

# Scheme of Delegation

2023-2024



## **Introduction**

The Alban Academies Trust (AAT) is a company limited by guarantee (registration no: 07523557) and an exempt charity. The Trustees of the AAT are ultimately accountable, in law, for all major decisions concerning all the academies and subsidiary companies within the Trust.

The Trust is formally recognised by the Secretary of State for Education as a Multi-Academy Trust in accordance with the Academies Act 2010 and through the contractual instrument of the Master Funding Agreement. The Trust Board is accountable to the Secretary of State (SoS) for Education and the Department for Education (DfE) and has overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishment and running of the academies operated by the Trust.

The Scheme of Delegation (SoD) explicitly establishes who carries out which governance functions and details the principles which determine the lines of accountability across the entire Trust.

These general structure and levels of accountability are set out in the Appendix to this Scheme of Delegation. This document explains how the AAT follow this structure, through our various committees, Local boards and Senior Leadership.

## **AAT Members**

The Alban Academies Trust has 5 members. Their role is to hold the AAT Trust Board to account. They meet 3 times a year and are visited to join some groups and visits in line with their role. The Chair of Trustees ensures that Members are kept informed and engaged. This maintains a robust governance structure as the majority of Members are independent of the Trust Board.

## **AAT Trust Board**

The AAT Trust Board is comprised of a minimum of 8 Trustees and meets 6 times a year. The Trust Board has overall responsibility for 3 areas :

- Strategic leadership of the AAT;
- Accountability and assurance;
- Engagement.

The AAT 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. The AAT uses the term 'Trustee' as it avoids the possible confusion caused when Executive Leaders are Directors.

The AAT has channels of communication between the Trust Board, Local Governing Boards (LGBs) and the CEO so that LGBs can share areas of interest or concerns.

The Trust Board has two Board Committees with delegated powers for:

- Finance & Resources
- Audit & Risk Management
- Pay and Performance.

At least three Trustees sit on each Board Committee.

The Trust Board has a responsibility to make pay determinations for all staff annually. This responsibility is delegated to the Pay Committee to ensure that all pay determinations act in accordance with the Trust's Pay policy and procedures, including adherence to timings. They are also responsible for the CEO Appraisal.

The Trust delegates detailed scrutiny of financial management to the Finance & Resources Committee.

The Trust Board appoints the CEO who in turn manages the Director of Education (DoE) and Chief Financial and Operating Officer (CFOO), carrying out their performance management and setting their targets.

### **Local Governing Bodies**

The AAT Trust Board delegates some school level functions to the LGBs.

LGBs are an essential part of the governance structure, providing the local perspective and acting as a critical friend to the Head Teacher and Senior Leadership team. Their role is to support the school through constructive challenge and evaluation of school specific issues and provide local oversight in areas of Strategy & Leadership, School Improvement, Finance and HR. They also provide 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;
- Working towards, and making progress on, agreed targets (e.g. the School Improvement Plan and budgets etc);
- Engaging with stakeholders;
- Acting as an ambassador for the Trust.

LGBs meet at least twice a term in each school and their responsibilities are similarly set out in the AAT Scheme of Delegation. The Trust Board has a responsibility to ensure the LGBs are effective and, in the event of any serious concerns, can intervene or even remove an individual or Board.

The AAT Trust Board ratifies the appointment of the LGB Chairs.

The AAT Trust Board ensures effective two-way channels of communication between Trustees and LGBs, as well as providing specific training and development programmes for all involved in the governance of the Trust.

LGB Chairs are invited to meet with the Chair of Trustees, DoE and CFOO at least termly.

The Scheme of Delegation defines lines of responsibility and accountability in the AAT to ensure that the Members, Trustees, Trust Board Committees, Local Governing Boards, and Executive Leadership understand their respective roles and responsibilities within the governance structure.

It is important that the Scheme of Delegation is visible and understood by all, both within and beyond the Trust so that it is clear how the AAT governance structure and lines of accountability work. Our Scheme is published on the AAT website.

## AAT Scheme of Delegation (2023-24)

It is a core principle of the Alban Academies Trust (AAT) that each school which joins our Trust retains its own identity and culture and is not hindered in its ability to deliver an educational experience that is the optimum fit for its own children or young people, staff, volunteers and local communities. This is not at the expense of clarity of roles and responsibility which must flow from the Trust (Members and Trustees).

Where the Director of Education (DoE) or Chief Finance Operating Officer (CFOO) are named as responsible lead this does not negate the CEOs role as Accounting Officer for the Trust but does reflect the reality of who will deliver the task on a day to day basis.

Where panels are required to be convened within schools (disciplinary, exclusion etc) these can be comprised of suitably qualified Governors from any school as required.

<b>Role Descriptors</b>	
<b>Accountable</b>	The level at which the decision must be made and at which individuals will be held to account for these decisions. It is within the remit of these individuals/collectives to challenge the means and manner of execution to ensure it is being performed. It is a given that their "voice" should be considered throughout and an obligation to intervene where necessary
<b>Deliverer/Executor</b>	The level at which the task is completed
<b>Intervene</b>	Those who have a duty to intervene in the event that the exercise/activity is not being executed satisfactorily (the accountable party always has this right).
<b>Stakeholder Voice</b>	Those not directly involved in delivery of task but whose opinions are pertinent to manner of execution or creation of the policy.

	<u>Ref</u>	<u>Task</u>	<u>Accountable</u>	<u>Responsible</u>	<u>Intervene</u>	<u>Consult</u>	<u>Stakeholder Voice</u>
<b>Strategy &amp; Leadership</b>	<b>L1</b>	<b>Creation and annual review of Scheme of Delegation</b>	Trust Board	CEO		LGB	School Heads, CFOO, DoE
	<b>L2</b>	<b>Set strategic vision and AAT Strategic Development Plan for the Trust</b>	Trust Board	CEO			LGBs, School Heads, CFOO, DoE
	<b>L3</b>	<b>Delivery of Trust vision and AAT Strategic Development Plan</b>	Trust Board	CEO			
	<b>L4</b>	<b>Set strategic vision and plan of the school</b>	LGBs	School Heads	Trust Board, CEO		CFOO, DoE
	<b>L5</b>	<b>Delivery of school vision and plan for school improvement</b>	LGBs	School Heads	Trust Board, CEO, DoE		
	<b>L6</b>	<b>Creating and maintaining Trust self evaluation process</b> with associated self evaluation activities undertaken	Trust Board	CEO	Trust Board		
	<b>L7</b>	<b>Creating and maintaining school self evaluation process</b> - with associated activities undertaken as part of Trust school improvement strategy	LGBs	School Heads	Trust Board, CEO, DoE		
	<b>L8</b>	<b>Compliance : Funding Agreement-</b> comply with all obligations including the	Trust Board	CFOO	Trust Board Resources and Audit		

	Academy Trust Handbook and ESFA requirements			Comm, CEO		
<b>L9</b>	<b>Compliance: Regulatory</b> - comply with all the regulations affecting the <b>Trust</b> ( including all charity law, company law, employment law, and statutory requirements around SEND, Safeguarding, website, health and safety and GDPR)	Members	CFOO	Trust Board Resources and Audit Comm, CEO		Trust Board, DoE
<b>L10</b>	<b>Compliance: Regulatory</b> - comply with all regulations affecting the <b>school</b> ( including all charity law, company law, employment law and statutory requirements around SEND, Safeguarding, website, health and safety, GDPR, healthy eating)	LGBs	School Heads	Trust Board, CEO		DoE, CFOO
<b>L11</b>	<b>Compliance</b> - completing the register of business interests for Trustees and put in place a procedure to deal with any conflicts of interest and connected party transactions	Trust Board	Trust Board Clerk	Trust Board Chair, CFOO		
<b>L12</b>	<b>Compliance</b> - completing the register of business interests for Governors and put in place a procedure to deal with any conflicts of interest and connected party transactions	LGBs	LGBs' Clerk	Trust Board Chair, CFOO		
<b>L13</b>	<b>Compliance</b> : Completing the register of business interests for relevant central services staff who are budget holders and put in place a procedure to deal with any conflicts of interest and connected party transactions	Trust Board	CFOO	Trust Board Resources and Audit Comm, CEO		
<b>L14</b>	<b>Compliance</b> : Completing the register of business interests for relevant school staff who are budget holders and put in place a procedure to deal with any conflicts of interest and connected party transactions	LGBs	School Heads	Trust Board Chair, CFOO		
<b>L15</b>	<b>Appointments and removal of Member appointed Trustees</b> ensuring processes in place	Members	Trust Board Chair			

		for appointment of Member appointed Trustees ( including ensuring that the Trustees have the skills to perform their functions and the constitution of the Board is correct)					
L16	<b>Appointment and removal of Chair of Trustees</b>	Trust Board	Trust Board	Members, CEO			
L17	<b>Appointment and removal of Chairs of Governors</b>	LGBs	LGBs	Trust Board			School Heads
L18	<b>Appointments and removal of Non Member appointed Trustees</b> ensuring processes in place for appointment of non-Member appointed Trustees (including ensuring that the Trustees have the skills to perform their functions and the constitution of the Board is correct)	Trust Board	Trust Board				Members
L19	<b>Appointments and removal of Governors</b> ensuring processes in place for appointment of Governors (including ensuring that the Governors have the skills to perform their functions and the constitution of the Board is correct)	LGBs	LGBs/School Heads/Trust Board				
L20	<b>Appointment of Clerk - Trust Board</b>	Trust Board	Trust Board Chair/CEO				
L21	<b>Appointment of Clerk - LGBs</b>	LGBs	LGBs Chair	Trust Board			School Heads
L22	<b>Determining which policies are to be standardised across the Trust and produce/disseminate</b>	Trust Board	CEO				DoE, CFOO
L23	<b>Determine school policies (having adopted Trust policies)</b>	LGBs	School Heads	Trust Board, CEO, CFOO, DoE			
L24	<b>Prepare and review annually terms of reference for Trust Board committees including LGBs with reference to the Trust's Articles of Association</b>	Trust Board	Trust Board Clerk				LGBs
L25	<b>Prepare and review annually terms of reference for LGBs' subcommittees from Trust Board guidance</b>	LGBs	LGBs' Clerk	Trust Board, CEO			

	L26	<b>Training programme/events for Trustees</b>	Trust Board	Trust Board Chair	CEO		DoE, CFOO
	L27	<b>Training programme/events for Governors</b>	LGBs	LGBs' Chair	Trust Board, School Heads		DoE, CFOO
	L28	<b>Review effectiveness of Trust Board</b>	Trust Board	Trust Board Chair	Members		CEO, DoE, CFOO, LGBs
	L29	<b>Review effectiveness of LGBs</b>	LGBs	LGBs' Chair	Trust Board, School Heads, CEO		DoE, CFOO
	L30	<b>Create Trust estates strategy</b>	Trust Board	CFOO	CEO		DoE, School Heads, LGBs
	L31	<b>Ensure that schools' premises are adequately maintained and that the Trust estates strategy is followed</b>	LGBs	School Heads	CFOO, CEO, Trust Board		
	L32	<b>Overseeing the media, PR, branding and website for the Trust</b> to project the activities of the Trust and the schools to the wider community	Trust Board	CFOO	Trust Board, CEO		DoE, School Heads, LGBs
	L33	<b>Overseeing the media, PR, branding and website for the school</b> to project the activities of the school to the wider community in line with Trust branding	School Heads	School Heads	Trust Board, CEO, LGBs		CFOO, DoE
	L34	<b>Approve Articles of Association</b>	Members	CEO	Trust Board		Members
	L35	<b>Appointment and removal of Members</b>	Members	Members			CEO, Trust Board
	L36	<b>Approval for new schools to join the Trust</b>	Trust Board	CEO	Trust Board		LGBs, School Heads, DoE, CFOO
<b>School Improvement</b>	S1	<b>AAT School Improvement Strategy-</b> setting and reviewing Trust wide school improvement model and strategy	Trust Board	DoE	CEO		School Heads, LGBs
	S2	<b>Annual Plans for School Improvement</b> - setting and reviewing plans for school improvement	LGBs	School Heads	DoE, CEO, Trust Board		
	S3	<b>Key Performance Indicators-</b> setting and reviewing Trust wide learner outcome KPIs	Trust Board	DoE	CEO		LGBs
	S4	<b>Key Performance Indicators-</b> setting and reviewing school learner progress targets to meet the strategic objectives of the Trust	LGBs	School Heads	DoE, CEO, Trust Board		

<b>S5</b>	<b>Quality of Teaching-</b> Trust direction of appropriate levels of support, challenge, training and intervention across schools to support delivery of education outcomes as per Trust School Improvement Strategy	Trust Board	DoE	CEO		CFOO
<b>S6</b>	<b>Quality of Teaching-</b> ensuring appropriate levels of support, challenge, training and intervention to support delivery of education outcomes in schools	LGBs	School Heads	CEO, DoE		CFOO
<b>S7</b>	<b>Curriculum</b> - setting the strategic direction of the curriculum across the Trust	Trust Board	DoE	CEO		CFOO
<b>S8</b>	<b>Curriculum</b> - setting the curriculum for the schools to meet the strategic objectives of the Trust and reviewing its effectiveness	LGBs	School Heads	Trust Board, DoE, CEO		
<b>S9</b>	<b>Narrowing the Achievement Gap-</b> reviewing and challenging the value for money of: Pupil Premium CLA/PLA Catch up, Sports Premium ( Primary) EHCP SEND in terms of educational outcomes and narrowing the achievement gap	LGBs	School Heads	DoE, CEO, Trust Board		CFOO
<b>S10</b>	<b>Set and determine school admissions criteria annually</b>	LGBs	School Heads	Trust Board		CEO
<b>S11</b>	<b>Set and determine school PAN annually</b>	LGBs	School Heads	Trust Board, CFOO, CEO		DoE
<b>S12</b>	<b>Admissions decisions and appeals</b>	LGBs	School Heads/HCC	Trust Board, CEO		
<b>S13</b>	<b>Setting Trust wide expectations for student matters:</b> including attendance, exclusions, punctuality, and behaviour	Trust Board	DoE	CEO		
<b>S14</b>	<b>Delivering against Trust wide expectations for student matters:</b> including attendance, exclusions, punctuality, and behaviour	Trust Board	School Heads	DoE, CEO, LGBs		
<b>S15</b>	<b>Reporting on student issues</b> - including attendance, exclusions, suspensions, punctuality and disciplinary matters for	LGBs	School Heads	Trust Board, CEO, DoE		



		each school including equality measures					
	<b>S16</b>	<b>To determine Governor Disciplinary Committee (GDC) against student discipline determinations. (Appropriately trained Governors across the Trust can be used as required)</b>	LGBs	LGBs	CEO, DoE, Trust Board		
	<b>S17</b>	<b>Review use of exclusion (suspension and permanent) policy</b>	LGBs	LGBs	Trust Board, DoE		CEO
	<b>S18</b>	<b>Direct reinstatement of suspended and permanently excluded students</b>	LGBs	LGBs	Trust Board		
	<b>S19</b>	<b>School Hours-</b> setting the term dates and opening and closing times for the schools	LGBs	School Heads	Trust Board, DoE		
	<b>S20</b>	<b>Equality Action Plan</b> - review and report on school equality action plans	LGBs	School Heads	Trust Board, CEO, CFOO		DoE
<b>Finance</b>	<b>F1</b>	<b>Appoint Resources &amp; Audit Committee for Trust Board</b>	Trust Board	Trust Board Chair	Trust Board Clerk, Trust Board Chair		Trust Board Resources and Audit Comm
	<b>F2</b>	<b>Appoint external auditors and agree programme of works</b>	Members	CFOO	Trust Board, CEO		Trust Board Resources and Audit Comm
	<b>F3</b>	<b>Appoint internal auditors and agree programme of works</b>	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm
	<b>F4</b>	<b>Funding Model-</b> agreeing a funding model (include central charge, SCA allocation etc ) across the Trust and developing an individual funding model for the schools so as to secure the Trust's financial health in the short term and the long term	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm, DoE, LGBs, School Heads
	<b>F5</b>	<b>Trust annual budget-</b> formulating and setting the Trust wide budget	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm, DoE
	<b>F6</b>	<b>Delivery of annual Trust budgets</b>	CEO	CFOO	Trust Board		Trust Board Resources and Audit Comm, DoE

<b>F7</b>	<b>Setting school annual budgets</b>	LGBs	School Heads	Trust Board, CFOO		Trust Board Resources and audit Comm, DoE,
<b>F8</b>	<b>Delivery of annual school budgets</b>	LGBs	School Heads	Trust Board, CFOO		Trust Board Resources and audit Comm, DoE,
<b>F9</b>	<b>Key Performance Indicators</b> - setting and reviewing Trust -wide Financial KPIs	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm, DoE
<b>F10</b>	<b>Undertake benchmarking annually and share with school boards</b>	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm, DoE
<b>F11</b>	<b>Set Scheme of Delegation of financial authority for the Trust and the schools and related financial policies and procedures-</b> ensure that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds. Receive audit reports.	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm
<b>F12</b>	<b>Adhere to the scheme of delegation of financial authority and related financial policies and procedures (Trust)-</b> ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds. Receive audit reports.	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm
<b>F13</b>	<b>Adhere to the scheme of delegation of financial authority and related financial policies and procedures (school)-</b> ensuring that there are appropriate financial controls so that there is regularity, propriety and value for money in relation to the management of public funds.	LGBs	School Heads	Trust Board, CEO, CFOO		Trust Board Resources and Audit Comm
<b>F14</b>	<b>Ensure appropriate insurance arrangements in place across the Trust</b>	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm

<b>F15</b>	<b>Receive monthly financial management reports (Trust)</b>	Trust Board Resources and Audit Comm	CFOO	Trust Board, CEO		DoE
<b>F16</b>	<b>Receive monthly financial management reports (schools)</b>	School Heads	CFOO	Trust Board, CEO, LGBs		
<b>F17</b>	<b>Submit annual Trust accounts</b>	Trust Board	CFOO / CEO ( accounting officer)	CEO, Trust Board Resources and Audit Comm		Members
<b>F18</b>	<b>Compile, maintain and review Trust risk register</b>	Trust Board	CFOO	Trust Board Resources and Audit Comm, CEO		DoE
<b>F19</b>	<b>Review School risk register and report any new school risks</b>	LGBs	School Heads	CFOO, Trust Board Resources and Audit Comm, CEO		DoE
<b>F20</b>	<b>Review Trust risk register and report any new school risks</b>	LGBs	School Heads	CFOO, Trust Board Resources and Audit Comm, CEO		DoE
<b>F21</b>	<b>Unrestricted Trust reserves-</b> agreeing the strategy in line with the schools Financial Handbook and any internal policies and controls	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm
<b>F22</b>	<b>Unrestricted school reserves-</b> agreeing the strategy in line with the schools Financial Handbook and any internal policies and controls	LGBs	School Heads	CEO, Trust Board, CFOO		Trust Board Resources and Audit Comm
<b>F23</b>	<b>Restricted Trust reserves -</b> agreeing the strategy in line with the schools Financial Handbook and any internal policies and controls	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm
<b>F24</b>	<b>Restricted school reserves -</b> agreeing the strategy in line with the schools Financial Handbook and any internal policies and controls	LGBs	School Heads	CEO, Trust Board, CFOO		Trust Board Resources and Audit Comm
<b>F25</b>	<b>Designated Trust and school reserves-</b> agreeing the strategy in line with the schools Financial	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm

		Handbook and any internal policies and controls					
	<b>F26</b>	<b>School Funds-</b> agreeing the strategy in line with the schools Financial Handbook and any internal policies and controls	LGBs	School Heads	CFOO, Trust Board, CEO		Trust Board Resources and Audit Comm
	<b>F27</b>	<b>Investments-</b> agreeing the strategy in line with the schools Financial Handbook and any internal policies and controls	Trust Board	Trust Board Resources and Audit Comm			Members, CFOO, CEO
	<b>F28</b>	<b>Trust Trading Subsidiary -</b> Oversight of the financials of AAT Trading Limited	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm
	<b>F29</b>	<b>Determining central services provided by the Trust to schools, including staffing</b>	Trust Board	CEO			Trust Board Resources and Audit Comm, DoE, CFOO, LGBs
	<b>F30</b>	<b>Maintaining school asset registers</b>	Trust Board	School Heads	CFOO, CEO		Trust Board Resources and Audit Comm
	<b>F31</b>	<b>Maintaining the ICT strategy</b>	Trust Board	Director of IT	CFOO, CEO		School Heads, LGBs, DoE
	<b>F32</b>	<b>Acquiring and disposing of Trust Land</b>	Trust Board	CEO	Trust Board Resources and Audit Comm		Members
	<b>F33</b>	<b>Changing use of assets</b>	Trust Board	CEO	Trust Board Resources and Audit Comm		Members
<b>HR</b>	<b>H1</b>	<b>Appointing the CEO</b>	Trust Board	Trust Board	Chair of Trustees, Members		School Heads
	<b>H2</b>	<b>Appraisal of CEO</b>	Trust Board	Trust Pay Committee	Trust Board Chair		
	<b>H3</b>	<b>Approving individual pay decisions for CEO</b>	Trust Board	Trust Pay Committee	Trust Board Chair		
	<b>H4</b>	<b>Appointing Headteacher</b>	Trust Board	Trust Board, CEO & LGBs	CEO		LGBs
	<b>H5</b>	<b>Appraisal of Headteacher</b>	LGBs	CEO* & LGBs	Trust Board, CEO		DoE, CFOO
	<b>H6</b>	<b>Approving individual pay decisions for Headteacher</b>	LGBs	CEO* & LGBs	Trust Board, CEO		DoE, CFOO
	<b>H7</b>	<b>Appointing central services team</b>	Trust Board	CEO			School Heads, DoE, CFOO

<b>H8</b>	<b>Appraisal central services team</b>	Trust Board	Exec Team (LM role)	CEO		
<b>H9</b>	<b>Approving individual pay decisions for central services Team</b>	Trust Board	Trust Pay Committee and CEO			Trust Board, DoE/CFOO (not for their own pay)
<b>H10</b>	<b>Approving staffing strategy for central services team</b>	Trust Board	CEO			School Heads, DoE, CFOO
<b>H11</b>	<b>Setting pay rates annually for all staff</b>	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm
<b>H12</b>	<b>Setting terms and conditions of employment</b>	Trust Board	CFOO	CEO		Trust Board Resources and Audit Comm
<b>H13</b>	<b>Appointing all school staff within school structure</b>	LGBs	School Heads	Trust Board, CEO		DoE, CFOO
<b>H14</b>	<b>Annual approving school staffing structures to meet needs of curriculum</b>	LGBs	School Heads	Trust Board, CEO		DoE, CFOO
<b>H15</b>	<b>Appointment of deputy headteachers</b>	LGBs	School Heads & CEO	Trust Board		DoE, CFOO
<b>H16</b>	<b>Making individual pay decisions for all staff in schools</b>	LGBs	School Heads	Trust Board, CEO, CFOO		DoE
<b>H17</b>	<b>Appraisal of all school staff in line with Trust policy</b>	LGBs	School Heads	Trust Board, CEO, CFOO, DoE		
<b>H18</b>	<b>Arrangements for induction of ECTs - ensuring that all legal requirements are met</b>	Trust Board	School Heads	CEO		DoE, CFOO
<b>H19</b>	<b>Disciplinary and capability - CEO ( in accordance with the Trust disciplinary and capability policies)</b>	Trust Board	Trust Board Chair - panel to be convened	Trust Board Chair		Trust Board
<b>H20</b>	<b>Disciplinary and capability - Headteachers ( in accordance with the Trust disciplinary and capability policies)</b>	Trust Board	CEO * panel to be convened from Trust Board, LGBs and Exec Team	LGBs		
<b>H21</b>	<b>Disciplinary and capability - school Senior Leadership Team (SLT) ( in accordance with the Trust disciplinary and capability policies)</b>	LGBs	School Heads	CEO, Trust Board		CFOO
<b>H22</b>	<b>Disciplinary and capability - central services team (in accordance with the Trust disciplinary and capability policies)</b>	Trust Board	CEO - panel to be convened			DoE/CFOO (where not related to them)

	<b>H23</b>	<b>Disciplinary and capability - all other school staff</b> ( in accordance with the Trust disciplinary and capability policies)	LGBs	School Heads			CFOO
	<b>H24</b>	<b>Grievances - CEO</b> ( in accordance with the Trust disciplinary and capability policies)	Trust Board	Sub Committee of Trust Board	Chair of sub		Trust Board Chair
	<b>H25</b>	<b>Grievances - Headteachers</b> ( in accordance with the Trust disciplinary and capability policies)	Trust Board	CEO* and LGBs			DoE, CFOO
	<b>H26</b>	<b>Grievances - school SLT</b> ( in accordance with the Trust disciplinary and capability policies)	LGBs	School Heads	CEO, Trust Board		CFOO
	<b>H27</b>	<b>Grievances - Central Services Team</b> ( in accordance with the Trust disciplinary and capability policies)	Trust Board	CEO			DoE/CFOO (where not related to them)
	<b>H28</b>	<b>Grievances - all other school staff</b> ( in accordance with the Trust disciplinary and capability policies)	LGBs	School Heads			CFOO
	<b>H29</b>	<b>Determine severance payments for staff</b>	CEO	School Heads	CFOO, Trust Board		
	<b>H30</b>	<b>Professional Learning of staff (Cross Trust) - correlates with school priorities/Trust priorities</b>	Trust Board	DoE (Teachers) CFOO (support)	CEO		School Heads
	<b>H31</b>	<b>Professional Learning of staff in school - correlates with appraisal and school development/Trust priorities</b>	LGBs	School Heads	CEO, Trust Board, CFOO, DoE		
	<b>H32</b>	<b>Wellbeing of staff</b>	Trust Board/LGBs	School Heads/CEO	LGBs, CFOO		DoE
<b>Exceptional Circumstances</b>	<b>E02</b>	<b>Deciding to fully or partially close the school in line with the risk assessment and Trust/DfE/Government/ LA guidelines</b>	CEO	School Heads	LGBs, Trust Board		
	<b>E03</b>	<b>Deciding to fully or partially open the school in line with the risk assessment and DfE/Government/ LA guidelines</b>	CEO	School Heads	LGBs, Trust Board		

## **The general roles and responsibilities in a Multi Academy Trust**

There are several specific documents and structures in a Multi Academy. These are set out below.

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

### **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 Chair of Trustees ensures that Members are kept informed and engaged. This maintains a robust governance structure as the majority of Members are independent of the Trust Board.

### **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 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 Governing Bodies, must approve a written Scheme of Delegation and Committee Terms of Reference.

Established channels of communication between the Trust Board, LGB and the CEO are critical to its responsibility for engagement, allowing Academy committees and LGBs to share with them any concerns or celebrations they may have. The trust should take account of parents, schools and communities so that decision-making is supported by meaningful engagement.

The Trust Board is legally responsible and accountable to the Department for Education (DfE). This is governed by the Articles of Association and a Memorandum of Understanding between the Trust and the DfE.

There is a clear distinction between accountability through governance (by a Trust Board and its Committees) and accountability through line management (by executive leaders). There are areas of 'mixed accountability' where both governance and line management are 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 Governing bodies (local tier). The decision to delegate a function is made by the Trust Board, as without such delegation, the individual or committee has no power to act.

### **Role of Local Governing Bodies**

The Trust Board delegates some governance functions to LGBs. The LGB is close to, and representative of, the community the school serves. Their role is to question, challenge and evaluate school specific issues and provide local oversight in areas of Strategy & Leadership, School Improvement, Finance and HR. They also provide 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

They are provided with information and data on their school's performance by the Senior Leadership team, Trust Committees and Trust Board to support effective decision making. The LGBs are informed of how their Academy is being managed through their meetings and school visits