



































| Strategic Function | Sub heading | Task  | Members   | Board   | Board Sub Committee | Exec/Central Leader | School leader |
|--------------------|-------------|---|---|---|---------------------|---------------------|---------------|
|                    | Governance  | Approve changes to the governance structure, terms of reference, schemes of delegation    |   |  |                     |                     |               |
|                    |             | Approve changes to the Articles or Funding Agreement (with ESFA approval sought)          |  |   |                     |                     |               |
|                    |             | Appoint trustees  |  |   |                     |                     |               |
|                    |             | Co-opt trustees   |   |  |                     |                     |               |
|                    |             | Elect the Chair and Vice Chair of the Board   |   |  |                     |                     |               |
|                    |             | Appoint the Chairs of Committees  |   |  |                     |                     |               |
|                    |             | Elect chairs and vice chairs of LGB   |   |   | LGB                 |                     |               |
|                    |             | Approve the appointment of Company Secretary & Clerk/Governance Professional to the Board |   |  |                     |                     |               |
|                    |             | Review performance of the Board   |  |   |                     |                     |               |
|                    |             | Review performance of Board committees and LGBs   |   |  |                     |                     |               |
|                    |             | Appoint the Internal Auditor  |  |   |                     |                     |               |
|                    |             | Review committee membership to ensure each have a diverse and appropriate skill set       |   |  |                     |                     |               |
|                    |             | Appoint staff within agreed budget  |   |   |                     |                     | Head          |
|                    |             | Appoint staff not in agreed budget  |   |   |                     | CFOO                |               |
|                    |             | Approve appointments of central Trust posts   |   |   |                     | CEO                 |               |
|                    |             | Approve changes to school staffing structures (within agreed budget)                      |   |   |                     |                     | Head          |
|                    |             | Approve changes to school staffing structures (outside agreed budget)                     |   |   |                     | CEO                 |               |


|                    |   |   |  |   |                    |           |  |
|--------------------|---|---|--|---|--------------------|-----------|--|
| People and Culture | Appointment and recruitment             | Approve re-grading of job roles – non-leadership          |  |   |                    | CFOO      |  |
|                    |   | Approve re-grading of job roles – leadership              |  |   |                    | CFOO      |  |
|                    |   | Propose school staff pay awards (incl. UPS)               |  |   |                    | CFOO      |  |
|                    |   | Approve staff pay awards (incl. UPS)                      |  |   | People and Culture |           |  |
|                    |   | Propose central team pay awards (non-leadership, <£3k)    |  |   |                    | CFOO      |  |
|                    |   | Pay progression for all leadership roles                  |  |   |                    | CEO       |  |
|                    |   | Approve staff pay awards                                  |  |   | People and Culture |           |  |
|                    |   | Approve pay progression for non-leadership roles over £3k |  |   |                    | CFOO      |  |
|                    | Leadership appointments and performance | Appoint CEO   |  |    |                    |           |  |
|                    |   | Appoint Headteachers                                      |  |    | LGB                | CEO & DoL |  |
|                    |   | Participate in appointment of Senior School Leadership    |  |   | LGB                |           |  |
|                    |   | Participate in performance review of Headteachers         |  |   | LGB                | DoL       |  |
|                    |   | Performance review of CEO                                 |  |  |                    |           |  |
|                    |   | Suspend the CEO   |  |  |                    |           |  |
|                    |   | End the suspension of the CEO                             |  |  |                    |           |  |
|                    |   | Dismiss the CEO   |  |  |                    |           |  |





|  |                            |   |  |   |                    |              |      |
|--|----------------------------|---|--|---|--------------------|--------------|------|
|  | Suspensions and Dismissals | Suspend the CFO   |  |   |                    | CEO          |      |
|  |                            | End the suspension of the CFO   |  |   |                    | CEO          |      |
|  |                            | Dismiss the CFO   |  |   |                    | CEO          |      |
|  |                            | Suspend a Headteacher   |  |   |                    | DoL          |      |
|  |                            | End the suspension of the Headteacher   |  |   |                    | DoL          |      |
|  |                            | Dismiss a Headteacher   |  |   |                    | CEO          |      |
|  |                            | Suspend a teaching or support staff member  |  |   |                    |              | Head |
|  |                            | End suspension of teaching or support staff member  |  |   |                    |              | Head |
|  |                            | Dismiss a teaching or support staff member  |  |   |                    |              | Head |
|  | HR Policy                  | Propose HR policies   |  |   |                    | HoG          |      |
|  |                            | Approve HR policies   |  |   | People and Culture |              |      |
|  |                            | Scrutinise redundancy and staff restructure plans; make recommendations to People and Culture committee |  |   |                    | CEO          |      |
|  |                            | Approve redundancies and staff restructures   |  |   | People and Culture |              |      |
|  | Severance pay              | Severance pay up to £50k – <b>Business case required (CFOO), approved by CEO</b>                        |  |   |                    | CEO and CFOO |      |
|  |                            | Severance pay over £50k – <b>Business case required, approved by CEO and ESFA notified</b>              |  |   |                    | CEO          |      |
|  |                            | Propose Trust Strategic Plan  |  |   |                    | CEO          |      |
|  |                            | Approve Trust Strategic Plan  |  |  |                    |              |      |

|                                |  |  |   |   |                                      |      |           |
|--------------------------------|--|--|---|---|--------------------------------------|------|-----------|
| <b>Education and Inclusion</b> | <b>School and trust strategic planning</b> | Propose School Development Plan                        |   |   |                                      |      | Head      |
|                                |  | Review School Development Plan                         |   |   |                                      | DoL  |           |
|                                |  | Approve School Development Plan                        |   |   | LGB                                  |      |           |
|                                |  | Review progress against School Development Plan        |   |   | LGB                                  |      |           |
|                                | <b>Curriculum and Behaviour</b>            | Propose the school curriculum plan                     |   |   |                                      |      | Head      |
|                                |  | Review each school curriculum plan                     |   |   |                                      | DoL  |           |
|                                |  | Approve the school curriculum plan                     |   |   |                                      | DoL  |           |
|                                |  | Propose pupil behaviour policies                       |   |   |                                      | DoS  |           |
|                                |  | Approve pupil behaviour policies                       |   |    | LGB                                  |      |           |
|                                |  | Monitor implementation of pupil behaviour policies     |   |   | LGB                                  | DoL  |           |
|                                | <b>Exclusions and Admissions</b>           | Exclude a pupil more than 15 days or permanently       |   |   |                                      |      | Head ONLY |
|                                |  | Review exclusion on appeal                             |   |   | LGB                                  |      |           |
|                                |  | Reinstate excluded students                            |   |   | LGB                                  |      |           |
|                                |  | Consult annually before setting an Admissions Policy   |   |   |                                      | HoG  |           |
|                                |  | Propose admissions policy                              |   |   |                                      | HoG  |           |
|                                |  | Approve admissions policy                              |   |    |                                      |      |           |
|                                |  | Admissions: application decisions                      |   |   | LGB                                  |      |           |
|                                |  | Approve admissions prospectus                          |   |   |                                      | HoG  | Head      |
|                                | <b>Budgets and planning</b>                | Scrutinise all schools' budgets for the financial year |   |   | Finance and Resources                |      |           |
|                                |  | Scrutinise annual draft budget                         |   |   | Finance and Resources                |      |           |
|                                |  | Approve the overall trust budget                       |   |  |                                      |      |           |
|                                |  | Review the trust budget throughout the financial year  |   |   | Finance and Resources                |      |           |
|                                |  | Review all schools' budgets throughout the year        |   |   |                                      | CFOO | Head      |
|                                |  | Approve use of school reserves                         |   |  | Finance and Resources<br>>£25k ≤£25k |      |           |
|                                |  | Approve appointment of external auditors               |  |   | Audit and Risk recommend             |      |           |


|                                  |  |  |   |                                |            |   |
|----------------------------------|--|--|---|--------------------------------|------------|---|
|                                  | Review and approve banking arrangements                  |  |   |                                | CFOO       |   |
|                                  | Propose financial and procurement policies               |  |   |                                | CFOO       |   |
|                                  | Approve financial and procurement policies               |  |   | Finance and Resources          |            |   |
|                                  |  |  |   |                                |            |   |
| <b>Payments and Procurement</b>  | <b>Approve payment by BACS or cheque</b>                 |  |   |                                | CEO & CFOO |   |
|                                  | Equipment & Orders up to <b>£5,000</b>                   |  |   |                                |            |  within delegated budget   |
|                                  | Equipment & Orders <b>£5,001–£9,000</b>                  |  |   |                                | CFOO       |   |
|                                  | Equipment & Orders <b>£9,001–£15,000</b>                 |  |   |                                | CFOO       |   |
|                                  | Equipment & Orders <b>£15,001–£25,000</b>                |  |   |                                | CEO & CFO  |   |
|                                  | Equipment & Orders <b>£25,001–£50,000</b>                |  |   | Finance and Resources notified | CEO        |   |
|                                  | Equipment & Orders <b>£50,001–£100,000</b>               |  |   | Finance and Resources          |            |   |
|                                  | Equipment & Orders <b>Over £100,000</b>                  |  |    |                                |            |   |
|                                  | Minor emergency building repairs – up to <b>£500</b>     |  |   |                                |            |  within delegated budget   |
| <b>Staff related expenditure</b> | Staff expenditure < £50 pp per year (e.g. gifts, events) |  |   |                                |            |  within delegated budget |
|                                  | Staff expenditure > £50 pp per year                      |  |  |                                | CEO & CFO  |   |
|                                  | Approve overtime within delegated budget                 |  |   |                                |            |                          |

|                        |                                  |                                       |                           |   |                         |   |   |
|------------------------|----------------------------------|---------------------------------------|---------------------------|---|-------------------------|---|---|
| Operational Excellence |                                  | Approve staff expenses - line manager |                           |   |                         |  |  |
|                        |                                  | Approve monthly school payroll        |                           |   |                         | CFOO  |   |
|                        | Virement and budget adjustment   | Up to £25,000                         |                           |   |                         | CFOO  |   |
|                        |                                  | Over <b>£25,000</b>                   |                           |   | Finance and Resources   |   |   |
|                        | Contracts                        | Under <b>£10,000</b>                  |                           |   |                         |   |  |
|                        |                                  | <b>£10,000–£25,000</b>                |                           |   |                         | CFOO  |   |
|                        |                                  | <b>£25,001–£50,000</b>                |                           |   |                         | CEO   |   |
|                        |                                  | <b>£50,001–£100,000</b>               |                           |   | Finance and Resources   |   |   |
|                        |                                  | Over <b>£100,000</b>                  |                           |    |                         |   |   |
|                        |                                  | Contracts over £40,000                |                           |   |                         | <b>Must be tendered</b>   |   |
|                        | Leases, SLAs and related parties | Operating leases                      |                           |   |                         | CEO and CFOO  |   |
|                        |                                  | Financial leases                      |                           |  |                         |   |   |
|                        |                                  | SLAs (≤1 year)                        |                           |   |                         | CFOO  |   |
|                        |                                  | SLAs (>1 year)                        |                           |   |                         | CEO   |   |
|                        |                                  | Related party transactions ≤£40k      | CFO + notify Audit & Risk |   | Audit and Risk notified | CFOO  |   |

|                                     |  |     |  |                                |      |      |
|-------------------------------------|--|-----|--|--------------------------------|------|------|
|                                     | Related party transactions >£40k           |     | <br><b>MUST<br/>notify<br/>ESFA first</b> |                                |      |      |
| <b>Debt write off and disposals</b> | Write-off of debt < <b>£2,000</b>          | CFO |  |                                | CFOO |      |
|                                     | Write-off of debt > <b>£2,000</b>          |     |  | Finance and Resources notified | CEO  |      |
|                                     | Disposal of assets < <b>£2,000</b>         |     |  |                                |      | Head |
|                                     | £2,001–£5,000                              |     |  |                                | CFOO |      |
|                                     | £5,001–£25,000                             | CEO |  |                                | CEO  |      |
|                                     | Over <b>£25,000</b>                        |     |  | Finance and Resources          |      |      |
|                                     | Purchase from CIF or DfC grants            |     |  |                                | CFOO |      |
|                                     | Fixed asset purchase from revenue          |     |  |                                | CFOO |      |
|                                     | Propose premises-related policies          |     |  |                                | CFOO |      |
|                                     | Approve premises-related policies          |     |  | Audit and Risk                 |      |      |
| <b>Premises &amp; Capital</b>       | Propose school premises & capital strategy |     |  |                                | CFOO |      |

|                   |                             |  |  |   |                       |                    |  |
|-------------------|-----------------------------|--|--|---|-----------------------|--------------------|--|
| Growth and Impact | Premises & Capital Strategy | Approve a school premises & capital strategy                     |  |   | Finance and Resources |                    |  |
|                   |                             | Approve appropriate insurance cover for all schools in the Trust |  |   |                       | CFOO               |  |
|                   |                             | Propose a Health & Safety Policy                                 |  |   |                       | Compliance Officer |  |
|                   |                             | Approve a Health & Safety Policy                                 |  |   | Audit and Risk        |                    |  |
|                   |                             | Monitor implementation of H&S Policy – Trust Level               |  |   | Audit and Risk        |                    |  |
|                   |                             | Monitor implementation of H&S Policy – School Level              |  |   |                       | Compliance Officer |  |
|                   |                             | Develop a Risk Management Plan                                   |  |   |                       | CFOO               |  |
|                   |                             | Approve a Risk Management Plan                                   |  |   | Audit and Risk        |                    |  |
|                   |                             | Report on Risks to Board   |  |   | Audit and Risk        |                    |  |
|                   | Health and safety           | Approve trust growth strategy                                    |  |    |                       |                    |  |
|                   |                             | Identify and approve criteria for school joining                 |  |    |                       |                    |  |
|                   |                             | Identify potential schools or partners                           |  |   |                       | CEO                |  |
|                   |                             | Approve start of due diligence on new school                     |  |   |                       | CEO                |  |
|                   |                             | Conduct due diligence (education, finance, HR, estates)          |  |   |                       | ALL                |  |
|                   |                             | Review due diligence reports                                     |  |   |                       | ALL                |  |
|                   |                             | Approve school joining the Trust (conditional or final)          |  |  |                       |                    |  |
|                   |                             | Approve conversion application to DfE                            |  |   |                       | CEO                |  |
|                   |                             | Sign legal documents (Funding Agreement, TUPE, leases)           |  |   |                       | CEO                |  |
|                   |                             | Approve integration plan (systems, governance, staffing)         |  |   |                       | ALL                |  |
|                   |                             | Monitor post-joining impact / school performance                 |  |   |                       | ALL                |  |
|                   | Risk Management             | Approve internal expansion strategy                              |  |  |                       |                    |  |
|                   |                             | Approve capital bids or CIF applications                         |  |   |                       | CFOO               |  |



|  |                                    |  |  |  |  |            |   |
|--|------------------------------------|--|--|--|--|------------|---|
|  | <b>Growth of internal capacity</b> | Approve significant staff structure changes to support growth          |  |  |  | CEO        |   |
|  |                                    | Approve marketing or brand development strategy                        |  |  |  | HoG        |   |
|  |                                    | Monitor outcomes of growth (pupil numbers, outcomes, financial health) |  |  |  | CFOO & DoL |   |
|  |                                    | Approve or review stakeholder engagement plans                         |  |  |  |            |  |
|  |                                    | Approve opening of satellite or split-site provision                   |  |  |  | CEO & CFOO |   |
|  |                                    | Approve key senior appointments related to growth                      |  |  |  | CEO & CFOO |   |







