SAST
Flourishing children
Flourishing schools
Flourishing communities

Partnership Equity Aspiration Kaizen

# Scheme of Delegation

| | |
|---|---|
| **AUTHOR:** | The Trust Board & Governance Professional |
| **APPROVING COMMITTEE:** | Trust Board |
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# Contents


Introduction ..... 1
Governance Structure and Accountability ..... 2
Roles and Responsibilities ..... 4
The Role of the Members ..... 4
The Role of the Trustees ..... 4
The Role of Trust Board Committees ..... 5
The Role of Local Governance Committees ..... 5
The Role of the Chief Executive Officer (CEO) & Directors ..... 6
The Role of the Executive Heads, Headteacher and Heads of School ..... 6
Strategy ..... 9
Governance ..... 10
Education and Curriculum ..... 15
Finance ..... 18
Human Resources ..... 23
Health and Safety ..... 31
Safeguarding ..... 33


## Introduction

As a Multi Academy Trust (MAT), the Trust Board of Sherborne Area Schools' Trust (SAST) is legally accountable for all statutory functions and major decisions concerning all the academies and subsidiary companies within the Trust.

The principle governing document in trusts is the Articles of Association. The Articles set out the charitable purpose of the trust, providing a framework for trusts to act within both company and charity law. The articles do not, however, include the specific detail of the trust's chosen governance structure and how governance functions have been delegated.

The scheme of delegation explicitly establishes who carries out which governance function.

Governing and managing groups of schools is complex. The scheme of delegation does not detail every single governance function but seeks to demonstrate the principles which determine the lines of accountability so that it is clear where certain functions and key decision-making lies.

There is a clear distinction between accountability through governance (by the trust board and its committees) and accountability through line management (by executive leaders). The scheme of delegation illustrates 'mixed accountability' where both governance and line management are being utilised.
The trust board is not required to carry out all the trust's governance functions, and many can, and should, be delegated to the CEO & executive team, the trust board's committees, and the Local Governance Committees (local tier). The decision to delegate a function is made by the trust board. Without such delegation, the individual or committee has no power to act.

The scheme of delegation is an essential requirement for effective governance and clear decision making. It is the key document that defines lines of responsibility and accountability in a MAT to ensure that the Members, Trustees, trust board committees, local governance committees, executive leadership and heads understand their role and responsibilities within the governance structure.

It is important that the scheme of delegation is visible to all, both within and beyond the trust so that it is clear how the governance structure and lines of accountability work. The scheme of delegation must be published on the website.

The trust board has the power to change the constitution and powers of its committees and the committee membership at any time.

This overarching scheme of delegation for decision making in the trust should not be confused with the written scheme of delegation of financial powers referred to in the Academy Trust Handbook.

## Governance Structure and Accountability

- The Members of the trust are the guardians of the governance of the trust, ensuring the charitable objective is fulfilled. They have a different status to Trustees. Their primary role is to hold the trust board to account.

- The trust board is responsible for the core governance functions:
  - Ensuring clarity of vision, ethos and strategic direction.
  - Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff.
  - Overseeing the financial performance of the organisation and making sure its money is well spent  Ensuring that the voices of stakeholders are heard.

- The trust board (with the involvement of and in consultation with the Diocesan Corporate Members and having made use of any relevant powers under section 124AA of the School Standards and Framework Act 1998) can appoint the Chief Executive Officer (CEO), to whom it delegates responsibility for delivery of the vision and strategy of the Trust. The CEO is held to account for the conduct and performance of the Trust, including the performance of the academies and the subsidiary company within the trust, and for financial management.

- The CEO manages the trust directors carrying out their performance management and setting their targets.

- The trust board has established board committees with delegated powers for finance & resources, audit & risk, people & pay, standards and school Improvement and the CEO appraisal. At least three Trustees sit on each board committee. Committees have clear terms of reference.

- The trust board delegates some school level monitoring and scrutinising functions to the local governance committees (LGC). These committees also promote stakeholder engagement as a point of consultation and representation. The LGCs have clear terms of reference detailing the committees' remit and meeting requirements. Local governance committee chairs are invited to meet with the chair of Trustees and CEO each term.

- Executive heads and headteachers are line managed by the trust education director/CEO.

- Heads of school are line managed by the executive head reporting to the trust education director/CEO.

# Roles and Responsibilities

## The Role of the Members

The Members have a limited yet distinct and vitally important role. They must ensure that the trust board carries out its charitable objective.
There must be at least three Members, although the DfE prefers at least five. There must be separation of powers between the Members and the trust board.
Members are not permitted to be employees of the Academy Trust.
Members approve the Trust's Articles of Association, appoint Trustees, and appoint the trust's external auditors.
The Members should receive information about the trust's business and receive the annual report and accounts. If they have concerns that the trust is not carrying out its charitable objective, members should remove Trustees that are failing to fulfil this responsibility.

## The Role of the Trustees

The Trust is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors (within the terms of the Companies Act 2006).
Trustees are bound by both charity and company law. The terms 'Trustee' and 'Director' are often used interchangeably. SAST uses the term 'Trustee' as it avoids the possible confusion caused when executive leaders are directors. The use of trustee also serves to highlight the overarching charitable purpose of the organisation.
Trustees are responsible for the general control and management of the trust and, in accordance with the provisions set out in the Memorandum and Articles of Association and its Funding Agreement, are legally accountable for all statutory functions and for the performance of all schools within the trust; they do this by carrying out the core governance functions.
The trust board must approve a written scheme of financial delegation and, if they choose to delegate to board committees and local governance committees, must approve a written scheme of delegation and committee terms of reference.
The trust creates channels of communication between the trust board, the LGCs and the CEO so that LGCs can share with them any concerns or celebrations they may have.
The trust board is legally responsible and accountable to the Department for Education.
As a trust with a Church of England school, the trust has a legal relationship with the Salisbury Diocesan Board of Education (DBE) and the Diocese of Bath & Wells (DBE). This is governed by the Articles of Association and a Memorandum of Understanding between the trust and the DBE.
The board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

## The Role of Trust Board Committees

Trustees delegate some governance functions to board committees, one of which includes audit & risk which advises on the adequacy of the trust's controls and risks. Board committees must have at least three Trustees in membership and Trustees must be in the majority for voting purposes; it is usual for the trust board to appoint board committee chairs and committee members according to their skills.
The trust delegates detailed scrutiny of financial management to the Finance Committee.
The trust board has a responsibility to make pay determinations for all staff annually. This responsibility is delegated to the People Committee to ensure that all pay determinations act in accordance with the Trust's Pay policy and procedures, including adherence to timings.
The trust board agree the members of the CEO Appraisal Committee. The appraisal process is an annual cycle to monitor and evaluate the progress of the CEO in achieving the trust's strategic priorities.

## The Role of Local Governance Committees

Local Governance Committees (LGC) are sub committees of the Trustee Board. The board delegates certain functions directly to LGCs but also expects LGCs to provide assurance to the board on certain aspects of school performance and management, as set out below.
The trust board approves the appointment of the LGC chairs. It also approves the appointment of local governors at the time of their application.
The LGC is close to, and representative of, the community the school serves. The committee is informed of how their school is being managed through their meetings and school visits. They are tasked with monitoring and evaluating management information thus providing assurance to the trust board that the school is:

- operating within the ethos and values of the trust and creating a positive climate for all stakeholders
- working within agreed policies
- meeting the agreed targets
- engaging with stakeholders
- acting as an ambassador for the trust

The trust board ensures effective channels of communication between Trustees and LGCs, as well as providing specific training and development programmes for all involved in the governance of the trust.
The trust board can remove delegation to the LGC at any time. The Dioceses approves all foundation representatives.

- The LGC meets four times a year.
- Parent and staff members are elected to the LGC as representatives of the school community.
- Membership is ideally 7-11 committee members to enable succession planning. The maximum number of representatives is 11.

## The Role of the Chief Executive Officer (CEO) & Directors

The trust board delegates the day-to-day management of the trust to the CEO.
The CEO is also the Trust's Accounting Officer and, therefore, not only responsible for the performance of the trust as a whole but has a personal responsibility to parliament for the regularity, propriety and value for money and for assuring the trust board that the trust is compliant with the Funding Agreement and the Academy Trust Handbook.
The CEO is responsible for the leadership and management of the trust's executive team and is accountable for its performance. The CFOO reports to the CEO.
The CEO reports to the trust board and its committees.

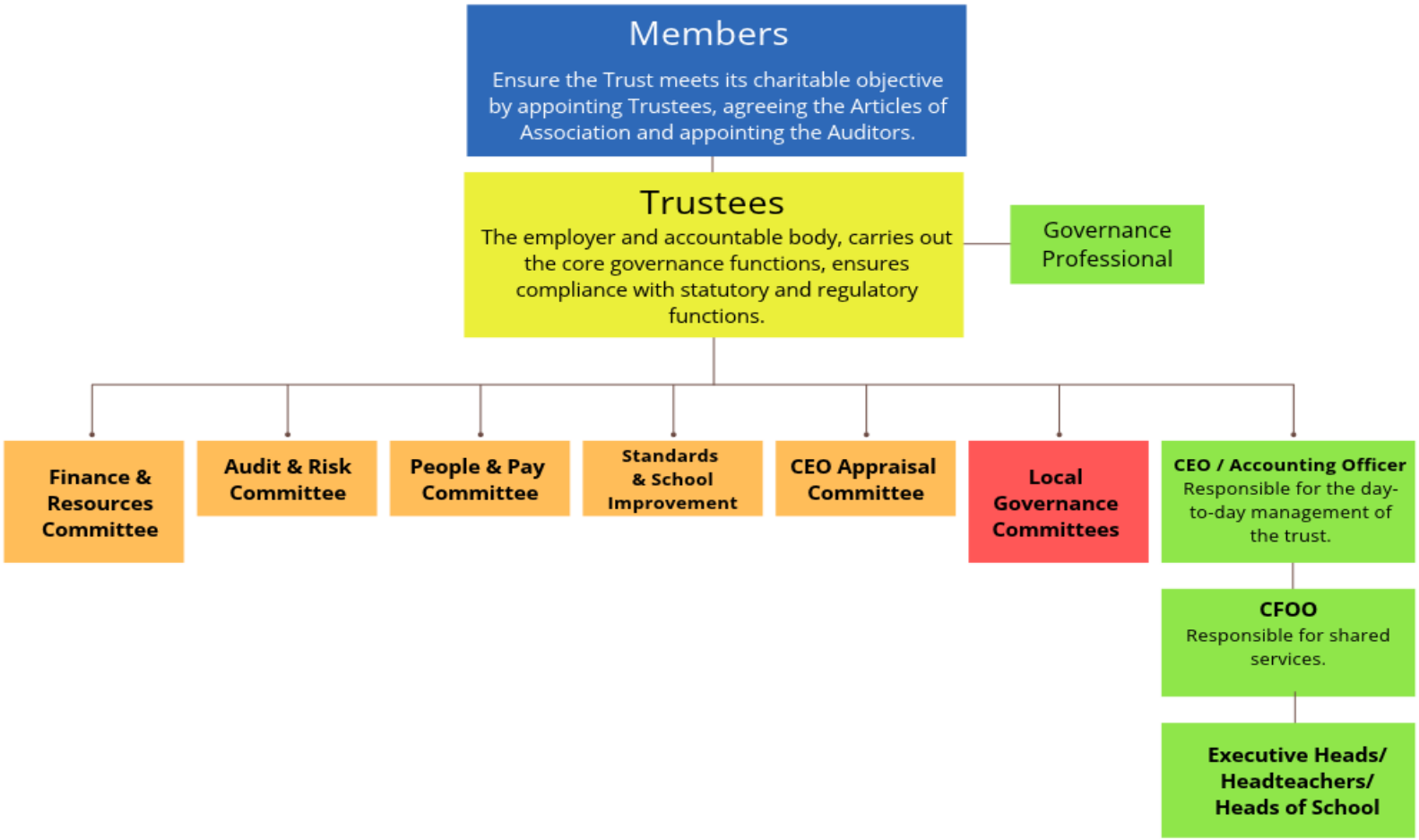
## The Role of the Chief Financial & Operations Officer (CFOO)

The CFOO is the trust's finance director with delegated responsibility for the trust's detailed financial procedures.

## The Role of Executive Heads, Headteacher and Heads of School

The day-to-day management of the trust's schools is delegated to the school headteacher/heads of School.
Executive heads are line manged by the education director in accordance with the trust's policies.
Heads of school are supported, and line managed by the executive heads in accordance with the Trust's policies.
Headteachers and heads of school share information with the LGC about how the school operates to enable monitoring and scrutiny of key policies and improvement plans.

# Model of Delegation


Members
Ensure the Trust meets its charitable objective by appointing Trustees, agreeing the Articles of Association and appointing the Auditors.
Trustees
The employer and accountable body, carries out the core governance functions, ensures compliance with statutory and regulatory functions.
Governance Professional
Finance & Resources Committee
Audit & Risk Committee
People & Pay Committee
Standards & School Improvement
CEO Appraisal Committee
Local Governance Committees
CEO / Accounting Officer
Responsible for the day-to-day management of the trust.
CFOO
Responsible for shared services.
Executive Heads/ Headteachers/ Heads of School

## Strategy

| | Strategy | Members | Trustees | CEO | Executive Team (including CFOO) | Local Governance Committee | Executive Head / Headteacher/Head of School |
|---|---|---|---|---|---|---|---|
| 1. | Approve/alter articles of association subject to regulatory approval | N | Contribute to | | | | |
| 2 | Approves overall vision of SAST | | N | Responsible for setting strategy | CFOO Provides financial advice and assistance in developing strategy. | Consulted during strategy development | May be consulted during strategy development |
| 3 | Admission of new academies to SAST | | N | Can make recommendations to the Board | Provides due diligence advice in relation to potential new academies | | |
| 4 | Admission of new sponsors to SAST | | N | Can make recommendations to the Board | | | |
| 5 | Entering into Funding Agreements | | N | | | | |
| 6 | Entering into leases or other legal arrangements (excluding purchasing contracts) | | N - where value > £500k<br>P2+ - where value is £250 - £500k<br>F- where value is < £250k | Can sign (some cases) | Can sign (some cases) | | |
| 7 | Approval of academy improvement plans based on Self-Evaluation Framework (SEF) or other assessment | | F | | Education Director quality assures and approves Academy Improvement Plans and approves SEF | Delegated authority for monitoring of academy improvement plans | Responsible for development and delivery of academy improvement plans based on SEF |

**Key:** **F =** Fully Delegated **P =** Partially Delegated (see notes below) **N =** Not Delegated

For Partially Delegated:
**P2*** Authority exercised on behalf of the board by 2 Trustees (incidental, where one is the chair or their nominee)
**P1*** Board authority delegated to 1Trustee (incidental)

**P2+** Board authority delegated to 2 Trustees (identified at first board meeting of annual cycle, where one is the chair or their nominee)
**P3*** Board authority delegated to 3 Trustees (incidental, where one is the chair or their nominee)
Where a Trustee is authorised to act on behalf of the board, they may still refer a decision back to the board for consideration if they believe this is in the best interest of the organisation.



## Governance

| | Governance | Members | Trustees | CEO | Executive Team (including CFOO) | Governance Professional | Local Governance Committee | Executive Head / Headteacher/Head of School |
|---|---|---|---|---|---|---|---|---|
| 8 | Appointment of Trustees | Trustees appointed by Members | | Recommendations to Board | | | | |
| 9 | Removal of Trustees | Trustees removed by Members | | Recommendations to Board | | | | |
| 10 | Appoint/remove Trust Board Chair | N | | | | | | |
| 11 | Approval of terms of reference for subcommittees | | N | Recommendations to Board | Recommendations to Board | Recommendations to Board | Recommendations to Board | |
| 12 | Appoint and remove Chair of Local Governance Committee | | N | Recommendations to Board / May in exceptional circumstances suspend or remove a Chair | | | Recommendations to Board | |
| 13 | Appointment and removal of Board appointed governors (other than the chair) | | P2+ | Recommendations to LGC | | Recommendations to Board | Approve appointment and removal of governors and recommend to Board for appointment | |

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| 14 | Appoint local governors into mandatory link roles as defined in the Terms of Reference | | F | | | Ensures guidance available | Appoints governor link roles and ensures responsibilities are fulfilled in accordance with policy and guidance | |



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|---|---|---|---|---|---|---|---|---|
| 15 | Appoint & Remove Clerk to the Board of Trustees | | F | | | | | |
| 16 | Appoint & Remove Clerk to the Local Governance Committee | | F | | | Appointment of clerk | Recommendation to Governance Professional | |
| 17 | Authorised to approve/amend organisational scheme of delegation | | N | Recommendations to Board | Recommendations to Board | Recommendations to Board | | |
| 18 | Ensure (where appropriate) Members, Trustees and LGC is compliant with correct Church representation and following Church School compliance | N in respect of Members and Trustees | N in respect of AC representation | | | Reports to Board | | |

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|---|---|---|---|---|---|---|---|---|
| 19 | Take out Director Indemnity Insurance Cover | | F | | Responsible for making adequate arrangements | Support CFOO | | |
| 20 | Acquisition and disposal of legal entities | | N | Recommendations to Board | Provision of professional advice | Provision of professional advice | | |

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| 21 | Maintenance of register of interests | | F | | | Responsible for ensuring register is maintained | | |
| 22 | Ensuring the accuracy and suitability of the Risk Register | | N | | | | Ensures appropriate processes are in place | |
| 23 | Maintenance of Risk Management processes | | F | Responsible for ensuring SAST risk register is maintained | Contributes to risk management processes | | LGC reviews School Risk Register | |
| 24 | Approval of SAST policies in accordance with the SAST Master Policies list | | N | Makes recommendations to Board | Makes recommendations to Board | Makes recommendations to Board | Receives and notes policy. Responsible for monitoring its implementation and application | |
| 25 | Approval of adoption of board approved SAST template policies in accordance with the SAST Master Policies list | | F | Provision of professional advice to schools | Provision of professional advice to schools | Approves the adoption of the SAST template to fit local academy needs. Responsible for monitoring its implementation and application. | Adopts the SAST template to fit local school needs, makes recommendations and report to LGC | |

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|---|---|---|---|---|---|---|---|---|
| 26 | Approval of Academy policies in accordance with the SAST Master Policies list | | F | Provision of professional advice to schools | Provision of professional advice to schools | Delegated authority for approval and monitoring of local school policies and procedures in accordance with policies lists | Makes recommendations and reports to LGC | |
| 27 | Ensuring that SAST fulfils their duties in accordance with the Equalities Act 2010 | | N | Ensures suitable EDI policies and arrangements are in place and Exec team oversight provided. | | Reviews effectiveness of the local EDI arrangements. Escalates concerns to the board | Responsible for local EDI polices and arrangements. Ensures SENCO receives appropriate training. | |
| 28 | Ensuring that academies fulfil their duties in accordance with the SEND Code of Practice | | N | Ensures suitable SEND policies are in place and oversees arrangements including training. | | Appoint SEND link governor. Receives annual SEND report. Monitor effectiveness of the local SEND policies and arrangements. | Responsible for local SEND policies and arrangements. Ensures SENCO receives appropriate training. | |

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## Education and Curriculum

| | Education/Curriculum | Members | Trustees | CEO | Education Director | Local Governance Committee | Executive Heads | Headteacher/Head of School |
|---|---|---|---|---|---|---|---|---|
| 29 | Approval and monitoring of SAST and school targets including for student achievement, progress and attendance | Maintain oversight | N | | Responsible for proposing SAST and local targets to the Board and providing appropriate reporting | Reported to | Hold HoS to Account | Reports to Local Governance Committee |
| 30 | Approval of academy improvement plans based on Self Evaluation Framework (SEF) or other assessment | | F | | Education Director quality assures and approves School Improvement Plans and approves SEF | Monitoring of school improvement plans, reporting exceptions to the Education Director | | Responsible for development and delivery of academy improvement plans based on SEF |
| 31 | Post-Ofsted Academy Action Plan sign off | | F | Sign off plan | Sign off plan | Monitoring & challenge of academy post OFSTED planning Review feedback and plans | | Makes recommendations and reports to LGCand Education Director |
| 32 | Curriculum and assessment: Planning, implementation, and review | | F | | Education Director oversees development and delivery of effective curriculum plans | Monitors and challenges effectiveness of curriculum plans | Responsible for development and delivery of curriculum plans | Develops and delivers curriculum plans |

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| 33 | Ensure (where appropriate) school SIAMS criteria are an integral part of the school culture | | F | | Education Director oversees development and delivery of effective curriculum plan including SIAMS criteria | Supports, monitors and challenges effectiveness of SIAMS culture | Develops and delivers curriculum plans including SIAMS criteria | Develops and delivers curriculum plans including SIAMS criteria |
| 34 | Set term dates | | F | Authorises term dates | Authorises term dates | | Consulted | Consulted |

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|---|---|---|---|---|---|---|---|---|
| 35 | Monitors implementation of Behaviour Policy | | F | | | Monitors effectiveness of policy | | Develops and reviews policy |
| 36 | Issues suspensions | | F | | Receives report annually and reviews | Receives report | Receives report | Authorised, report to Local Governance Committee |
| 37 | Issues permanent exclusions | | F | | Receives report annually and reviews | Receives report | Receives report | Authorised, report to Local Governance Committee |
| 38 | Holds exclusion review meetings – review an exclusion which results in a pupil being excluded for more than 5 days upon parental request. Review any permanent exclusion/15 days in one term. | | F | | | Convenes hearing to review head decision. This panel will consist of 3 Local Governors who may be drawn from across the Trust. | Supports exclusion reviews as required. | Supports exclusion reviews as required. |

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|---|---|---|---|---|---|---|---|---|
| 39 | Holds independent reviews | | F (to IRP) | | | Attends IRP as required | Supports IRP process as required. | Supports IRP process as required. |
| 40 | Admissions policy approval where no change is proposed | | F | Makes recommendations to LGC | Makes recommendations to Local Governance Committee | Authorised | | Recommendation to Local Governance Committee |
| 41 | Admissions policy approval where change is proposed | | N | Makes recommendations to board | Makes recommendations to board | Recommendation to board | | Recommendation to board |
| 42 | Admission appeals | | F (to LA) | | | Informed via reporting | | Authorised to attend admissions appeals |

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| | Finance | Members | Trustees | CEO | Executive Team (including CFOO) | Audit Committee | Local Governance Committee | Executive Head | Headteachers / Heads of School |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
| 43 | Completion and approval of annual accounts and reports to funding and regulatory bodies | | N | Review | Recommendation to CEO Board | Receives External Auditors report | | | |
| 44 | Completion and submission of other accounting returns including HMRC and ESFA returns as required | | F | | Authorised | | | | |
| 45 | Completing annual & periodic financial reports to Board and/or DfE and EFSA (including income/expenditure, cash flow, projections etc.) | | F | | Authorised | | | | |
| | | | | | | | | | |
| 46 | Assurance over adequacy of systems of internal financial control | | F | Provides assurance as AO | Provides assurance to CEO and Board Supports Internal Audit programme | Receives reports from internal audit and makes recommendations to Board | | | |
| 47 | Approval of financial regulations | | N | | Recommendation to Board | | | | |

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|---|---|---|---|---|---|---|---|---|---|
| 48 | Approval of internal auditors | | F | | Management of appointment process | Authorised | | | |

| | Finance | Members | Trustees | CEO | Executive Team (including CFOO) | Audit Committee | Local Governance Committee | Executive Head | Headteacher / Heads of School |
|---|---|---|---|---|---|---|---|---|---|
| 49 | Approve the appointment/removal of an external auditor | N | | | | | | | |
| | | | | | | | | | |
| 50 | Approval of annual budget (s) including central budget and academy contributions | | N | Endorsement as Accounting Officer | Oversight of preparation, review of budget plans, recommendation to Board. | | Receives high level overview on academy budget and detail of ringfenced funding | Preparation of detailed academy financial plans | |
| 51 | Receipt and review of management accounts | | N | | Provide monthly management account | | | | |

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|---|---|---|---|---|---|---|---|---|---|
| 52 | Authority to make budget virements | | F – where value is < £50K<br><br>**Finance Committee** to make budget virements between £50K and £100K.<br><br>N – where value is > £100K | Authorised to make budget virements between £10,000 and £50,000. Report to Board/Audit committee | Authorised to make budget virements under £10,000 and report to Board/Audit committee | | | | |
| | **Finance** | **Members** | **Trustees** | **CEO** | **Executive Team (including CFOO)** | **Audit Committee** | **Local Governance Committee** | **Executive Head** | **Headteacher / Heads of School** |
| 53 | Authority to approve reserves requests | | N – where value >£250K<br>F – where value is < £250k | Jointly authorised £100k - £250k | Authorised up to £100k and jointly with CEO to £250k | | | Submits requests for Academies | |
| | | | | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|
| 54 | Placing orders for goods and services, entering into contracts | | N – where value > £500K P2+ -where value is £250 - £500k F – where value is < £250k | Jointly authorised £100k - £250k | Authorised up to £100K and jointly with CEO to £250k | | | Authorised up to £5k within agreed budget | |
| 55 | Waiver of SAST financial regulations in respect of purchasing | | F | | Yes, reported to Audit Committee | Receives reports from CFOO | | | |
| 56 | Ensuring compliance with tendering process | | F | | Yes, reported to Board | | | | |
| | | | | | | | | | |
| 57 | Approval to borrow money | | N | | Recommend approval by Board | | | | |
| 58 | Open a bank account and approve signatories | | P1* | Can be approved signatory | Can be approved signatory | | | | |
| | **Finance** | **Members** | **Trustees** | **CEO** | **Executive Team (including CFOO)** | **Audit Committee** | **Local Governance Committee** | **Executive Head** | **Headteacher / Heads of School** |
| | **TRANSACTION PROCESSING** | | | | | | | | |
| 59 | Payroll – Starters, leavers and amendments | | F | Authorise changes | Oversees systems of internal control and approves payroll | | | Authorises changes | |

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|---|---|---|---|---|---|---|---|---|---|
| 60 | Payroll - Administration | | F | | Authorised- Utilisation of Payroll Provider and compliance with the SLA | | | | |
| 61 | Write-off bad debts | | N – where value > £50K F -where value is < £50K | | Authorised up to £50k | | | Authorised up to £1k | |
| | | | | | | | | | |
| 62 | Management of capital funding | | F | | Ensures management and governance arrangements are appropriate and reports to Board Responsible for centrally run project management activity including capital projects | | | | |
| 63 | Asset Register | | F | | Authorised to Review and approve | | | | |
| | **Finance** | **Members** | **Trustees** | **CEO** | **Executive Team (including CFOO)** | **Audit Committee** | **Local Governance Committee** | **Executive Head** | **Headteacher / Heads of School** |
| 64 | Security of Assets | | F | | Oversight and must report to Board by exception | | | Responsible for local security arrangements | |

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|---|---|---|---|---|---|---|---|---|---|
| 65 | Disposal of Assets | | N – where value > £50k<br>F – where value is < £50k | | Authorised to Review and approve up to £50k | | | | |
| 66 | Loan of Assets | | F | | Authorised to review and approve | | | | |
| | | | | | | | | | |
| 67 | Annual Risk Review & Premium Renewal | | F | | Authorised to review and approve | | | | |

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## Human Resources

| | Human resources | Members | Trustees | CEO | Executive Team (including CFOO) | Local Governance Committee | Executive Heads | Headteacher / Heads of School |
|---|---|---|---|---|---|---|---|---|

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 68 | Authorised to Increase Academy/Organisational Headcount (Establishment) within existing staffing budget | | F | Can authorise (with CFOO) changes beyond overall budget | Can authorise changes within overall budget; reports changes in headcount to FEG committee | | | Can authorise replacement posts within existing staffing budget |
| 69 | Job Description sign off | | F | | Approves JDs | | | Agrees JD |
| | | | | | | | | |
| 70 | Job evaluation policy & procedures | | P2+ | | Implements JE procedures | | | |
| 71 | Authorised to evaluate jobs and grades | | F | | Responsible for oversight and cross-organisational grading | | | Submits information to allow evaluation process |
| 72 | Authorised to agree/vary basic employment Terms & Conditions | | P2+ | | Ensures consistent application of T&Cs | | | |
| | | | | | | | | |
| 73 | Recruitment and appointment of CEO + CFOO | Diocesan Corporate members in consultation with Trustees | N | | Involved in process | Involved in process | | Involved in process. |

| | Human resources | Members | Trustees | CEO | Executive Team (including CFOO) | Local Governance Committee | Executive Heads | Headteachers / Heads of Schools |
|---|---|---|---|---|---|---|---|---|

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 74 | Recruitment and appointment of Permanent Executive Team Members and Executive Heads/headteachers | | P2* | Appoints Executive Team and Executive Heads/headteachers jointly with Board (and relevant Diocese if church school) | Involved in process | Involved in process of Executive Heads/headteachers appointment | | |
| 75 | Recruitment and appointment of Interim Executive Team Members and Executive Heads/headteachers | | F | Appoints Interim Executive Team and Executive Heads/headteachers (in consultation with the chair or their nominee & relevant Diocese if church school) | Involved in process | | | |
| 76 | Recruitment and appointment of other Senior Leaders | | F | Authorised to appoint other Senior leaders | Leads process for own teams | Involved in process | | Leads process for own teams |
| 77 | Recruitment and appointment of other staff | | F | | Authorised to appoint staff within own teams | Can be involved in process | | Authorised to appoint staff within own teams subject to safer recruitment training |
| 78 | Recruitment processes | | F | | Ensures legislative and best practice compliance in safe recruitment processes | | | |
| 79 | Signing of employment contracts | | F (but Chair must sign CEO contract) | Signs contracts of Exec team and Executive Heads/headteachers | Signs other employment contracts | | | |

| | Human resources | Members | Trustees | CEO | Executive Team (including CFOO) | Local Governance Committee | Executive Heads | Headteachers / Heads of Schools |
|---|---|---|---|---|---|---|---|---|
| | **Pay Policy** | | | | | | | |
| 80 | Annual approval of pay policy for teaching and leadership, including pay awards, pay point values, etc. | | P2+ People Committee | Makes recommendation to Board | | | | |
| | Main scale teachers who meet the required criteria to have auto increments applied in April and September respectively | | F | Approve | | | | |
| 81 | Annual approval of pay policy for other staff, including Cost of living awards and pay progression. | | P2+ People Committee | | Makes recommendation to Board | | | |
| | Support staff who meet the required criteria to have auto increments applied in April and September respectively | | F | Approve | | | | |
| 82 | Determination of pay ranges | | F (except CEO) | Determines pay ranges for Leadership staff | Responsible for oversight and cross-organisational grading and Job Evaluation | | | |
| 83 | Appointment outside range in salary structure | | F | | Approves and reports to People Committee | | Proposal for new range | |
| 84 | Allocation of TLR / SEN values | | F | | Approves if exceeds total budget | | Proposal for new posts within framework of pay policy in budget | |

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|---|---|---|---|---|---|---|---|---|
| 85 | Value of other discretionary allowances | | F (except CEO) | Approval of discretionary allowances | Reviews proposal and makes recommendation. to CEO | | Proposals for other allowances | |
| 86 | Annual Pay Progression<br>Main scale teachers and support staff who meet the required criteria to have auto increments applied in April and September respectively | | P2+ People Committee<br>F | Approval subject to ratification by Trustees | Ensures consistency | | Oversight of appraisal and recommendation to People Committee | Oversight of appraisal and<br>recommendation to People Committee |

| | Human resources | Members | Trustees | CEO | Executive Team (including CFOO) | Local Governance Committee | Executive Heads | Headteachers/Heads of Schools |
|---|---|---|---|---|---|---|---|---|
| | **Pension Policy & Discretions** | | | | | | | |
| 87 | Handling of all pension matters (teachers and support staff) | | F | | Makes appropriate pension arrangements, and ensures proper administration | | | |
| 88 | Approval of use of discretions | | N | | Makes recommendation to Board | | | |
| | **Operation of policies** | | | | | | | |
| 89 | Approval of SAST employment policies | | P2+ | | Makes recommendations to Board | | | |

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|---|---|---|---|---|---|---|---|---|
| 90 | Objective setting and performance appraisal | | F (except CEO) | Appraises CFOO and Exec team with Board / Committee as appropriate | Appraisal arrangements for own team | Assists in headteachers/heads of school appraisals, and SLT appraisals | Appraisal arrangements for own team | |
| 91 | Approval of formal restructure plans | | P2+ | Makes recommendations to Board | Makes recommendations to Board | Informed | Consult with | Part of Process |

| | Human resources | Members | Trustees | CEO | Executive Team (including CFOO) | Local Governance Committee | Executive Heads | Headteachers / Heads of Schools |
|---|---|---|---|---|---|---|---|---|
| 92 | Redeployment - Review of offer of suitable alternative work | | P1* | | | Nominated local governor. if required | | |
| 93 | Approval of severance or redundancy agreements | | P2+ | Makes recommendations to Board | Makes recommendation to Board | | Part of Process | |
| 94 | Authority to issue warnings or other disciplinary measures except dismissal | | F | May issue warnings in own teams | May issue warnings in own teams | Part of formal panel | May issue warnings in own teams | |

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|---|---|---|---|---|---|---|---|---|
| 95 | Authorisation of settlement agreements | | P2+ - where value > £50k or 1 yr. Salary (whichever lowest) F- where value is < £50k or 1 yr. Salary (whichever lowest) | Authorised - May negotiate and make recommendation to Board | May negotiate and make recommendation to Board | | | |
| 96 | Suspension | | F (except CEO, CFOO) | Yes (Exec teams and Executive Heads/headteachers) following advice and support from HRD | Yes (own team) following advice and support from HRD | Informed as appropriate | Yes (own team) following advice and support from HRD | |
| 97 | Dismissal | | F | CEO or other executive team member must be involved in dismissal panels following advice and support from HRD | CEO or other executive team member must be involved in dismissal panels | Part of formal panel | Presenting Officer | Presenting Officer |

| | Human resources | Members | Trustees | CEO | Executive Team (including CFOO) | Local Governance Committee | Executive Heads | Headteachers / Heads of Schools |
|---|---|---|---|---|---|---|---|---|
| | Appeals | | | | | | | |
| 98 | Appeals against dismissal | | P3* | | | | | |

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|---|---|---|---|---|---|---|---|---|
| 99 | Appeals against pay awards | | P3* Delegated to People Committee | | | | | |
| 100 | Appeals against all other grievance and disciplinary outcomes | | F May be involved depending on severity | 2 members of Executive Team sits on panel or 1 member of Executive Team plus 1 Executive Head/Headteacher | | Part of formal panel | | |

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## Health and Safety

| | Health and Safety | Trustees | CEO | Executive Team (including CFOO) | Local Governance Committee | Executive Head/headteacher/Heads of School |
|---|---|---|---|---|---|---|
| 101 | Health and Safety Policy | N | | Makes recommendation to Board | Responsible for implementation of local policy | |
| 102 | Ensuring the adequacy of health and safety practice throughout SAST including FRA and asbestos | N | | Oversees SAST arrangements and reports to Board | Ensures Academy arrangements are adequate | Reports to Local Governance Committee |
| 103 | Critical incident planning | F | | Holds SAST and Academy Critical incident plans and reviews as appropriate | Ensures critical incident plans are adequate and in place | Reports to Local Governance Committee |
| 104 | Health and Safety RIDDOR reporting | F | | Ensures RIDDOR reporting is in place | | |
| 105 | Health and Safety Accident reporting | F | | Monitoring and reporting of exceptions | Ensures that accident reporting arrangements are in place | Ensures that accident reporting arrangements are in place |
| 106 | Statutory training | F | | Monitors SAST statutory training for H&S and reports to Board | Reviews completion of statutory training and reports | Ensures that statutory training for H&S is complete |
| 107 | Statutory compliance testing | F | | Implements and monitors SAST statutory compliance testing and reports concerns to Board | | |
| 108 | Fire risk assessment | F | | Ensures all schools have valid risk assessments in place | Information only | |
| 109 | Asbestos risk assessment | F | | Ensures all schools have valid risk assessments in place | | |

| | Health and Safety | Trustees | CEO | Executive Team (including CFOO) | Local Governance Committee | Executive Head/headteacher/Heads of School |
|---|---|---|---|---|---|---|
| 110 | General monitoring and action plans in relation to safety of sites including buildings conditions | F | | Drafts action plans from audits, reporting to Board | Reviews, receives reports on progress against action plans | Implements action plans |

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## Safeguarding

| | Safeguarding | Trustees | Designated Trustee for Safeguarding | Executive Team | Local Governance Committee | Local Governance Committee Safeguarding Representative | Executive Head/headteacher/Heads of School | Designated Safeguarding Lead (DSL) |
|---|---|---|---|---|---|---|---|---|
| | **Policies and Procedures** | | | | | | | |
| 111 | Ensure suitable Safeguarding Policy and associated procedures are in place across the trust | N | Assists CEO in formation of policy documents | Responsible for implementation of Safeguarding Policy and procedures | Approves local adaptions to Safeguarding Policy and procedures at Academy level Safeguarding concerns escalated to board . | Ensures Local Governance Committee approves the local adaptation to the Safeguarding Policy | Adopts Safeguarding Policy and procedures and ensures they are communicated to, and implemented by, all staff | |
| 112 | Monitor the effectiveness of the SAST Safeguarding Policy | F | Monitors the effectiveness of the SAST Safeguarding Policy and reports concerns to the board | Ensures annual review of Safeguarding Policy takes place | Reviews the Safeguarding Policy annually | Provide advice to the Local Governance Committee for the review of the Safeguarding Policy | Reviews effectiveness of the Safeguarding policy and makes recommendations for change where appropriate | Reports recommendations for changes to the Safeguarding policy to Executive Head/headteacher |
| 113 | Receive an annual report on the Trust's Safeguarding policy and procedures | N | Receives annual report and shares with board | Provides annual report to the Designated Director for Safeguarding | | Provides feedback to the Head of Safeguarding to assist with producing Academy safeguarding annual report | | Provides data and other feedback to the Head of Safeguarding to assist with producing annual report |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 114 | Receive a termly report on the Schools Safeguarding policy and procedures | F | | Receives collated termly Safeguarding report | Receives and signs termly Safeguarding report | Ensures a termly Safeguarding report is produced and presented to AC | Meets DSL and ensures termly school Safeguarding report produced | Produces termly Academy Safeguarding report |

| | Safeguarding | Trustees | Designated Trustee for Safeguarding | Executive Team | Local Governance Committee | Local Governance Committee Safeguarding Representative | Executive Head/headteacher/Heads of School | Designated Safeguarding Lead (DSL) |
|---|---|---|---|---|---|---|---|---|
| | **Audits** | | | | | | | |
| 115 | Ensure Annual Safeguarding audits take place and are appropriately reported to the board | F | Ensures annual LA safeguarding audits take place and reports received by the board | Commissions SAST Safeguarding checklist and receive reports | | Ensure annual LA safeguarding audit takes place and that Academy completes SAST checklist and next steps are agreed | Reviews audit and checklist and ensures next steps are implemented | Complete LA safeguarding audit and SAST checklist and provide initial next steps |
| 116 | Ensure all Designated Safeguarding Leads and their deputies receive appropriate training | F | Ensures up to date records are kept of all DSL training | Ensures all Designated Safeguarding Leads and their deputies receive appropriate training | | Attends all required safeguarding training. Monitors training records for school Staff and reports issues | Ensures all school Designated Safeguarding Leads and deputies Receive appropriate training | Attends all required training to meet with legislative and SAST requirements |
| 117 | Ensure all central and academy staff receive required training (including Trustees and representatives) | F | | Ensures all staff receive appropriate training and records of this kept | Monitors training records | Monitors training records | Ensures all school staff receive required training and records of this kept | |
| | **Other** | | | | | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 118 | Ensures each Academy Committee appoints a Safeguarding Committee representative | F | | | Appoints a Safeguarding Committee representative. | | | |
| | **Safeguarding** | **Trustees** | **Designated Trustee for Safeguarding** | **Executive Team** | **Local Governance Committee** | **Local Governance Committee Safeguarding Representative** | **Executive Head/headteacher/Heads of School** | **Designated Safeguarding Lead (DSL)** |
| 119 | Ensure Safer Recruitment procedures are implemented and adhered to | F | Monitors the SAST Safer Recruitment processes | Ensures all senior leadership teams adhere to Safer Recruitment processes Ensures a Safer Recruitment process is in place and understood by all academies | Monitors Safer Recruitment processes | Monitors Safer Recruitment processes | Adheres to Safer Recruitment processes | |
| 120 | Ensure Prevent agenda is implemented and adhered to | F | Receives report on Prevent Agenda in safeguarding reporting | Monitors Prevent Agenda at SAST level | | Monitors Prevent Agenda has been implemented in School | Ensures lead for the Prevent agenda is identified, trained, and documented in School policy | May act as School lead for the Prevent Agenda |
| 121 | Confidential Safeguarding issues reported to LADO where appropriate | F | Reports safeguarding issues to LADO (if concerns are about CEO, Chair of Board will report concerns to LADO) | Is notified of referrals | | Is notified of referrals | Reports safeguarding issues to LADO as appropriate | Notifies Executive Head/headteacher or DSO of concerns or referrals to LADO |
| 122 | Operation of Safeguarding investigations | F | Reviews process for Commissioning Safeguarding Investigations | Supports safeguarding investigations | | | Commissions Safeguarding Investigations | |

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