

Stour Vale Academy Trust - Scheme of Delegation for Governance Function

Adopted by the Board: October 2020

Introduction

The Academy Board is accountable in law for all major decisions about Trust and its future. The delegation of tasks will enable local accountability and a sharing of responsibilities. A decision grid has been used to show the level at which a task can or must be actioned and if it can be delegated to whom the Board has delegated it.

The following guidance on delegation is summarised from our Articles of Association (source Article referenced):

The Directors may delegate to any Director, committee (including any Local Governing Body), the Chief Executive or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation shall be made subject to any conditions the Directors may impose, and may be revoked or altered (**Article 105**).

The power of delegation exercised under Article 105 in relation to the establishment of a Local Governing Body for an Academy shall be by way of a Scheme of Delegation (**Article 102**) and the functions and proceedings of the Local Governing Bodies shall be subject to regulations made by the Directors (**Article 104**).

The Directors may delegate to the Chief Executive such powers and functions as they consider are required for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Directors and for the direction of the teaching and curriculum at the Academies) (**Article 107**).

Roles and Responsibilities

The central purpose of the Scheme of Delegation is to ensure that the roles and responsibilities and precise accountabilities are absolutely clear at all levels.

All those with **governance and management responsibilities** must be familiar with this Scheme of Delegation so that appropriate steps can be taken to ensure there is **sufficient and proper challenge** of those with leadership responsibilities, to ensure that **senior leaders are held to account for the performance of the Academies and that there is financial stability within the Trust**.

The Members

The Members are akin to shareholders and have ultimate control over the direction of the academy trust. They ensure the charitable company achieves its objectives, sign off the financial accounts and annual report, and appoint some of the Directors. They hold the responsibility for:

1. Changing the Articles of Association
2. Deciding on a change of school category
3. Making amendments to the Funding Agreement
4. Appointing Directors (Trustees)

The Directors

The Directors, appointed by the Members, have delegated responsibility for the 3 core strategic functions:

1. Ensuring clarity of vision, ethos and strategic direction
2. Holding the Chief Executive to account for educational performance of the schools and their pupils
3. Overseeing the financial performance of the academy

The Directors have **overall responsibility and ultimate decision making authority** for all the work of Trust. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Directors have the power to direct change where required.

The Directors have a duty to act in the fulfilment of Trust Objects.

Directors will have regard to the interests of all Academies for which Trust is responsible in deciding and implementing any policy or exercising any authority.

Chief Executive (CE)

The Chief Executive has the delegated responsibility for the operation of the Academy Trust including the performance of all its schools and the performance management of the Head teachers with the LGB Chair.

The Chief Executive is the Accounting Officer, so has overall responsibility for the operation of the Academy Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability.

The Chief Executive leads the executive management team of the academy.

Local Governing Bodies (LGB)

Local Governing Bodies are committees of the Board of Directors and operate under the delegation approved by the Board and outlined in this document.

Those elected/appointed to serve on a Local Governing Body are appointed members of a committee of the Board, and can be referred to as Governors; Local Governing Bodies have been delegated the authority to appoint their own Governors and elect their own post-holders (including Chair), but appointments are to be made in accordance with the relevant Instrument of Government and Trust Policies and Procedures.

Members of Local Governing Bodies are not trustees or directors of the academy trust (unless they hold those positions in their own right), and it is therefore important to remember that, even where responsibility is delegated to a local level, it is the academy trust as the legal entity that holds the statutory accountability and not the Local Governing Body.

Head Teacher

The headteacher is responsible for the operational and strategic leadership and management of the individual school, including outcomes for pupils and the financial effectiveness of the academy. The headteacher is line managed by the Chief Executive but reports to the LGB on matters which have been delegated to the LGB.

The Decision Planner

This policy will be sent to: Chair of the Board, Chief Executive, Chairs of Board Committees, Chairs of LGB, Headteacher and Clerks, and will be published on the academy website.

Key

Where the word **must** is used in this document it means the action required has to take place.

Where a task can be actioned by both the Board and local governing body or may involve more than one designated person or group, they have been identified by an * and additional information has been provided.

The following grid sets out the main Academy Board, local governing body and school functions. For each function it sets out the level at which a decision, action or task is being held or delegated. The levels are:

- Academy Members (AM) Decisions/actions/tasks which can only be made by the Academy Members

- Academy Board (AB) Decisions/actions/tasks which can only be made by the Academy Board
- Local Governing Body (LGB) Decisions/actions/tasks delegated to a Local Governing Body or one of the Board committees
- Chief Executive Decisions/actions/tasks delegated to or required of Chief Executive or Headteacher/Head of a school
- Other. These include headteacher in school (HT) and the Chief Finance Officer (CFO). Some of the AB functions will be delegated to committees of the Board.

Key Function		Tasks	Members OR Board	Local Governing Body	Chief Executive	Other
FINANCE	No					
	1	Agree an annual written scheme of delegation for financial powers, governance and legal direction with robust internal control arrangements	AB			
	2	Appoint the Chief Executive as Accounting Officer	AB			
	3	Appoint Chief Financial Officer	AB			
	4	Appoint External Auditors	AB			
	5	Remove External Auditors (must be a majority decision)	AM			
	6	Receive Audited Accounts	AB			
	7	Adopt Audited Accounts	AM			
	8	Receive and approve Trustees Annual Report and Financial statement	AB			
	9	Receive and adopt Trustees Annual Report and Financial statement	AM			
	10	Issue letter of delegation to Accounting Officer	AB			
	11	Issue letter of delegation to Head Teachers			CE	
	12	Approve 3 – 5 year budget plans to inform budget forecast return	AB			
	13	Sign off a balanced Annual Budget Forecast Return for the EFSA			CE	
	14	Approve central and schools' budgets	AB			
	15	*Recommend individual school contributions to fund academy central budgets	AB			
	16	Hear an individual school's appeal challenging contribution levels to central budgets	AB			
	17	Approve the 3 – 5yr central budget plans and annual budget allocations	AB			
	18	Agree Academy central budgets	AB			
	19	Ratify Academy central budget proposals	AB			
	20	Monitor performance of Academy Budgets and scrutinise individual school budgets	AB			
21	Delegate budgets to individual schools			CE		

22	Produce the school's annual budget and 3 – 5yr budget plans		LGB		
23	Agree the school's budget plan for the financial year		LGB		
24	Ratify individual school budget plans	AB			
25	Monitor performance of a school's budget and submit in year revision requests		LGB		
26	Authorise in year revisions to an approved school budget (excluding virements)	AB			
27	Approve Trust Financial Manual	AB			
28	Adopt and comply with Trust Financial Manual	AM/ AB	LGB	CE	CFO
29	*Investigate financial irregularities as set out in the Trust Finance Manual			CE	
30	Authorise the advertising and awarding of tenders worth £50,000+	AB			
31a	Approve a strategic risk register	AB			
31b	Maintain a school level risk register		LGB		
32	*Recommend and monitor a risk register	AB		CE	
33	*Establish an independent audit committee to achieve internal scrutiny	AB			
34	Recommend action plans required as a result of Audit Committee and Auditor reports	AB			
35	Receive Audit committee and Auditor reports and approve any required action plans	AB			
36					
37	Recommend write offs below £250		LGB		
38	Ratify write offs above £250	AB			
39	Authorise severance and compensation payments up to £14,999			CE	
40	Authorise severance and compensation payments between £15,000 - £49,999	AB			
41	Authorise disposal of fixed assets below £5,000		LGB		
42	Authorise disposal of fixed assets above £5,000	AB			
43	Authorise as co-signatory operating leases for equipment and vehicles up to £5,000				CFO
44	Authorise as co-signatory operating leases for equipment and vehicles over £5,000			CE	

	45	Authorise finance leases	AB			
	46	Review and sign off Academy Hospitality register	AB			
STAFFING	No					
	47	Establish Trust recruitment, appointment and employment policies and procedures	AB			
	48	*Adopt and ensure Trust recruitment, appointment and employment policies and procedures are being applied and adhered to at their school		LGB	CE	HT
	49	*Establish Trust staffing structures for schools and Educational Support Services	AB	LGB	CE	HT
	50	*Determine a school's staffing complement within agreed structures				HT
	51	Approve dedicated school staffing complement		LGB		
	52	*Ratify the grade, salary range and title of any new SLT or equivalent post and review posts when vacancies arise	AB	LGB	CE	
	53	Run Chief Executive recruitment exercise and recommend appointment	AB			
	54	Ratify Chief Executive Terms and Conditions and appointment	AB			
	55	*Run Headteacher recruitment exercise and recommend appointment		LGB	CE	
	56	Ratify Headteacher appointment	AB			
	57	*Appoint Deputy/Assistant Headteacher		LGB	CE	HT
	58	*Appoint teaching staff				HT
	59	Appoint classroom based support staff (i.e. TAs and Technicians)				HT
	60	Appoint school specific administration and site staff				HT
	61	*Appoint any staff member to be deployed across Academy (i.e. managed centrally)			CE	
	62	Establish Trust pay policies for teaching staff and all non-teaching staff	AB			
	63	Adopt Trust pay policies for use in own school		LGB		
	64	Annually review application of Academy pay policies for compliance in own school		LGB		
	65	Ensure Trust pay policies are followed when any new appointment is made or if there is any change to the terms and conditions of employment of an existing member of staff			CE	HT

	66a	*Make recommendations to award recruitment and retention awards			CE	HT
	66b	Consider recommendations to award recruitment and retention awards	AB			
	67	Monitor impact of Trust pay policies and recommend any changes required	AB	LGB		
	68	*Identify and set out the reasons for a TLR 1, 2 or 3 and the scope of the additional responsibilities to be undertaken		LGB		HT
	69	Agree the awarding of a TLR3 and temporary TLRs		LGB		HT
	70					
	71					
	72	Establish Trust disciplinary/capability procedures	AB			
	73	Adopt Trust disciplinary/capability procedures for use in their own school		LGB		
	74	*Implement disciplinary/capability procedures	AB	LGB	CE	HT
	75	*Suspend or end suspension of CE, HT, SLT member	AB	LGB	CE	
	76	*Suspend any other member of staff/employee			CE	HT
	77	*End suspension of all other staff/employees			CE	HT
	78	Dismiss a Headteacher or the Chief Executive	AB			
	79	Dismiss any other member of staff/employee on the recommendation of the LGB	AB			
	80	Determine dismissal payments/early retirement payments for CE/HT	AB			
	81	*Determine dismissal payments/early retirement for all other staff	AB		CE	
	82	Determine redundancy payments for CE/ HT	AB			
	83	*Determine redundancy payments for all other staff	AB			
	84	Verify accuracy and completeness of the Single Central Record		LGB		HT
Performance Management	85	Agree an appraisal policy for teachers and an appraisal policy for all other staff	AB			
	86	Adopt the appraisal policies for teaching and all other staff		LGB		
	87	*Implement the appraisal policy			CE	HT

	88	Ensure Trust appraisal policies have been applied appropriately and fairly at their school		LGB		
	89	Review impact of policy across Trust	AB			
	90	Annually review Trust pay and appraisal policies	AB			
	91	*Carry out the Performance Management of the Headteacher		LGB	CE	
	92	*Carry out the Performance Management of the Chief Executive	AB			
	92a	*Carry out the Performance Management of the Central Team	AB		CE	
SCHOOL ORGANISATION	No					
	93	*Establish an Admission Policy	AB	LGB		
	94	Consult annually before setting an admissions policy	AB	LGB		
	95	Approve any in year admissions				HT
	96	Approve Admissions Appeals procedure			CE	
	97	Keep register of pupils admissions to school				HT
	98	Determine the school admission number	AB			
	98a	Appeal against Local Authority directions to admit pupil(s)		LGB		
Operation	99	Establish the times of school sessions and the dates of school terms and holidays	AB			
	100	*Set inset dates			CE	HT
	101	Ensure the school meets the 380 sessions in a school year		LGB		
	102	*Changes to school hours, terms and holidays	AB		CE	
	103	Establish nutritional standards for meals provided at Trust schools	AB			
	104	*Ensure the meals provided at each site comply with Trust nutritional standard	AB		CE	HT
	105	Keep a register of pupils' attendance				HT
106	Ensure all pupils who meet the criteria for Free School Meals are identified				HT	
Curriculum	107	*Determine application of DFE guidance on the curriculum having regard to resources and the flexibility available to Academies and in the curriculum	AB	LGB		

	108	*Set out a curriculum statement	AB	LGB		
	109	Implement Trust curriculum policy		LGB		
	110	*Annually review curriculum provision	AB	LGB		
	111	Set teaching standards expected of Trust teachers			CE	
	112	*Determine which subject options can be taught (including activities outside school day)		LGB	CE	HT
	113	Responsible for individual children's education				HT
	114	Establish and keep up to date a written policy on the provision of Sex and Relationships Education (SRE)		LGB		
Religious Education	115					
	116					
	117	Ensure the provision of RE in all Trust schools is in line with the locally agreed syllabus		LGB		
Pupil Outcomes	118	Establish Trust targets for progress and achievement	AB			
	119	*Scrutinise progress and achievement of Trust pupils against academy targets	AB	LGB	CE	HT
	120	Agree and publish school specific targets for pupils to achieve Trust progress and achievement targets		LGB		
	121	Hold the school to account for pupil progress and achievement		LGB		
	122	Hold the school to account for outcomes specific to the use of pupil premium and any other ring fenced money		LGB		
	123	Scrutinise and evaluate impact of pupil premium strategies across all academy schools	AB			
	124	Establish a Trust Behavioural Principles Written Statement			CE	
	125	*Develop a Behavioural Policy for a School		LGB	CE	HT

Discipline/ Exclusions	126	Ensure the Trust Behavioural Statement is incorporated into a school's behaviour policy		LGB		
	127	*Implement disciplinary and behaviour policy			CE	HT
	128	Monitor application of a school's behaviour policy, use of exclusions, bullying and discriminatory incidents		LGB		
	129	Review the level of exclusions, bullying and discrimination incidents across Trust	AB			
	130	Hold Governors Disciplinary Panel for pupils excluded for 12 or more days in a school year		LGB		
	131	Review permanent and fixed term exclusions as per current guidance		LGB		
	132	Direct reinstatement of an excluded pupil from their school		LGB		
Information For Parents	133	Establish a Trust school introduction for a school prospectus			CE	
	134	Produce a school specific prospectus which includes the Trust introduction		LGB		
	135	*Produce a home-school agreement for each school in the Trust			CE	HT
	136	Adopt the Trust home-school agreement for use in their school and evaluate its impact		LGB		
	137	Apply Trust home-school agreements				HT
Participation	138	Establish a charging and remissions policy for activities	AB			
	139	Consider any disapplication for pupils				HT
	140	Receive an annual report on the number of withdrawals and reasons		LGB		
FACILITIES	No					
Insurance	141	Ensure insurance cover is in place and adequate for all areas, inc. Buildings and Personal liability			CE	CFO
	142	*Approve adoption of Business Continuity Plan for the Trust and Schools	AB	LGB		
	143	*Recommend and review Business Continuity Plan for the Trust and Schools			CE/CFO	HT
	144	*Develop Trust buildings strategy or plan	AB	LGB	CE	CFO

Premises	145	*Develop a repairs and maintenance strategy and annual budget for schedule of work			CE	CFO HT
	146	*Ensure local needs have been captured in the repairs and maintenance strategy		LGB		HT
	147	Procure new buildings and development of existing site – major new commitments	AB			
	148	Set a security policy for a school site		LGB		
	149	*Set a lettings and charging policy	AB	LGB		
	150	Establish an Accessibility Plan		LGB		
Health & Safety	151	Ratify Trust Health and Safety Policy	AB			
	152	*Develop Trust Health & Safety policy and procedures	AB	LGB	CE	HT
	153	Adopt and comply with Trust Health & Safety policy and procedures	AB	LGB	CE	HT
	154	Monitor impact of the policy and response to H & S concerns and issues across Trust sites	AB			
	155	Monitor Health and Safety compliance on site		LGB		
	156	Ensure staff, pupils and visitors comply with Health and Safety requirements				HT
THE BOARD & LGBs Legal Functions	No					
	157	Identify and propose any amendments required to Trust Funding Agreement (inc. Articles of Association)	AB			
	158	Ratify changes to the Master Funding Agreement and Articles of Association	AM			
	159	Identify or consider requests from other schools to join or federate with Trust	AB			
	160	Annually review Statutory Policy requirements and delegate to committees or the executive officers as is appropriate	AB			
	161	Publish any proposal to change the membership of Trust	AB			
	162	Appoint Financial Auditors and a Peer Reviewer	AM			
163	Establish Trust policy on expenses for Directors and Governors	AB				
Governance	164	Determine the Academy's Vision, aims, ethos and strategic direction	AB			

165	Determine the schools' vision, aims, ethos and strategic direction in line with the Trust Board		LGB		
166	Appoint or remove Board of Directors in accordance with Articles	AM			
167	Establish an Instrument of Government framework and approve LGB submissions	AB			
168	Appoint the chair and vice-chair of a Local Governing Body		LGB		
169	Remove the chair or vice-chair of a Local Governing Body	AB			
170	*Appoint or remove Governors in accordance with the Articles of Association	AB	LGB		
171	Request removal of Governors in accordance with Trust procedures		LGB		
172	Ratify or remove a Governor in accordance with Trust procedures	AB			
173	*Agree committee terms of reference and review annually	AB	LGB		
174	Appoint or remove associate members at LGB		LGB		
175	Appoint or remove co-opted Directors from the Board	AB			
176	Hold at least 3 Board and 3 full governing body meetings each academic year	AB	LGB		
177	Complete a Register of Interests at the start of each Academic year and ensure it is updated as is required over the course of the year	AB	LGB		
178	Set up the Headteacher's Performance review panel for their school		LGB	CE	
179	Review Headteacher appraisals to ensure consistent application of Trust appraisal policy	AB		CE	
180	Discharge SEND, pupil premium, health and safety, safeguarding and equality duties		LGB	CE	HT
181	Identify and approve the statutory policies which apply across all academy schools	AB			
181a	Implement and monitor Trust policies within the context of the school		LGB		
182	Prevent establishment of extremism and or political indoctrination and ensure the balanced treatment of any issue	AB	LGB	CE	HT
183	Receive annual SEND, Pupil Premium (PP), Looked After Children and Safeguarding reports and sign off		LGB		
184	Scrutinise and evaluate impact of SEND and PP across all academy schools	AB	LGB		
185	Maintain minutes of, and papers considered at, meetings of the Board/ governing body/ committees maintained	AB	LGB		

School Inspections	186	Confirm annually the Directors and Governors who will meet with inspectors for each of the Academy schools	AB	LGB		
	187	Ensure all the Early Years foundation stage policies and procedures are in place		LGB		
	188	Ensure the designated Directors and Governors understand Ofsted inspection criteria	AB	LGB	CE	HT
	189	Ensure a school's self-evaluation accurately reflects its position		LGB	CE	HT
	190	Ratify action plans to address any issues raised by Ofsted, HMIs or School Improvement Boards		LGB		
	191	Develop action plans to address any issues raised by Ofsted, HMIs or School Improvement Boards		LGB	CE	HT
	192	Ratify action plans which have been agreed by an LGB in response to issues raised by Ofsted, HMIs or the School Improvement Board (Ofsted rating Requires Improvement or 4)	AB			

Additional information and guidance on Scheme of Delegation

FUNCTION	No	Task	Detail
Finance	15	*Recommend individual school contributions to fund academy central budgets	AB agrees the calculation to be used to determine the individual school contributions. Schools will be informed of their contribution in the spring term.
	29	*Investigate financial irregularities as set out in the Trust Finance Manual	CE/HT – would investigate financial irregularities in the first instance if a teacher, classroom or school support member of staff was involved. The CE/HT should involve the CFO at the earliest opportunity. CFO – would investigate irregularities in the first instance if the finance team or a central support member of staff were involved. A Special Panel (SP) would be convened to look into a matter if it involved the CE/HT, any SLT member of staff, the CFO. The SP would be convened by the Chair of the AB.

	32	*Recommend and monitor a risk register	CE – will be responsible for reporting on the risk register including any additions that may need to be made to the register. AB – will monitor the risk register by accurate reports from the CE with input from LGB where appropriate.
	33	*Establish an independent audit committee to achieve internal scrutiny	<ul style="list-style-type: none"> • The Finance and Audit Committee advise the Board on matters relating to the Trust’s finance and audit arrangements, systems of internal control, risk management and to advise and aid the Board to ensure sound management of the Trust’s finances and resources, including proper planning, monitoring and probity. • The Finance and Audit Committee is responsible to the Trust Board. • The Committee will consist of 3 Trustees who will be appointed by the Board. At least one member of the Committee should have relevant financial or audit experience. The Chair of the Trust Board cannot be a member of the Finance and Audit Committee. • The Committee’s Terms of Reference are agreed and adopted by the Board and can only be amended with the approval of the Board. • The Finance and Audit Committee will meet each term and provide reports to the Board.
Staffing	48	*Adopt and ensure Trust recruitment, appointment and employment policies and procedures are being applied and adhered to at their school	LGB – must adopt these policies and procedures and ensure all employees and Governors involved in the recruitment and appointment process know these policies exist. All staff and Governors must comply with the policies and procedures.
	49	*Establish Trust staffing structures for schools and Educational Support Services	HT – Develop the staffing structure within the school LGB – Responsible for recommending the staffing structure and any changes to the structure CE – Provide recommendations to the AB on school staffing structures which have taken into account compliance with Trust policy and budget plans. Develop the staffing structure for the central educational support team AB – Approve staffing structures and changes

	50/51	*Determine a school's staffing complement within agreed structures	HT – Determine complement within the school LGB – Approve the staffing complement and any changes within the budget set
	52	*Ratify the grade, salary range and title of any new SLT or equivalent post and review when post vacancies arise N.B. – Senior Leadership positions include Principal, Head of a school, Associate Headteacher, Deputy Headteacher, Assistant Headteacher	AB – ratification will be based on the recommendation of the Chief Executive. Where urgent action is required this may be undertaken as 'chair's action' and reported to the Board. CE – will provide recommendations to the AB which have taken into account compliance with Trust policy, budgetary positions and the local and national context in both the Academy and maintained sector. HT – would provide the CE with the case for any new post or the continuation of any existing post which would report to them. CE – would provide the case for posts which report directly to them.
<p><u>PLEASE NOTE</u> All Senior Leadership Team or equivalent positions must be advertised.</p>			

55	*Run Headteacher recruitment exercise and recommend appointment	LGB – with the CE would be responsible for producing the job pack, setting up the interview day(s) and arranging the interview panel(s). The Chief Executive and at least 2 Governors and 1 other Board member must be involved in all the interview day(s). The LGB would be responsible for chairing the discussions on who should be appointed. The appointment panel must include at least two directors and an equal or smaller number of school governors. The decision to appoint must be a majority decision.
57	*Appoint Deputy/Assistant Headteacher	HT – with the CE would be responsible for producing the job pack, setting the interview day(s) and setting up the interview panel(s). The Chief Executive and at least 2 Governors must sit on the interview panel. The HT should chair the appointment panel.
58/61	*Appointment of all other staff	The HT or the CE are responsible for these types of appointments. Who the appointee is to report to and the type of post being advertised will dictate which of these two employees must lead the process. The CE must be involved if a teacher is being engaged to support multiple academy schools. The CE must be advised of all teaching posts and posts with significant line management responsibilities being advertised so that when necessary they may either take an active role in the process or identify another Trust member of staff who may be involved in the process.
66a	*Make recommendations to award recruitment and retention awards	Recruitment and retention awards will be deemed to be exceptional and the HT will make recommendations for school appointments and the CE for central team appointments.
68	*Identify and set out the reasons for a TLR 1, 2 and 3 and the scope of the additional responsibilities to be undertaken	The school's head must produce a written case for a TLR award which clearly demonstrates that the creation of the TLR is consistent with HR policy of SVAT.

	74	*Implement disciplinary/capability procedures SLT or equivalent is considered to be Associate Head, Deputy Head, Assistant Head, Academy Business and Finance Director and Deputy ABF	AB – would implement procedures against CE. CE – would implement procedures against staff who report directly to them. LGB – would implement procedures against the Headteacher with the support of the CE. HT with CE would implement procedures against a member of the school’s Senior Leadership Team. HT – would implement procedures against any teacher, classroom or support staff member at their school on capability grounds. Disciplinary procedures for these staff will be implemented with advice from the CE
	75	*Suspend or end suspension of CE, HT, SLT member or equivalent	AB – would suspend or end suspension of the CE. CE with HT – would suspend or end suspension of an SLT member of staff.
	76/77	*Suspend or end suspension of any other member of staff/employee	HT – would suspend or end suspension of any teacher, classroom or support staff member at their school with advice from the CE. CE – would suspend or end suspension of any central admin or premises member of staff.
	81	*Determine dismissal payments/early retirement for all other staff	CE – would agree dismissal payments up to £14,999. The AB would determine and agree all other dismissal payments/early retirement.
	83	*Determine redundancy payments for all other staff	Redundancy payments will follow the agreed Trust policy calculations unless they exceeded £49,999 when they would need to be ratified by the Board.
Performance Management	87	*Implement the appraisal policy	HT – is responsible for implementing the appraisal policy within the school including ensuring that the management of records is effective and fully supports the policy. CE – supports the HT and carries out moderation to ensure that standards are consistently applied. Also advises HT and schools on management of the appraisal policy.
	91	*Carry out the Performance Management of the Headteacher	LGB – The LGB will provide two Governors to be part of the HT performance management panel. The chair of the LGB would normally be one of the two Governors. CE – The CE will be on the HT performance management panel. Where necessary the LGB may use an independent advisor to the HT performance management panel.

	92	*Carry out the Performance Management of the Chief Executive	The PM of the Chief Executive will be carried out annually by a Chief Executive PM Committee of two or three directors with the responsibility of setting objectives for the coming year and appraising performance for the previous year. The committee will make a recommendation to the AB for the pay award on the CEO pay scale. The CEO can appeal against the findings or recommendations of the PM Committee at the AB meeting when the PM committee present their report. The decision of the AB is final on the PM pay award.
	92a	*Carry out the Performance Management of the Central Team	The PM of the Central Team will be carried out annually. The CE will have responsibility for ensuring that the PM is completed via a committee made up of the CE and the line manager of Central Team member. If the line manager is the CEO then a director would be expected to attend the PM meeting. Additional directors may be involved in the appraisal of members of the Central Team and the AB will decide whether to delegate this involvement to the executive team. Where Central Team are on 'pay related' performance management contracts the CE will present a recommendation to the AB on progression on the relevant pay scale. An appeal committee made up of three directors will consider any appeals against a pay recommendation of PM committee.
Admissions	93	*Establish an Admission Policy	LGB – The LGB will follow the statutory requirements to consult and keep up to date the school admission policy. Any change to the character of the admission policy must be established by the AB.
Operation	100	*Set inset dates	HT – The headteacher will set the INSET dates for the school. CE – The CE may, if necessary, direct SVAT wide INSET or INSET for a particular school or group of schools.
	102	*Changes to school hours, terms and holidays	LGB – following statutory advice the LGB may change the structure of the school day. Term dates should be set in consultation with the CE.
	104	*Ensure the meals provided at each site comply with Trust nutritional standard	HT – would monitor provision. AB/CE - would have responsibility for raising concerns and issues with providers and ensuring contract compliance.

Curriculum	107	*Determine application of DFE guidance on the curriculum having regard to resources and the flexibility available to Academies and in the curriculum	LGB – will consider the guidance and before applying it to the curriculum within the school. AB – will need to approve of any application of DFE guidance within a school.
	108	*Set out a curriculum statement	AB – The AB will approve an annual curriculum statement which overarches the Trust schools. LGB – Each school will produce an annual curriculum statement prior to the start of the academic year which is consistent with the AB Board statement but is specific to the school.
	110	*Annually review curriculum provision	LGB – would consider provision at school. AB – would provide scrutiny of provision across all academy schools.
	112	*Determine which subject options can be taught (including activities outside the school day)	LGB – The LGB, working with the HT, will have responsibility for devising the school curriculum. They will approve the range and balance of time for different subjects, including options. The principle will be a curriculum that works for every learner. They will also consider the extra-curricular provision. CE – will receive the curriculum plan before the LGB approval to advise the HT and ensure that it is consistent with the approach of schools in the Trust.

Pupil Outcomes	119	*Scrutinise progress and achievement of Trust pupils against academy targets	<p>Leadership at all levels is responsible for monitoring and analysing the progress of pupils.</p> <p>AB – The Academy Board will identify KPIs to allow the performance of pupils in the academy schools to be evaluated and compared to national values. KPIs will have ambitious and challenging targets to help raise outcomes and identify successful strategies. Performance measures will be against national comparators rather than Trust targets unless national data is unavailable.</p> <p>The AB will hold the CE to account on KPIs.</p> <p>CE – The CE will support the AB in the identification of relevant KPIs and targets. The CE will report on progress to the Board. The CE will advise HTs of the Trust targets and KPIs and agree targets. Performance measures will be against national comparators rather than Trust targets unless national data is unavailable.</p> <p>LGB – The LGB will hold the headteacher to account for progress and achievement of pupils in the school.</p> <p>HT – The HT will regularly scrutinise school data to evaluate the achievements of pupils against the KPIs. HT will report on progress and issues to the LGB, CE and, where appropriate, directly to the AB.</p>
Discipline/ Exclusions	125	*Develop a Behavioural Policy for a School	<p>CE – To advise and support the HT in the school behaviour policy.</p> <p>LGB – To approve the school behaviour policy.</p>
	127	*Implement disciplinary and behaviour policy	<p>HT – To implement the policy with advice from the CE for serious incidents of breaches of the policy. Serious breaches are where permanent exclusion is being considered.</p>

Information for Parents	135	*Produce a home-school agreement	CE – To produce a section for the home-school agreement that is common across all schools and includes our basic vision and mission. HT – To produce a home school agreement that incorporates the Trust level agreement.
Facilities	142	*Approve adoption of Business Continuity Plan for the Trust and Schools	The AB will approve and adopt the BCP for the Trust and the LGBs will approve and adopt for the schools
	143	*Recommend and review Business Continuity Plan for the Trust and Schools	The CEO and CFO will lead the work on the Trust BCP and support schools HTs with the school plans
	144	*Develop Trust buildings strategy or plan	The AB is responsible for the publication of the buildings strategy and plan with consultation. The CE to provide advice. HTs and LGB will also contribute. The plan will have an annual update on progress and challenges.
	145	*Develop a repairs and maintenance strategy and annual budget for schedule of work	HT to produce a repairs and maintenance strategy and plan for schedule of work for each school. When the budget has been agreed the HT will agree the schedule for the work. CE/CFO – Support the HT and LGB to effectively contribute to the repairs and maintenance strategy and to create the schedule of work.
	146	*Ensure local needs have been captured in the repairs and maintenance strategy	HT and LGB to regularly review the school facility needs.
	149	*Set a lettings and charging policy	AB – Have responsibility for the policy including the charges for lettings within Trust schools. LGB – Agree lettings made to hirers which reflects the school's context and needs within the local community.
Health and Safety	152	*Develop Trust Health & Safety policy and procedures	All levels of governance and executive leadership will contribute to the Health and Safety procedures to create and maintain a culture and practice for safety and health.

Governance	170	*Appoint or remove Governors in accordance with the Articles of Association	<p>The AB and the LGB will appoint governors to the LGB in accordance with the Articles of Association. The LGB governors</p> <p>Secondary Schools: HT, 2 Staff, 3 Parent, 3 Co-opted</p> <p>Primary Schools: HT, 2 Staff, 2 Parent, 4 Co-opted</p> <p>Term of office is four years</p> <p>Additional 'Associate Governors' may be appointed for a fixed and renewable period of 1 year. The associate governors are able to vote and sit on LGB committees.</p> <p>AB – The Academy Board will be responsible for the removal of governors from LGBs.</p>
	173	*Agree committee terms of reference and review annually	<p>AB – Responsible only for the Board governance related matters and committees.</p> <p>LGB – Responsible only for Local governance related matters and committees.</p> <p>Where an LGB has decided to appoint a designated Lead Governor rather than convene a committee they must set out and annually review terms of reference for the role.</p>