



THE QUILL C OF E TRUST

Non-Financial Scheme of Delegation

Version	Date	Author	Changes made
0.1	01.12.20	Sarah Bagshaw	
0.2	05.09.21	Carol Mee	
0.3	14.09.22	Sarah Rostron	Added additional sections: • Section 1: Overview • Section 2: Vision, Mission and Values • Section 3: Defined Terms • Section 4: Roles and Responsibilities
0.4	29.04.24	Sarah Rostron	Added E8 in section 8. Outlining the delegation of permanent exclusions to the Headteacher and Local Governing Body. Made changes to HR 7, 8, 9, 17

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Section 1: Overview

This document outlines the vision and ethos of The Quill C of E Trust, along with the roles and responsibilities of the Members, Board of Directors and the Local Governing Boards (LGBs).

The overarching role of the Board of Directors is to set the strategic direction and vision of the Trust, hold fiscal responsibility, ensure the delivery of an excellent education to every young person and hold the Chief Executive Officer (CEO) to account.

The role of the LGB is to ensure the delivery of the Trust's strategic direction and vision at school level, ensure excellence in provision and outcomes, delegated finances are spent responsibly and to hold the local Headteacher or equivalent to account.

Section 2: Vision, Mission and Values

Christian Vision	
Enlightening, Enriching, Empowering and Evolving generations through education <i>Ephesians 1:18</i> <i>Having the eyes of your hearts enlightened, that you may know what is the hope to which he has called you.</i>	
Mission	
To inspire our growing Trust family, allowing them to thrive and celebrate their full potential. Providing an innovative, bespoke education for enquiring minds.	

OUR SIX CORE VALUES						
1	EXCELLENCE			2	LEADERSHIP	
	- Aspirational teaching and learning. - Ensure every individual (child and adult) reaches their full potential.				Experience and passion for education and empowerment of others.	
3	EVOLUTION			4	FAMILY	
	Paving the way for a lifelong journey in education.				Foster a Christian family ethos.	
5	LOVE			6	RESILIENCE	
	Embrace a collaborative love of learning within a caring environment.				Empowering all, to be confident and positive in all aspects of life and education.	

Section 3: Defined Terms

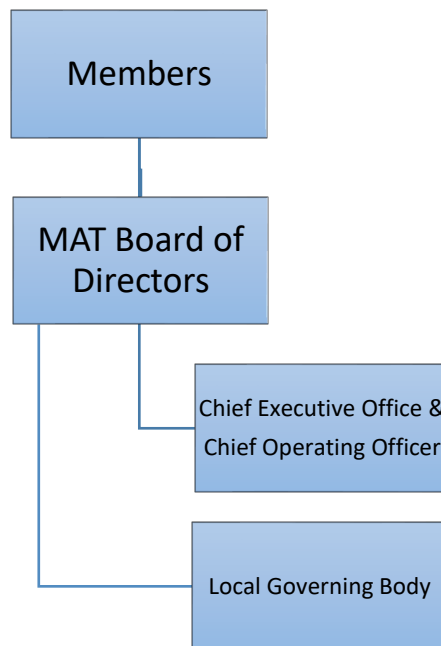
Academies	The academies operated by the Trust.
Articles	The articles of association of the Trust.
Executive Leaders	Those held to account by the Board for the performance of the organisation. This is the Chief Executive Officer and Chief Operating Officer.
CEO	Chief Executive Officer of the Trust.
COO	Chief Operating Officer.
Companies	Trust.
Directors (Trustees)	Directors of the Trust (who, for the avoidance of doubt, are also the Trust's charitable trustees).
LGB	Local Governing Body set up by the Trust to govern the operation of an Academy.
Governance Professional	Clerk to the relevant body.
Members	The guardians of the governance of the Trust and have ultimate control of the Trust.
Trust Board	Board of Directors of the Trust.

Section 4: Summary of roles and responsibilities

Governance Level	Membership	Meetings	Responsibilities/Authorities	Reporting	Reference
Members	Up to five members: - The Diocesan Board of Education acting corporately by hand of its Director. - The Archdeacon of Bolton, ex officio. - The Parochial Church Council of the Parish of St. Bede, Bolton le Moors. - Chairman of Directors. - Area Dean of Bolton (or any other member under Article 16).	Minimum one meeting per year	The role of Members is prescribed under company law and the academy Trust's Articles of Association (Article 8). Their key responsibilities include: - Furthering the Trust's charitable objects. - Appointing the Directors. - Holding Directors to account for the successful governance of the Trust.	N/A	Articles of Association
Board of Directors (Trustees)	Five to twelve appointed by the Members. No fewer than five (Article 50) but shall not be subject to a maximum. - CEO must be one of the Directors (Article 57) a) Parent Directors: if appointed under Articles 53-56, in the event that no provision is made for parent representatives on the Local Governing Bodies under Article 101A. - Co-opted Directors may be appointed (Article 58). The terms of office for a Director (other than Co-opted Director and CEO) shall be four years. Any Director may be re-appointed or re-elected. Subject to remaining eligible to be a particular type of Director, any Director.	Board of Directors meet at least five times per year Finance & Audit Committee meet three times per year	The Directors should focus on three core 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 performance management of staff. - Overseeing and ensuring effective financial performance. The Directors must apply the highest standards of conduct and ensure robust governance, as these are critical for effective financial management. They should follow the Governance Handbook, which describes the following features of effective governance and will aid compliance with the Academies Handbook: - Strategic leadership that sets and champions vision, ethos and strategy. - Accountability that drives up educational standards and financial performance. - People with the right skills, experience, qualities and capacity. The Trust Board has the authority to remove delegated powers from an academy LGB and will exercise that authority if required. - Structures that reinforce clearly defined roles and responsibilities. - Compliance with statutory and contractual requirements. - Evaluation of governance to monitor and improve its quality and impact.	Reports to Members at AGM on progress for the year; Financial Statements and Annual Report	Terms of Reference

Governance Level	Membership	Meetings	Responsibilities/Authorities	Reporting	Reference
Local Governing Bodies	Minimum of seven and up to thirteen Governors. For Church of England faith academies, must include: - Headteacher, or equivalent. - CEO or delegated authority given to COO to act on their behalf. - Two elected Parent Governor(s); - Seven other members as the PCC decide, having due regard to the religious character and ethos of the Academy. This could include a member of staff if this meets the needs of the Academy. For non-faith academies, must include: - Maximum of 13 members. - Headteacher or equivalent. - Governors (minimum of four, maximum of nine), appointed by the Trust Board. May include one staff member employed at the Academy. - Parent Governor (two people) election organised by the relevant Academy. - Such other member as the Directors decide, having due regard to location, character and ethos of the Academy.	LGB meet at least five times per year	To support the vision and objectives of the Trust at local level. To make appropriate comments and recommendations on matters relevant to the Academy's operation to the Directors on a regular basis. The LGB's overall purpose is to: - Support the Trust Board in delivering the Trust objectives at a local level. - To make appropriate comments and recommendations on matters relevant to the Academy's operation to the Directors, on a regular basis. - Ensure clarity of the vision, ethos and strategic direction of the Academy, which aligns with the Improvement Plan. - Hold Headteachers and Senior Leaders to account for the educational performance of the Academy and its pupils, and the performance management of staff. Remit of the LGB: - Measure the impact of Academy investments. - Provide focused governance for the Academy at a local level; monitor the Academy's Key Performance Indicators and act as a critical friend to the Headteacher. - Carry out the duties referred to in Appendix 1. The LGB carries out its functions in relation to the Academy on behalf of the Directors, and in accordance with policies determined by the Directors. - The act of delegation from the Directors to the LGB's shall be a delegation of powers and duties, and not a delegation or shedding of responsibilities. - At all times the LGBs shall ensure that the Academy is conducted in accordance with the objectives of the Trust, and any agreement entered into with the Secretary of State for funding of the Academy. The Trust is supportive of staff representation on LGBs. It has not reserved places specifically for teaching/support staff, which allows flexibility in constituting the LGB to suit the needs of the Academy. Members of teaching and support staff at the Academy may seek to serve on the LGB in the 'Governor' category, based on the skills and expertise they can bring to the role. The Directors (all or any of them) shall also be entitled to serve on the LGB and to attend any meetings of the LGB. Any Director attending a meeting of the LGB shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the LGB.	Reports to the Board of Directors through approved minutes.	Terms of Reference

Section 5: Trust Structure



Section 6: Committees

Committees of the Board Powers & Responsibilities

The Directors may establish separate committees to be known as Local Governing Bodies for each Academy and may establish any other committee. Constitution, membership and proceedings of any committee shall be determined by the Directors.

Finance and Management Committee

Its purpose is to assist the Trust Board by enabling more detailed consideration to be given to:

- Sound management of the Trust's finances and resources.
- Proper planning, monitoring and probity.
- HR functions including pay and conditions.

Audit Committee

- The Trust must establish an Audit Committee, appointed by the Board.
- Trusts with an annual income over £50 million must have a dedicated Audit Committee.
- Other Trusts must either have a dedicated Audit Committee or can combine it with another committee.
- The Audit Committee should meet at least three times a year. The remit and role of the Audit Committee is detailed within the Academies Handbook.

Section 7: Local Governing Body (LGB) and responsibilities

LGB Chair and Vice-Chair

The length of service of all Local Governors (including Chair and Vice-Chair in roles as Governors) shall be four years. Parent Local Governors shall serve for either a term of four years or for so long as their child shall be enrolled as a pupil in the Academy, whichever is shorter. However, the Trust Board at their discretion may decide to allow the Parent Governor to continue in office if their child has left during the fourth year. Subject to remaining eligible to be a Local Governor any Local Governor retiring may be re-appointed or re-elected.

Every person wishing to become a Local Governor will be required to sign a Declaration of Acceptance and of willingness to act as a Local Governor, or as prescribed by the Directors from time to time and shall make disclosures for the purposes of a check by the Disclosure and Barring Service if requested.

Local Governors: appointment and particular responsibilities

- All Local Governors shall comply with the obligations set out in the Articles of Association of the Trust regarding Directors, as if they themselves were Directors as modified by the terms of this document.
- The Chair shall be elected by the LGB who shall receive and have due regard to the nominations of the LGB.
- The Directors shall be entitled to remove the Chair from office at any time without prejudice to the individual's position as a Local Governor and to appoint another local Governor in his/her place.
- The Chair shall meet with the Headteacher (or equivalent) at the beginning of each term to plan the work of the LGB.
- The Chair shall serve in such capacity for one year but shall be eligible for re-appointment at the end of each term of office.

The responsibilities of the Chair shall include:

- To chair meetings of the LGB.
- Along with the Headteacher or equivalent set the agenda for meetings of the LGB.
- To report verbally to the Directors following each LGB meeting.
- To provide a direct link between the LGB and the Directors of the Trust.

In the event of the need to make genuinely urgent decisions between meetings, on matters falling within the remit of the LGB, the Chair of Directors, in consultation with the CEO and Chair of the LGB, shall take appropriate action on behalf of the LGB. The decisions taken and the reasons for urgency shall be fully explained at the next meeting of the Board of Directors and of the LGB.

The Vice Chair

The Vice-Chair shall be elected by the LGB of the Academy Trust. In the absence of both the Chair and the Vice-Chair at a meeting, the LGB will elect a Chair from among those present at the meeting.

The Directors of the Academy Trust shall be entitled to remove the Vice-Chair from office at any time, without prejudice to the individual's position as a Local Governor and to appoint another Local Governor to act as Vice-Chair in their place.

The Vice-Chair shall serve in such capacity for one year but shall be eligible for re-appointment at the end of each term of office.

The responsibilities of the Vice-Chair include the following:

- To deputise for the Chair in their absence.
- Along with the Headteacher and the Chair, to set the agenda for meetings of the LGB.
- Provide a link between the LGB and the Directors of the Trust when applicable.

Staff Local Governor (if appointed)

The Staff Local Governor of the LGB shall be elected by the staff of the Academy by secret ballot. The responsibilities of the Staff Local Governor, in addition to their responsibilities as a member of the LGB, are to represent the interests and opinions of teaching and non-teaching staff at the Academy to the LGB.

Parent Local Governor

Parent Local Governors for the LGB shall be elected in accordance with the process set out below:

- Where a vacancy arises, the LGB will write to all pupil parents at the Academy seeking nominees for the vacancy. Nominees will be asked to provide a short statement about why they are interested in being a Parent Local Governor and their background and experience which makes them suitable for the role.
- In the event that the number of nominees equals or is less than the number of vacancies on the LGB, the LGB can recommend to the Trust Board to choose to appoint all or any of those nominated.
- If there are more nominees than places available, the LGB will write to or email all pupil parents at the Academy asking them to vote for their preferred candidate.
- If there are no nominations by the closing date, the LGB may recommend to the Trust Board any person for appointment to that vacancy who is the parent of a registered pupil(s) at the Academy: or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

The responsibilities of the Parent Local Governor in addition to their responsibilities as a member of the LGB are to represent the interest of the Parent Body of the Academy to the LGB.

Other responsibilities

The LGB may appoint, from amongst its members, individuals with specific responsibilities which shall include:

- A Local Governor with responsibility for Special Educational Needs & Disability.
- A Local Governor with responsibility for Safeguarding.
- A Local Governor with responsibility for financial matters at the Academy;
- A Local Governor with responsibility for well-being at the Academy.

Ceasing to be a Local Governor

Any member of the LGB may be removed from office by the Trust Board at any time without any need to give reason. The office of a Local Governor shall be vacated if:

- Any event or circumstance occurs which would disqualify them from the office of a Director of the Academy Trust under the Articles were they to hold such office.
- The Local Governor has, without the consent of the LGB failed to attend LGB meetings for a continuous period of six months, beginning from the date of the first such meeting they failed to attend; or
- The Local Governor resigns their office by notice to the Academy Trust.

Governance Professional to the LGB

The Directors shall appoint a Governance Professional to the LGB who does not need to be a Local Governor. In the absence of the Governance Professional the LGB shall elect a replacement for the meeting. The responsibilities/functions of the Governance Professional to the LGB are:

- To convene meetings of the LGB including sending notices of meetings.
- To attend meetings of the LGB and ensure minutes are produced.
- To maintain a register of members of the LGB and report any vacancies to the LGB.
- To maintain a register of Local Governors' attendance at meetings and report on non-attendance to the LGB.
- To report to the LGB as required on the discharge of the Governance Professional's functions.
- To perform such other functions as shall be determined by the LGB from time to time

Attendance at each LGB meeting, issues discussed and recommendations for decisions shall be recorded. The written record shall be forwarded by the Governance Professional to the LGB and to the Governance Professional to the Directors in sufficient time for its inclusion in the agenda and papers of the next meeting of the Directors. This is to provide information to the Board and to seek ratification of the decisions and recommendations.

Intervention: Removal of Delegated Powers from an existing LGB

- Upon removal of delegated powers from an existing LGB joining the Trust, the Trust Board will establish in place of the LGB an Interim Executive Committee (IEC). The former LGB shall cease to exist with immediate effect.
- The number of members of the IEC shall not be less than five and may include Board Directors, Strategic Officers from within the Trust and Senior Leaders from within the Trust's portfolio of converted Academies. Where deemed appropriate by the Trust, other persons may be appointed to the IEC to support transition to a replacement LGB.
- The IEC will elect a Chair and Vice-Chair from amongst its members (unless directed otherwise by the Trust Board);
- The Directors (all or any of them) shall also be entitled to serve on the IEC, attend any meetings of the IEC and have a vote in proceedings at the meeting.
- The Governance Professional to the Board of Directors will inform all members of the existing LGB, in writing, of its decision to remove delegated powers and cease the existing LGB.
- There will be no right to challenge the decision of the Trust Board as this decision is final.

- The decision of the Trust Board will be implemented with immediate effect and no further meetings of the LGB will be held.
- The IEC will seek to address current inadequacies whilst working towards the establishment of an outstanding and highly effective academy LGB, delivering outcomes and challenge, setting high standards which give young people access to opportunities through outstanding teaching, inspirational leadership and Governance.
- The reinstatement of Delegated Powers to the LGB can only be sanctioned by the Trust Board of Directors.

Convening meetings of the LGB

- At least one meeting of the LGB will be held in each term.
- The Governance Professional to the LGB shall give written notice of each meeting and circulate an agenda and any reports or other papers to be considered at the meeting, at least seven clear days in advance of the meeting to the Local Governors and to the CEO and COO. However, where the Chair so determines, on the grounds that there are matters demanding urgent consideration, it shall be sufficient if the written notice of the meeting states that fact and the notice, copy of the agenda and other papers are given within such shorter period as the Chair directs.
- The Chair (or if unavailable the Vice-Chair) may call a meeting. Any two Local Governors may requisition a meeting by giving written notice to the Governance Professional that includes a summary of the business to be transacted; it shall be the duty of the Governance Professional to convene a meeting as soon as reasonably practicable.
- The Local Governors may invite persons who are not Local Governors (including, but not limited to, a member of a committee, any employee, any pupil, any professional adviser and any expert of any kind) to attend the whole or part of any meeting for purposes connected with such meeting.

Voting at meetings of the LGB

- The quorum for meetings of the LGB, and for any vote on a matter at such meetings, shall be one-half of the total number of Local Governors in office at that time (rounded up to the nearest whole number).
- Every question to be decided upon at a meeting of the LGB shall be determined by a majority of the votes of Local Governors present and voting on the question. Votes tendered by proxy shall not be counted. For the avoidance of doubt, decisions may be reached without a formal vote unless any Local Governor present at a meeting request one.
- Where there is an equal division of votes, the Chair (or if unavailable the Vice-Chair) shall have a casting vote.

Personal interests of Local Governors

Local Governors shall complete a register of their business interests which shall be reviewed annually. Any Local Governor who has any duty or personal interest which conflicts or may conflict with their duties as a Local Governor shall:

- Disclose the fact to the LGB as soon as they become aware of it.
- A Local Governor must absent themselves from any discussions of the LGB in which it is possible that a conflict will arise between their duty to act solely in the interests of the Academy, and such duty or personal interest.
- Withdraw from any meeting for that item unless expressly invited to remain in order to provide information.
- Not be counted in the quorum for that part of any meeting.
- Withdraw during the vote and have no vote on the matter.

Committees of the LGB

- The LGB may establish committees to carry out certain functions of the LGB (once the establishment and remit has been agreed in advance with the Directors). The LGB must determine the constitution, membership and terms of reference of any committee it decides to establish and review them annually.
- The quorum for meetings of any committee, and for any vote on a matter at such committee meetings, shall be one-half of the total number of Local Governors in office at that time who are members of the committee (rounded up to the nearest whole number);
- Every question to be decided upon at a committee meeting of the LGB shall be determined by a majority of the votes of Local Governors present and voting on the question. Votes tendered by proxy shall not be counted. For the avoidance of doubt decisions may be reached without a formal vote unless any Local Governor present at a committee meeting requests one.
- Where there is an equal division of votes, the committee Chair (or if unavailable the committee Vice-Chair if appointed) shall have a casting vote.

Section 8: Delegation details

(A) Accountability	The level at which the decision is taken
(R) Responsibility	The level at which the task is completed
(C) Consultation	Those who must be consulted by those carrying out the task (to be involved in discussion and debate)
(I) Inform	Those who are informed or outcome of task

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
Governance	G1	Overall accountability for operation of Trust in accordance with funding agreements		A	R		C		
	G2	Appoint/remove Members	A						
	G3	Appoint/remove Trustees (Directors)	A	C					Members may add co-opted Directors
	G4	Appoint/remove co-opted Trustees (Directors)	I	A					
	G5	Approve Articles of Association	A	C					
	G6	Review of Trust Governance	I	A	R	I	C	C	
	G7	Appointment of LGB Chair			C	A		C	
	G8	Approval of committee Terms of Reference		A	C	C	C	C	
	G9	Approval Trust Non- Financial Scheme of Delegation		A	R		C		
	G10	Approval of schools joining Trust	A	R	R		C		
	G11	Approve Statutory Accounts	I	A	R		C		
	G12	Membership Trust Board Committees		A	R				
	G13	Agenda for Trust Board and Audit & Risk		A	R		C		
	G14	Agenda for LGB and Sub-committees			C	A/R		C	
	G15	Composition LGB		A	C	R			
	G16	Annual Review of complaints		A		R			
	G17	On recommendation of CEO, to appoint a Governance Professional		A	R				
	G18	Approval and Review of Trust Risk Register		A	R		C		
	G19	Induction and ongoing training Trustees		A/R	C				
	G20	Induction and ongoing training Governors				A/R			As number of schools grows this the Trust will assume responsibility
	G21	Ensure stewardship of public funds to achieve economy, efficiency and effectiveness		A	R				

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
Strategy and Policies	SP1	Trust strategy, vision and ethos - development and agreement	C	A	R	C	C	C	
	SP2	Academy strategic plan - development and agreement in line with Trust Strategy	C	C	C	A/R	I	R	Set by LGB, ratified by TB
	SP3	Academy business continuity plan		A	R	I	C	C	
	SP4	Trust development plan	I	A	R	C	I	C	
	SP5	Policy development and approval in accordance with delegated authority from Board		A/R	R	R	R	R	As per agreed delegation
	SP6	Policy dissemination, implementation & monitoring	I	I	A/R	A/R	R	A/R	

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
Education (Curriculum and Character)	E1	Develop overall Trust educational vision	I	A	R			C	
	E2	Develop, implement curriculum policy to meet needs of pupils and statutory requirements (in line with Trust model) developed by Headteacher or equivalent		I	A	C		R	
	E3	Monitor and evidence curriculum and assessment provision			I	A/R		R	CEO line manages principals on delivery of curriculum
	E4	Agree admissions policy for each Academy (delegated to LGB)		A	C	A/R		R	Duty delegated to LGB
	E5	Appoint Trustee with overall responsibility for inclusion		A/R					
	E6	To set Trust wide behaviour principles		A	R			C	
	E7	Set and monitor delivery of policy and strategies for pupil discipline, exclusions, special needs provision and inclusion (including pupil premium)		A	R	C		R	
	E8	Permanent exclusions		I	C	A/R		R	
	E9	To receive and consider attainment and progress reports from schools		R	A	R		R	
	E10	Preparation of attainment and progress reports for review by Trustees			A			R	
	E11	Appoint Link Governors for SEND, Safeguarding, Finance and Well-being			I	A/R		I	
	E12	Create, agree and monitor progress of school development plan				A		R	
	E13	Receive report on school improvement		A	C	R		R	
	E14	Development and implementation of school Improvement intervention programmes			A/R			C	

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
Education (Curriculum and Character) cont ...	E15	Provision of Relationships, Health and Sex Education (RHSE)		I		A		R	
	E16	Provision of religious education within curriculum policy		I		A		R	
	E17	Education delivery in accordance with British Values, avoiding indoctrination and ensuring balanced treatment of controversial issues		I		A		R	
	E18	Agreement of Charging and Remissions Policy		A	C	R		R	
	E19	Implementation of Charging and Remissions Policy			R	A		R	

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
Safeguarding (SG)	SG1	Approval of Trust wide SG Policy and Statement of SG principles, creating a SG culture		A	R	C		R	
	SG2	Appoint Trustee with responsibility for SG compliance across Trust schools		A/R					
	SG3	Ensuring all Trustees have up to date training on SG (including KCSIE)		A/R					
	SG4	Ensuring all Governors have up to date training on SG (including KCSIE)				A/R			
	SG5	Ensuring all staff have up to date training on SG (including KCSIE)			A/R			A/R	
	SG6	Monitoring how schools are fulfilling SG responsibilities and creating a SG culture			A	C		C	
	SG7	Receiving regular summary reports and full annual report on SG from schools on school's SG practice and SG culture		A	R	R		C	

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
HR	HR1	Appoint CEO/Accounting Officer	A	R			C		
	HR2	CEO suspension/dismissal	A	R			C		
	HR3	CEO appraisal/pay review		A/R					
	HR4	Appointment of Headteachers or equivalent		A/R	R	C			
	HR5	Headteachers or equivalent, suspension/dismissal in conjunction with CEO		A/R	A/R	I			
	HR6	Headteachers or equivalent, Appraisal and Pay review		A	R				
	HR7	Appointment Headteacher/COO	I	C	A/R (CEO)	I	C	I	

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
HR cont ...	HR8	Headteacher/COO suspension/dismissal	I	A/R	A/R (CEO)	I	I	I	
	HR9	Headteacher/COO Appraisal and Pay review		I	A/R (CEO)		C		
	HR10	Appointment/appraisal and pay review school SLT in conjunction CEO		A	A		R	R	
	HR11	Appointment/appraisal and pay review teaching staff in conjunction CEO (in accordance with budget)		A	A		R	R	
	HR12	Appointment/appraisal and pay review school support staff in conjunction CEO (in accordance with budget)			A			R	
	HR13	Appointment/appraisal and pay review Trust office staff (in accordance with budget)			A/R				
	HR14	To appoint the Deputy Head (in consultation with CEO and Headteacher)			A/R	C		A/R	
	HR15	Set Trust Pay Policy		A	R			C	
	HR16	Agree employment related policies (including terms and conditions) on advice from CEO		A	R				
	HR17	Dismissal of staff		I	A	I		R	
	HR18	Determining dismissal/retirement/redundancy payments (subject ESFA approval)		I	A/R			C	
	HR19	Correct payment of salaries and invoices			A/R			C	
	HR20	Provide feedback to Trustees on effectiveness of policies			R	R	R	R	

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
Financial Management	FM1	Ensure the Trust's continuing compliance with the ESFA Academies Financial Handbook, funding agreements and Trust Financial Scheme of Delegation		A	R		C		
(see Financial Scheme of Delegation for details)	FM2	Approve a written Scheme of Delegation of financials powers which must operate in conjunction with the ESFA Academies Financial Handbook and the Financial Scheme of Delegation of the Trust.		A	R		R		
	FM3	To fulfil the duties of Accounting Officer in accordance with the Academies Financial Handbook and funding agreements and ensure the keeping of proper financial records			A/R				
	FM4	To receive and review management accounts not less than six times each year, acting where required		A/R	R		C		
	FM5	Approve the Trust's financial policies		A	R		C		
	FM6	Prepare the three-year financial plan	I	A	R		C	C	

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
Budget	B1	Determine the three-year plan in conjunction with Finance Director		A	R		C	C	
(see Financial Scheme of Delegation for details)	B2	Review and approve the consolidated 3-year plan (Audit and Risk and Resources review and Trust Board approves)		A	R		C	C	
	B3	Determine budget for Trust as a whole		A	R			C	
	B4	Review and approve BFRO		A	R		C		
	B5	Preparation of draft school budget for review and approval of Trustees			R		C	C	
	B6	Undertake financial benchmarking exercises on an annual basis with Finance Director		I	R		A	R	
	B7	Consider benchmarking work for the Trust as prepared by the Finance Director and Headteacher		A	R		C	R	

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
Financial reporting	FR1	Monitor and control expenditure for the Trust against the budget during the financial year, including preparation and approval of reports		A	R		C		
	FR2	Receive and review financial reports for Academies		A	R		C		
	FR3	Consider consolidated financial reports for Academies and Trust		A	R		C		
	FR4	Ensure that earmarked funds/capital projects and large trading activities are separately monitored and reported on		A	R	I	C	C	
	FR5	Monitor earmarked funds, trading activities and large school operations, (e.g. catering, sports facilities, extended school activities, hirings, etc.) to ensure that the allocations are spent in accordance with the recognised terms and within the allocation set out in the budget.		A	R	I	C	C	
	FR6	Review year end accounts for the Trust and recommend to the Trust Board			R		A/R		
	FR7	Receive and approve draft financial statements prior to submission to Secretary of State		A	R		C		

Function	Number	Task	Members	Trustees (Directors)	CEO COO	LGB	Finance Committee	Headteacher or equivalent	Note
Audit	A1	Maintain a register of interests		A	R				
	A2	Appoint auditors for the Trust	A	C	R		C		
	A3	Agree an annual programme of work to review internal financial control		A	R		C		
	A4	Ensure that there are adequate controls in place and that the principles of internal control are in place and that documents and records are available for audit by the internal and external auditor		A	R		A		
	A5	Receive and consider reports of the internal/external auditor and inform the DfE if it suspects any irregularity affecting resources		A	R		A		
	A6	Produce a response to the internal and external audit reports and an action plan on how recommendations will be implemented		I	R		A		
	A7	Review and approve action plan from internal/external audit report		A	R		A		
	A8	Ensure that the recommendations agreed by the Trust have been implemented			A/R				

Section 9: Approval of Scheme of Delegation

This document must be ratified by a majority resolution of the Directors of the Trust.

Circulation list

This document shall be circulated to Directors of the Trust, all Local Governors, and the Governance Professional, to the LGB and others at the discretion of the Chair of the Directors of the Trust or the Chair of an LGB.

This document will be reviewed by the Directors of the Trust within three years of the initial review.