completion and submission of other accounting returns	Yes	Review	Authorised			
4.1.3 Completing annual & periodic financial reports to Board and/or DfE (including income/expenditure, cashflow, projections etc).	Yes	Review	Authorised			
4.1.4 Authorised to complete TAX/PAYE/Pension returns	Yes		Authorised			
4.1.5 Authorised to complete VAT returns	Yes		Authorised			

Finance		Delegated Function?	CEO	Business Operations Manager	Trust Finance audit and risk Committee (FAR)	LGC	Headteacher / Executive Headteacher	
4.2 SYSTEMS OF INTERNAL FINANCIAL CONTROL								
4.2.1	Assurance over adequacy of systems of internal financial control	No	Provides assurance to ESFA as AO	Provides assurance to CEO and Board. FAR monitors adequacy.				
4.2.2	Approval of financial regulations	No		Recommendation to Board				
4.2.3	Appointment of internal auditors	Yes to FAR	Recommendations to the FAR re internal audits planned for the year	Management of appointment process – Audit Committee advise Board on appointment	Involved in quoting for some audits relevant to role.			
4.3 BUDGET & MANAGEMENT REPORTING								
4.3.1	Approval of annual budget	No – receive recommendations from FAR	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, propose to Board via FAR		Review and recommendation to Board	Review of detailed school financial plans – agrees major issues to present to Board.	Understanding and presentation of detailed school financial plans
4.3.2	Receipt and review of management accounts	No	Review	Review of TSSMAT management accounts and preparation of summary report to Board		Review of Trust & Academies financial position – report exceptions/concerns/opportunities & recommendations to Board	Review of school financial position	Accountable for local school financial position
4.3.3	Monitor monthly expenditure	Yes		Prepares FAR financial reports. Outlines variations and exceptional circumstances go to FAR and the Board.		Highlights concerns and exceptions to Board and LGCs	Monitors concerns & exceptions and responds to Board/FAR	Monitors concerns & exceptions and responds to Board/FAR
4.3.4	Approval of TSSMAT budget and school contributions	No	Recommendation to Board	Recommendation to Board		Consulted	Consulted	Consulted
4.3.5	Deficit forecasts (where budget is surplus)	No Approves	Endorses proposals	Proposes		Reviews and recommends	Agrees variation	Reports to LGC & Trust
4.4 FINANCIAL PROCEDURES								
4.4.1	Authorise Financial Procedures Manual	No	Recommendation to Board	Responsible for drafting and updating as required. Recommendation to Board		Recommendation to Board. Audit committee also to consider and make recommendations	Consulted	Consulted
4.5 PURCHASING								
4.5.1	Ensuring compliance - purchase and tendering			Assures with Audit				
4.5.2	Placing orders for goods and services (capex and revenue) -If covered by budget	Approves >£50k	<£50k subject to FAR agreement	<£25k with LGC and FAR agreement		Reviews if >£25k, Approves if <£50K,	Informed	
4.5.3	Placing orders for goods and services	Approves >£25k	<£15k,	<£10k with LGC & FAR		Reviews >£15k, approves<£25k		

Finance		Delegated Function?	CEO		Business Operations Manager	Trust Finance audit and risk Committee (FAR)	LGC	Headteacher / Executive Headteacher
	(capital and revenue) If in excess of budget		<£25k subject to FAR agreement	agreement				
4.5.4	Set up of new vendors	Yes		Authorised with dual key process				
4.5.5	Letters of guarantee, indemnities, letters of comfort	No Approve all, ESFA approve >£45k	Endorse	Propose		Reviews and recommends		
4.6 CAPITAL PROJECTS								
4.6.1	Building strategy and capital projects	Approves strategy [not delegated - although delegated below 25K)	Develops buildings strategy with CFO/ Executive Headteachers / Headteachers/ LGCs through FAR committee [authorised budgeted below £25K]	Develops buildings strategy with CEO and FAR [authorised budgeted below £25K]		Maintains estates strategy and makes recommendation to the Board for building projects above £25K [authorised budgeted above £25K) Reviews planning horizon and evaluates projects and timelines	Recommends buildings /capital needs (inc. major maintenance) for the school to the FAR Recommends building and major maintenance projects	Develops buildings/capital needs (inc. major maintenance) and recommends priorities to LGC [authorised by threshold Band A/B/C Identifies capacity needs and prioritises projects
4.6.2	Management of capital projects	Yes	Ensures management and governance arrangements are appropriate and reports to Board		Oversight of capital projects - reports to FAR	Monitors compliance of policy and procedures on site through H&S assurance – receives regular updates and annual report	Responsible for compliance on site of policies and procedures	Management of capital projects
4.6.3	Post implementation audits of capital projects		Receives audits		Prepares audits	Requests audits	Receives audits	Receives audits
4.6.4	Asset register	Yes - Receives verification reports		Maintains register and undertakes prog of asset verification		Receives verification results and recommends action		Assists in verification prog and responsible for security
4.6.5	Disposal of assets	Partly - Approve disposal with NRV >£15k	Approve disposal with NRV <£15k	Any disposal with NRV <£1000		Approve disposal with NRV >£10k	Approve disposal with NRV <=10K	Proposes
4.7 BANKING, BORROWING & FISCAL								
4.7.1	Open bank accounts and set approved signatories	No - Approves signatories	Can be signatory	Proposes and manages funds. Can be signatory				
4.7.2	Approval to borrow or financial lease	No - Approves submission the EFA	Endorses proposals	Recommends		Reviews and recommends		
4.7.3	Investment of cash balances	No - Approves. Receives audit reports	Endorses proposals	Proposes		Reviews and recommends		
4.7.4	Write off of bad debts	Partly - Approves >£25k,		Proposes		Approves, with CFO >£5k, <25K	Approve <5K, refer to	Propose to LGC <5K

Finance		Delegated Function?	CEO		Business Operations Manager	Trust Finance audit and risk Committee (FAR)	LGC	Headteacher / Executive Headteacher
		ESFA approves >£45k					CFO/FAR >5K IS THIS ACTIVE IN REALITY	
4.7.5	Addition of Procurement Cards	Yes	Approves new cardholders > £1,000 per month	Approves new cardholders < £1,000 per month				Proposes new cardholders
4.8	STAFFING							
4.8.1	Expense claims for subordinates	Yes – CEO expenses approved by FO	Authorised any staff >£1000	Authorised <£500 any staff		Informed >£1000	Authorised >£500, <=£1000	Authorised <= £500
Recruitment of staff - *** For Senior Executives, separate authority applies								
4.8.2	Budgeted positions	Yes	Authorises replacement or additional recruitment	Evaluates annual staffing plan and rolling changes, reports headcount Approves in budget		Reviews as part of budget	Recommends annual budget staffing plan – approves staffing within budget	Requests replacement
4.8.3	Unbudgeted positions	Yes – to CEO	Authorised - Agrees proposals	Makes proposals for central staff	Makes proposals for central staff	Reviews financial impact and recommends	Recommends	Makes proposals to CEO
4.8.4	Payroll changes	Yes		Authorises changes processed by HR				Authorises changes processed by HR
4.8.5	Pay awards (Annual)	No - Approved at Board	Makes recommendation to FAR for HT	Makes recommendation CEO		Makes proposals	Ratifies proposals of teaching staff	Makes proposals Teaching staff
4.8.6	Salary exceptions to policy	Yes – to CEO	Approves	Evaluates				Proposes
4.8.7	Non-contractual/non-statutory payments and settlements	Partly – below 10K to CEO, Approves <£50K ESFA Approval above 50K, and/or total severance >£100k, and/or employee earns >£150k	Approves <=£15k Recommends to TB > 15K	Recommends		Informed	Recommends to CEO for approval	Proposals

Human resources	Delegated Function?	CEO	Finance Manager (CFO)	Business Operations Manager	LGCs	Headteacher / Executive Headteacher
5.1 STAFF STRUCTURE						
5.1.1 Approval of annual staffing budgets	No. LGC to recommend, FAR to endorse or highlight risks to Board.	Reviews costed staffing plans and makes overall budget recommendations to Board via FAR	Reviews costed staffing plans and makes overall budget proposals to Board, recommendation via FAR		Recommends annual staffing plans to CEO & FAR committee for overall consideration	Prepares annual staffing plans via curriculum led financial planning
5.1.2 Authorised to increase staff numbers within existing staffing budget	Yes	Authorise changes within and beyond overall budget	Monitors and advises CEO/FAR of exceptions/concerns	Monitors and advises CEO/FAR of exceptions/concerns	Receives business case and approves in principle to recommend to CEO	Completes request to increase staffing and rationale agreed finance budget with Finance Manager
5.1.3 Job Description sign off	Yes	Authorised for Central Team	Authorised for Central Team	Approves JDs		Agrees JD
5.2 GRADE OF POSTS (TEACHING & SUPPORT STAFF)						
5.2 Authorised to agree/vary basic employment Terms & Conditions	No. Ensures consistent application of T&Cs across the Trust with HR support.			Secures advice and appropriate profile with HR		
5.3 RECRUITMENT						
5.3.1 Recruitment and appointment of CEO	No		Involved in process	Involved in process	Involved in process	Involved in process
5.3.2 Recruitment and appointment of CFO	No	Involved in process, advises Board				
5.3.3 Recruitment and appointment of Executive Leadership Team Members and Executive Headteachers / Headteachers	No	Appoints Central Team and Executive Headteachers / Headteachers jointly with Board			Assists in Executive Headteachers / Headteachers appointments	
5.3.4 Recruitment and appointment of other Senior Leaders	Yes	Authorised to appoint other senior leaders	Leads process for own teams (future)	Leads process for own teams (future)	Works with CEO and Board. Recommends Headteachers / Executive Headteachers Involved in process for other senior leaders	Leads process for own teams, authorised below Headteachers / Executive Headteachers, LGC ratification
5.3.5 Recruitment and appointment of other staff	Yes to CEO posts signed	Authorises based on business and financial case.	Authorised to appoint staff within own teams	Authorised to appoint staff within own teams	involved in process (delegated authority to Executive Headteachers / Headteachers)	Authorised to appoint staff within own teams following central sign-off for advert
5.3.6 Recruitment policy and processes	No. Ensures legislative and best practice compliance in recruitment processes	Advises Board	Advises Board	Advises Board (as appropriate through HR manager)	Consulted	Consulted

Human resources	Delegated Function?	CEO	Finance Manager (CFO)	Business Operations Manager	LGCs	Headteacher / Executive Headteacher
5.3.7 Recruitment procedures	through HR policies Yes	Carries out recruitment processes in line with TSSMAT policies / procedures	Carries out recruitment processes in line with TSSMAT policies/ procedures (and delegates to HR Manager as appropriate)	Carries out recruitment processes in line with TSSMAT policies/ procedures (and delegates to HR Manager as appropriate)	Monitors recruitment processes are in line with TSSMAT policies/procedures	Carries out recruitment processes in line with TSSMAT policies/procedures
5.3.8 Signing of employment contracts	Yes (Chair must sign CEO contract)	Signs contracts of CFO, Executive Headteachers / Headteachers, other senior leadership and central posts Currently sign all.	Signs team's employment contracts	Signs team's employment contracts		Signs other employment contracts
5.4 PAY POLICY						
5.4.1 Annual approval of pay policy, including pay awards, pay point values, etc.	No	Recommendations to Board	Recommendations to Board	Recommendations to Board	Consulted	Consulted
5.4.2 Determination of cross-organisational grading	No	Monitors and reports to Board	Advises Board	Advises Board		
5.4.3 Determination of non-cross-organisational pay ranges	Partly: Board determines pay ranges for CEO and Executive Headteachers / Headteachers Authorise CEO for senior leadership	Approves Leadership pay ranges Makes recommendation to the Trust Board on Executive Headteachers / Headteachers pay ranges			Recommends pay ranges for Leadership staff to CEO Makes recommendation to CEO on Executive Headteachers / Headteachers ranges	Recommends ranges to LGC
5.4.4 Appointment outside range in salary structure	Yes	Authorised to give clearance for new ranges				Proposal for new range
5.4.5 Allocation of pay scale (TLR and equivalent) values	Yes. Board responsible for oversight	Approves if exceeds total budget	Ensures consistency	Ensures consistency	Approves if within total budget	
5.4.6 Value of other discretionary allowances	Yes. Except CEO, CFO	Approval of discretionary allowances	Reviews proposal and makes recommendation to CEO	Reviews proposal and makes recommendation to CEO	Approves if within total budget	Proposals for other allowances

Human resources	Delegated Function?	CEO	Finance Manager (CFO)	Business Operations Manager	LGCs	Headteacher / Executive Headteacher
5.4.7 Annual Pay Progression	Yes. Except for CEO, CFO/ Business Operations manager and Central team, Executive Headteachers / Headteachers. Board monitors consistent application of policy and procedures	Takes progression recommendations to the Board	Ensures consistency across support staff structures	Ensures consistency across support staff structures	Agrees progression below Executive Headteachers / Headteachers Involved in process for Executive Headteachers / Headteachers Recommends to Board	Oversight of appraisal and recommendation LGC
5.5 PENSION POLICY & DISCRETIONS						
5.5.1 Handling of all pension matters (teachers and support staff)	Yes - to CFO		Makes appropriate pension arrangements and ensures proper administration			
5.5.2 Approval of use of discretions	No	Recommendations to Board	Recommendations to Board	Recommendations to CEO		
5.6 OPERATION OF POLICIES						
5.6.1 Approval of TSSMAT employment policies	No	Recommendations to Board	Recommendations to Board	Recommendations to Board (and via HR manager as appropriate)		
5.6.2 Objective setting and performance appraisal	Partly. Board hold for CEO Board hold oversight of process Appointment of process/panels for CEO/Executive Headteachers / Headteachers	Appraises Executive Headteachers / Headteachers (with Board / LGC as appointed) Appraises CFO, with input from Audit and FAR Appraises BOM	Appraisal arrangements for own team	Appraisal arrangements for all support staff	Assists in Executive Headteachers / Headteachers appraisals, and SLT appraisals Monitors consistency of policy implementation	Appraisal arrangements for own team Makes decision on progression (authorised) LGC moderates and approves
5.6.3 Approval of formal restructure plans	No	Recommendations to Board. Approves 'at risk' proposals from LGC	Recommendations to Board	Recommendations to CEO (via HR manager as appropriate)	Approves restructure plans below senior team. Recommends restructure plans at senior level (needs CEO sign off if 'at risk')	Proposes restructure
5.6.4 Approval of non-statutory or special payments	No (and must refer to EFA >£50K)	Recommendations to Board	Recommendations to Board	Recommendations to CEO		Part of process

Human resources	Delegated Function?	CEO	Finance Manager (CFO)	Business Operations Manager	LGCs	Headteacher / Executive Headteacher
5.6.5 Authority to issue warnings or other disciplinary measures except dismissal	Yes	May issue warnings in own teams	May issue warnings in own teams	May issue warnings in own teams	Part of formal panel	May issue warnings in own teams
5.6.6 Authorisation of settlement agreements	No (above £15K) and must refer to ESFA >£50K)	Authorise dismissal payments up to £15K Make recommendation to Board above £15K	Make recommendation to CEO	Make recommendation to CEO	Work with CEO and Business Operations manager to manage effectively and make recommendations Make recommendation up to £15K	
5.6.7 Suspension of staff	Yes. Board will appt external HR for CEO.	Yes (Executive Headteachers / Headteachers (with LGC involvement) and other staff)	Yes (own team)	Yes (own team)	Assists in suspension of Executive Headteachers / Headteachers Informed as appropriate of other staff	Yes – staff below Executive Headteachers / Headteachers
5.6.8 Ending Suspension of staff	Yes (except CEO, Executive Headteachers and Headteachers and central team)	Authorised for central team/cross-staff team members			End suspension of school staff members below Executive Headteacher / Headteacher.	

Health and Safety	Delegated?	CEO	Finance Manager	Business Operations Manager	LGC	Headteacher / Executive Headteacher
6.1						
6.1.1 Health and Safety Policy	No	Accounting Officer with oversight of H&S policy and practice	Recommendation to Board. Ensures compliancy	Ensures review on cycle	Responsible for implementation of policy	Accountable for implementing policy
6.1.2 Ensuring the adequacy of health and safety practice throughout TSSAAT	No		Oversees TSSMAT arrangements and reports to Board		Ensures school arrangements are adequate	Reports to LGC

Health and Safety	Delegated?	CEO	Finance Manager	Business Operations Manager	LGC	Headteacher / Executive Headteacher
6.1.3 Critical incident planning	Yes, but monitors	Reviews with SLT	Supports collation of and holds TSSMAT and schools' Critical incident plans and reviews as appropriate		Ensures critical incident plans are adequate and in place	Responsible for critical incident management Reports to LGC
6.1.4 Health and Safety RIDDOR reporting	Yes, but monitors		Ensures RIDDOR reporting is in place and collates	Collated RIDDOR reporting	Monitors	Responsible for RIDDOR reporting
6.1.5 Health and Safety Accident reporting	Yes, but monitors	Reviews in HT reports and identifies any need for escalation of exploration	Monitoring and reporting of exceptions Ensures serious incidents reported to Board and CEO as urgent action. Collates these for Board reporting		Ensures that accident reporting arrangements are in place Serious accidents and near misses reported to Board as urgent action Receive report and ask questions	Ensures that accident reporting arrangements are in place Serious accidents and near misses reported to Board as urgent action, reports to LGC
6.1.6 Statutory training	Yes, but monitors		Ensures all training in place	Monitors TSSMAT statutory training for H&S and reports to Board Advises Executive Headteachers / Headteachers regarding training needs	Monitors schools statutory training for H&S	Ensures that there are arrangements for statutory training for H&S
6.1.7 Statutory compliance testing	Yes, but monitors (through expert H&S group and business managers group)		Implements and monitors TSSMAT statutory compliance testing and reports to Board			Monitors local statutory compliance testing
6.1.8 TSSMAT health and safety arrangements including committee and use of risk assessments	Yes	Supports review of RA	Monitors H&SE advice and compliance through CEO, sampling and use of external expert checks Convenes TSSMAT H&S Experts to advise on policy updates, and advise audit committee and LGC on programmes of compliance (inc. statutory) checks		Receives reports from Executive Headteachers / Headteachers and H&S school lead (business manager function)	Responsible for H&S for the school

Health and Safety	Delegated?	CEO	Finance Manager	Business Operations Manager	LGC	Headteacher / Executive Headteacher
6.1.9 Fire risk assessment	No	Supports review of RA	Ensures compliance and completeness Ensures all academies have valid risk assessments in place		Monitors compliance	Ensures school fire compliance, including training, arrangements are in place - Accountable
6.1.10 Asbestos risk assessment	No	Supports review of RA	Ensures compliance and completeness Ensures all academies have valid risk assessments in place		Monitors compliance	Ensures school asbestos compliance, including training, arrangements are in place
6.1.11 General monitoring and action plans in relation to safety of sites including buildings conditions	No	Reviews reports to Board.	Reporting to Board		Monitors and reports exceptions	Reports to LGC and CFO

Safeguarding	Is authority delegated from the Board?	Designated Trustee for Safeguarding			Chairs of Local Governing Committee(LGC)	LGC	LGC Safeguarding Representative		Designated Safeguarding Lead (DSL) and DDSL (Deputy Designated Safeguarding Lead)
7.1									
7.1.1 Ensure suitable Safeguarding Policy and associated procedures are in place across the Trust	No	Ratifies	Monitors implementation of Safeguarding Policy and procedures	Ensures updates of Safeguarding Policy and procedures Prepares required content sections for local additions	Safeguarding concerns escalated to Board	Approves Safeguarding Policy and procedures at school level (ensuring compliant with trust-wide agreed required content) Monitors	Ensures LGC approves the School Safeguarding Policy	Accountable Recommends Safeguarding Policy and procedures to Directors and ensures they are communicated to, and implemented by, all staff Assists CEO in formation of policy documents Local context addressed fully	Contributes to the production and implementation of the Safeguarding Policy and procedures
7.1.2 To be familiar with LA guidance and policy relating to safeguarding	Yes	Has current knowledge of LA guidance, legislation and policy relating to safeguarding through Board.	Has current knowledge of LA guidance, legislation and policy relating to safeguarding	Advises	Advises	Advises	Provides feedback to LGC and the Designated Director for Safeguarding where appropriate	Informs and acts upon Advises LGC and Directors	Has current knowledge of LA guidance, legislation and policy relating to safeguarding
7.1.3 Monitor the effectiveness of the TSSMAT Safeguarding Policy	Yes, but monitors	Monitors the effectiveness of the TSSMAT Safeguarding Policy and reports concerns to the Board	Monitors the effectiveness of the TSSMAT Safeguarding Policy and reports concerns to the Board	Ensures annual review of Safeguarding Policy and practice takes place	Ensures review	Reviews the Safeguarding Policy annually	Provide advice to the Board for review of the Safeguarding Policy	Reviews effectiveness of the Safeguarding Policy and makes recommendations for change where appropriate Ensures communication with staff	Reports recommendations for changes to the Safeguarding policy to the Headteacher

Safeguarding	Is authority delegated from the Board?	Designated Trustee for Safeguarding			Chairs of Local Governing Committee(LGC)	LGC	LGC Safeguarding Representative		Designated Safeguarding Lead (DSL) and DDSL (Deputy Designated Safeguarding Lead)
7.1.4 Receive an annual report on the Safeguarding policy and procedures	No	Receives all academies annual reports and shares with Board	Prepares collated annual report Provides collated annual reports to the Designated Trustee for Safeguarding				Provides feedback to the LGC re the safeguarding annual report	Produces Headteachers annual safeguarding report to the LGC and Board.	Supports the Headteacher in the production of the annual safeguarding report
7.1.5 Receive an annual report on the TSSMAT Safeguarding Policy and procedures	Partly	Receives Annual Safeguarding report and termly update reports from Trust Safeguarding Lead and reports at the Board	Receives report Monitors			Receives annual Safeguarding report	Ensures an annual Safeguarding report is produced and presented to LGC Monitors closely required actions	Ensures annual school Safeguarding report completed	Supports completion of safeguarding report
7.1.6 Ensure Annual Safeguarding audits take place and are appropriately reported to the Board	Yes	Ensures annual safeguarding audits take place and reports received by the Board	Receives report on annual safeguarding audits and drives improvement through LMS	Commissions Annual Safeguarding audit Reports to ELT and to Board			Ensure annual safeguarding audit takes place and that an action plan is produced	Produce school action plan following annual safeguarding audit	Supports, compliance and communication of plan
7.1.7 Attend all relevant training for nominated safeguarding Directors	Yes	Attends all relevant training							

Safeguarding	Is authority delegated from the Board?	Designated Trustee for Safeguarding			Chairs of Local Governing Committee(LGC)	LGC	LGC Safeguarding Representative		Designated Safeguarding Lead (DSL) and DDSL (Deputy Designated Safeguarding Lead)
7.1.8 Ensure all Designated Safeguarding Leads and their deputies receive appropriate training	Yes	Ensures up to date records are kept of all DSL training	Monitors through LMS	Monitors Designated Safeguarding Leads and their deputies receive appropriate training Ensures all TSSMAT Designated Safeguarding leads and deputies receive appropriate training			Attends all required safeguarding training		Attends all required training (including DSL training) to meet with legislative and TSSMAT requirements and ensures deputy DSLs receive appropriate training
7.1.9 Ensure all TSSMAT staff receive required training	Yes		Ensures all staff receive appropriate training and records of this kept (through HR Manager)	Ensures all TSSMAT staff receive required training and records of this kept		Monitors training records		Maintain school level log as well as Trust and ensure all dates adhered to	
7.1.10 Ensures each LGC appoints a Safeguarding representative	Yes				Ensures own school has a Safeguarding Representative identified	Appoints a Safeguarding representative			
7.1.11 Ensure Safer Recruitment procedures are implemented and adhered to	Yes, but monitors	Monitors the TSSMAT Safer Recruitment processes	Ensures all senior leadership teams adhere to Safer Recruitment processes	Ensures safer recruitment training for all school leaders and relevant staff are up to date.		Monitors Safer Recruitment processes	Monitors Safer Recruitment processes	Adheres to Safer Recruitment processes. Has up to date training	

Safeguarding	Is authority delegated from the Board?	Designated Trustee for Safeguarding	Chairs of Local Governing Committee(L GC)	LGC	LGC Safeguarding Representative	Designated Safeguarding Lead (DSL) and DDSL (Deputy Designated Safeguarding Lead)	
7.1.12 Ensure Prevent agenda is implemented and adhered to	Yes, but monitors	Monitors	Acts as MAT lead for the Prevent agenda Ensures audited and RA up to date. CFO - ensures on Risk assessment cycle			School; lead for the Prevent agenda Completes school level audit Adheres to Risk assessment and policy – communicates with staff	
7.1.13 Confidential Safeguarding issues reported to LADO where appropriate	Yes	Reports safeguarding issues to LADO (if concerns are about CEO, Chair of Board will report concerns to LADO)	Reports safeguarding issues to LADO if concern about Headteachers/ Executive Headteachers		Monitors reporting Advises Chair of Governors if about Headteachers/ Executive Headteachers	Monitors reporting Advises Chair of Governors if about Headteachers/ Executive Headteachers	Reports safeguarding issues to CEO / MAT DSL / LADO as appropriate Reports safeguarding issues to CEO / MAT DSL / LADO as appropriate
7.1.14 Operation of Safeguarding investigations	Yes	Commissions Safeguarding Investigations (in liaison with Chair of Trustees if required) at trust level if about CEO or trustee	Commissions safeguarding investigations if about Headteachers/ Executive Headteachers	Supports local investigations of safeguarding Advises CEO and trustee (safeguarding)		Commissions local safeguarding investigations and receives reports	Advises Headteachers/ Executive Headteachers

ONLINE COMPLIANCE	Is authority delegated from the Board?					
Website Platform	Yes	Authorise	Recommends / quotes etc.	Monitors	Consulted	
School Website Trust Required Content	Yes	Authorise	Maintains / reviews compliance Responsible	Advises	Advises	
School Website Design / User Experience	Yes	Authorise	Maintains / reviews compliance Responsible	Monitors (Annual Review)	Responsible	

School Website Compliance	Yes		Responsible - advises and monitors	Monitors	Accountable
Trust Website Compliance	Yes		Accountable		