



# Northumberland Church of England Academy Trust

## Scheme of Delegation 2025-26



### Love

Care for each other.  
Help others do well.  
Support those in need.

Mark 12:31, John 3:16, John 13:24-35, Romans 12:10, 1 Corinthians 13:1, John 4:11



### Inclusivity

Be welcoming and inclusive.  
Celebrate each person's worth.  
Forgive and make peace.

Matthew 6:12, Ephesians 4:2, Ephesians 4:32



### Goodness

Work hard, do what is right.  
Treat others well.  
Do good and serve others.

Luke 6:31, Galatians 5:22, Hebrews 10:24, Peter 1:5



### Hope

Aspire to be the best we can be.  
Learn from our mistakes.  
Show determination.

Psalms 25:21, Psalm 31:24, Psalm 33:18, Romans 15:4, Colossians 1:5



### Truth

Tell the truth.  
Take responsibility.  
Act with integrity and respect.

Proverbs 12:17, Mark 12:14, John 1:17, John 8:22, John 14:6

This Scheme identifies the key decisions that are required in connection with the overall governance and management of Northumberland Church of England Academy Trust and the individual academies within it and should be read in conjunction with the NCEAT Articles of Association and Terms of Reference for Finance, Operations and Risk Committee (FORC), Endowment Trust Committee, Education Quality and Standards Committee and the Local Governing Bodies.

Whilst this scheme intends to cover all foreseen aspects of responsibility and procedure it is not exhaustive and when in doubt all parties should engage in meaningful consultation before acting, in order to ensure that the Trust meets the regulations as set out in the Academy Trust Handbook.



**"Life in all its fullness"**  
John 10:10



**Wisdom, knowledge, skills**



**Hope and aspiration**



**Dignity and respect**



**Investing in our people**



**Serving with integrity**

Creating an inclusive, nurturing culture where all pupils are valued and empowered to flourish.

Delivering a broad and balanced curriculum, through quality teaching, focused on knowledge and skills for lifelong success.

Removing barriers and creating opportunities for personal development to enhance life chances.

High expectations for good behaviour and respect towards others, so all pupils can learn with dignity.

Valuing and developing staff, committed to continuous improvement and being 'employer of choice'.

Our thriving schools are at the heart of their communities, building positive, sustainable, relationships with neighbours.

***Our Vision: 'Enabling everyone in our communities to let their light shine.' [Matthew 5:16]***

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# Governance

## Trust Board

- Legally responsible for the Trust, schools and their governance
- Responsible for the Board's own processes in line with the legal requirements as set down in the Articles of Association and the Master Funding Agreement
- Legally responsible for statutory compliance
- Agree the Scheme of Delegation and policy schedule
- Agree the governance structure and the roles and responsibilities of committees and individuals
- Agree the constitution, membership and procedures of committees including LGBs
- Decide whether to withdraw all or some of the delegated powers and functions from an individual school
- Responsible for succession planning of Trustees
- Ratify appointment of Local Governors to ensure an appropriate balance of skills and effectiveness, in consultation with the Diocese
- Ensure Trustees have the right level of training
- Responsible for new Trustee induction
- Evaluate their own processes and effectiveness
- Evaluate the performance and effectiveness of LGBs
- Declare any business interests
- Appoint/remove the CEO
- Appoint/remove the clerk to the Trust Board
- Agree the appointment/remove principals/headteachers
- Appoint the Chair and Vice Chair of new committees/LGB, thereafter an annual election will take place.
- Responsible for safeguarding compliance and training
- Decide to establish any subsidiary company

## Finance, Operations and Risk Committee

- Appoint a Trust CFOO in consultation with the CEO

## Chief Executive Officer

- Act on behalf of the Board to enable it to discharge its duties in relation to statutory compliance and the performance of schools
- Provide the Board and LGBs with advice and guidance to help them improve and evaluate their processes and effectiveness
- Make recommendations to the Board on local governance models
- Appoint School Improvement Team members

## Local Governing Body

- May form sub-committees to meet specific requirements in admissions, exclusions, hearings and appeals as set out in the relevant policies
- Evaluate its own processes and effectiveness
- Declare and maintain its register of business interests

## Director of Governance

- Provide the Board and LGBs with advice and guidance to help them improve and evaluate their processes and effectiveness
- Support the Board and LGBs with their training and new Trustee/LGB induction
- Provide administrative support for the Board
- Ensure that LGBs have a professional clerking service to drive effective governance

## Key Policies and Documents

DfE Guidance: The Seven Principles of Public Life (The Nolan Principles)  
 Academy Trust Handbook (DfE)  
 Articles of Association for NCEAT  
 Child Protection & Safeguarding Policy  
 Code of Conduct for Trustees & Governors  
 Financial Regulations Handbook for NCEAT  
 Funding Agreements  
 Academy Trust Governance Guide (DfE) (internet only)  
 Health and Safety Trust Policy Statement  
 Register of Business Interests (NCEAT)  
 Terms of Reference for committees, including LGBs



# Strategy

## Trust Board

- Agree Trust-wide mission, vision, values and strategy
- Approve Trust-wide strategic plans including the annual Trust Development Plan
- Approve annual KPIs for Trust performance
- Agree proposed addition of schools to the Trust
- Undertake annual self-evaluation of their effectiveness in delivering vision and mission

## Chief Finance & Operations Officer

- Develop and propose key performance indicators (KPIs) against the strategy and long term objectives for Trust performance in relation to Central Services
- Undertake annual self-evaluation of Central Services effectiveness in delivering vision and mission

## Primary School Improvement team

- Develop and propose key performance indicators (KPIs) against the strategy and long term objectives for Trust performance in relation to the School Improvement Team
- Support the CEO in advising Headteachers and LGBs on appropriate school level targets (KPIs)
- Oversee the development and regular updating of accurate school self-evaluation (with CEO)
- Undertake annual self-evaluation of the School Improvement Teams' effectiveness in delivering vision and mission

## Chief Executive Officer

- Develop and propose strategy to the Trust Board, including the five year strategy and the annual Trust Development Plan
- Implement the strategy approved by the Trust Board
- Develop and propose key performance indicators (KPIs) against the strategy and long term objectives for Trust performance
- Monitor progress against strategic aims and KPIs, taking corrective action as required
- Oversee the development and regular updating of accurate school self-evaluation
- Provide professional support and challenge to schools in developing and implementing their strategic plan
- Propose the addition of schools to the Trust
- Undertake annual self-evaluation of their effectiveness in delivering vision and mission

## Headteacher

- Prepare the school's annual development plan in line with the Trust expectations
- Develop an accurate self-evaluation summary
- Contribute to the development, implementation and monitoring of the Trust Board's strategy
- Advise LGBs on appropriate school level targets (KPIs)

## Local Governing Body

- Ensure the Trust vision and values are embedded in each individual school
- Contribute to the development, implementation and monitoring of the Trust strategies
- Oversee the implementation of the Trust Board's strategy as it applies to the school
- Provide challenge and support for developing the school's annual Development Plan
- Oversee the development and regular updating of accurate school self-evaluation
- Receive and challenge school level targets (KPIs)
- Undertake annual self-evaluation of their effectiveness in delivering vision and mission

## Key Policies and Documents



Trust and School Development Plans (annual)  
Self Evaluation summary documents

# School Improvement

## Trust Board

- Create robust accountability, oversight and assurance for educational performance through the Trust school improvement strategy
- Hold executive leaders to account for the educational performance of Trust schools and its pupils, and the performance management of staff
- Accountable for the attainment and progress of disadvantaged pupils
- Commission, receive and consider reports from external advisers

## Education Quality and Standards Committee

- Monitor attainment and progress Trust-wide
- Maintain an overview of standards of attainment across all schools
- Support and challenge executive leaders and LGBs for the educational performance of Trust schools, especially those categorised as being 'at risk'
- Commission, receive and consider reports from external advisers such as SIPs

## Primary School Improvement Team

- Provide strategic direction and quality assure the provision for Early Reading, Writing and Numeracy according to agreed principles
- Support and monitor schools to deliver high quality SEND provision
- Support and monitor the development of excellent Early Years provision in all schools
- Support the headteacher/SLTs in their self-evaluation and Ofsted preparation

## Chief Executive Officer

- Provide professional support and challenge to schools to drive improvement and high standards
- Set annual key performance indicators (KPIs) for schools relating to the quality of education in consultation with LGBs and School Improvement team
- Monitor schools' performance
- Report to Trustees on schools' performance against targets
- Monitor schools' response to the recommendations of the last inspection
- Monitor pupils' quality of education
- Monitor progress and attainment of different groups of pupils e.g. disadvantaged, SEND, etc.

## Headteacher

- Responsible for accurate self-evaluation of the school, its strengths and weaknesses and for implementing a development plan based on the evaluation
- Ensure a high quality of education is provided for all children
- Have a detailed understanding of pupil attainment and progress (including specific groups), underpinned by sound evidence (including at individual pupil level)
- Ensure appropriate action is taken in a timely, consistent and strategic way to address areas of weakness and improve academic performance, drawing on the best available evidence and monitoring impact

## Local Governing Body

Responsible for knowing, understanding and challenging:

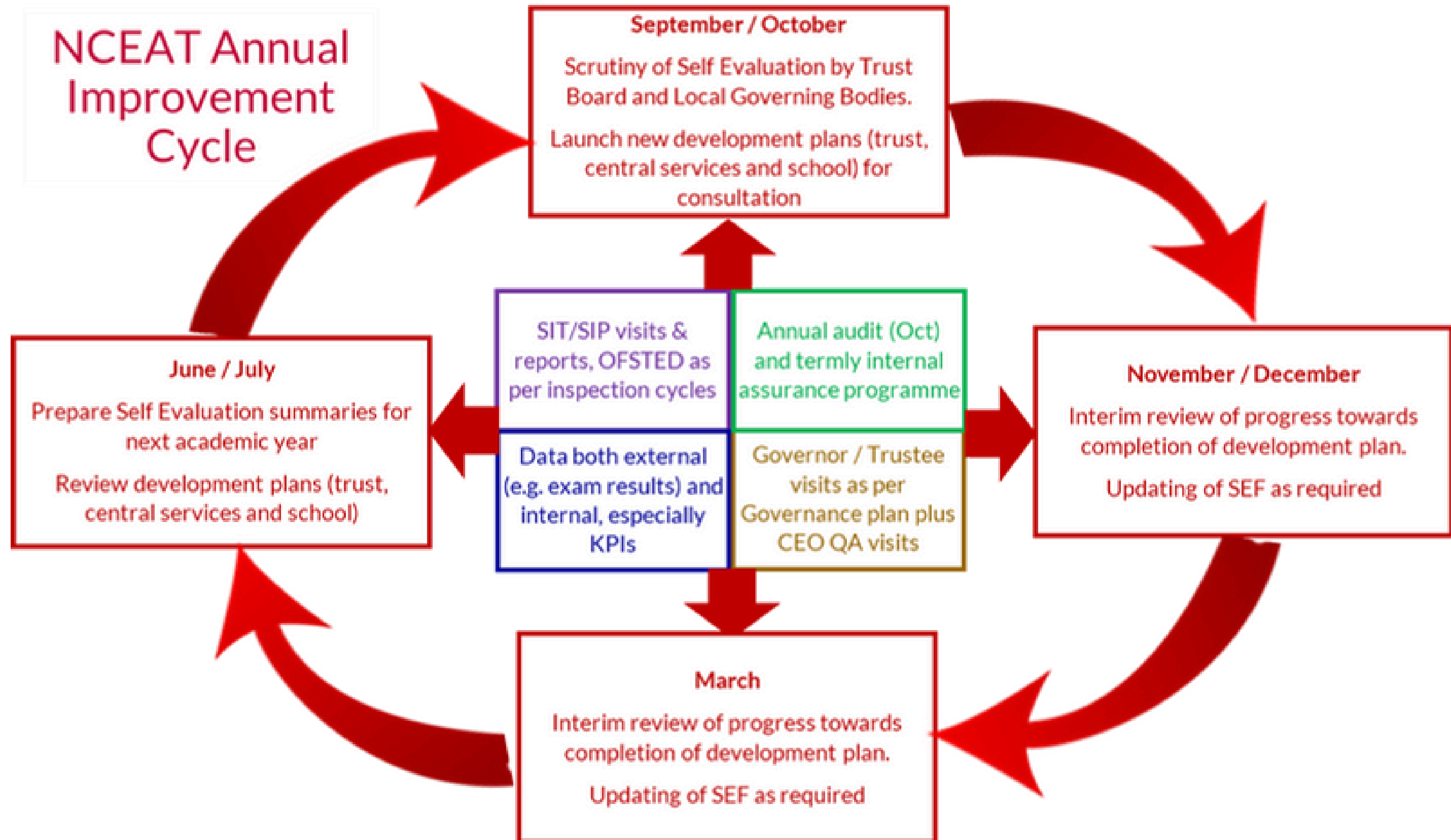
- The school's self-evaluation of significant strengths and weaknesses
- The school's response to the recommendations of its last inspection
- The school vision and intent for the curriculum
- Pupils' overall progress and attainment
- Progress and attainment of different groups of pupils e.g. disadvantaged, SEND, etc.
- Provisions in place to support pupils' progress and attainment (including specific groups), and for knowing and understanding the impact of those provisions
- Approve the school's improvement plan
- Commission, receive and consider reports from external advisers such as the SIP

## Key Policies and Documents

Inspection Reports (where applicable)  
Governor, Trustee and CEO visit reports  
Key Performance indicators in Development Plans  
Post inspection action plans (where applicable)  
School Self Evaluation summaries



# School Improvement



# Ethos

## Trust Board

- Set a distinctive Christian vision, ethos and mission for the Trust
- Ensure there is a close working relationship between the Trust and the Diocese as our sponsor
- Ensure that activity required to uphold the Christian ethos of the Trust is appropriately resourced

## Chief Executive Officer

- Deliver the Christian vision, ethos and mission for the Trust
- Ensure that the Trust's Christian distinctiveness is reflected in Trust communications including the website and communications with parents
- Undertake quality assurance of RE teaching, collective worship and the SMSC curriculum
- Provide support to the C of E schools prior to, during and after SIAMS inspections

## Local Governing Body

- Ensure that the ethos of the school is compatible with the ethos of the Trust
- Support the Headteacher to develop and implement an inclusive and distinctive Christian vision, monitoring its impact to ensure the school's original foundation is maintained (*C of E schools only*)
- Ensure that the school continues to strongly demonstrate its distinctiveness as a Church School as evaluated by SIAMS (*C of E schools only*)
- Ensure that a robust and continuous self-evaluation process is in place that involves the school community in evaluating their effectiveness as a Church school (*C of E schools only*)
- Monitor and evaluate the effectiveness of RE teaching, collective worship and the SMSC curriculum in the school
- Understand the requirements of the SIAMS inspection process and supports the Headteacher (*C of E schools only*)

## Primary School Improvement Team

- Provide support to the C of E schools prior to, during and after SIAMS inspections
- Support the CEO and LGBs in the quality assurance of RE teaching, collective worship and the SMSC curriculum

## Headteacher

- Ensure that the ethos of the school is compatible with the ethos of the Trust
- Develop and implement an inclusive and distinctive Christian vision, monitoring its impact to ensure the school's original foundation is maintained (*C of E schools only*)
- Ensure that the school continues to strongly demonstrate its distinctiveness as a Church School as evaluated by SIAMS (*C of E schools only*)
- Ensure that the school's Christian distinctiveness is reflected in school communications including the website and communications with parents (*C of E schools only*)
- Ensure the website includes reference to the latest SIAMS report, relevant school policies and links to the local Parish (*C of E schools only*)
- Apply the Christian vision wisely and sensitively to ensure the curriculum and extra-curricular opportunities meet the learning and spiritual needs of all learners (*C of E schools only*)

## Director of Governance

- Ensure that Trustees and Governors receive regular and appropriate training to enable them to fulfil their roles, including in respect of the Trust's and schools' Christian ethos

## Key Policies and Documents

Collective worship policy (school)  
NCEAT Vision, Values and Ethos document  
RE Policy (school)  
SMSC policy (School)  
SIAMS Inspection Framework (national)



# Teaching and Learning

## Trust Board

- Receive reports from the Education Quality and Standards Committee on the monitoring and evaluation the quality of teaching across schools
- Ensure that sufficient resources are allocated to deliver teaching excellence

## Chief Executive Officer

- Support, challenge and advise each school in its programme of improvement for teaching and learning
- Responsible for monitoring statutory compliance on behalf of the Trust Board

## Local Governing Body

- Know and understand the school's own evaluation of the quality of teaching and ensuring the Headteacher is held accountable for improvements
- Support and challenge the school in its programme of improvement

## Education Quality & Standards Committee

- Monitor and evaluate the quality of teaching across schools, reporting to the Trust Board

## Primary School Improvement Team

- Work with the CEO to support, challenge and advise each school in its programme of improvement for teaching and learning
- May be delegated responsibility for the line management of selected primary Headteachers in agreement with CEO
- Support Headteachers to implement the agreed assessment systems
- Supporting all Trust primary schools and schools who may join the Trust
- Provide an annual schedule of professional development for teachers and teaching assistants
- Lead and oversee all aspects of the ECT programme
- Identify and challenge underperformance and provide coaching support for teachers.

## Headteacher

- Responsible for the quality of teaching in the school according to Trust policies and guidance
- Responsible for the accurate self-evaluation of the quality of teaching, its strengths and weaknesses and for taking action to improve the quality of teaching
- Responsible for implementing an appropriate assessment system to provide data on the impact of teaching and learning.

## Key Policies and Documents

School Development Plans



# Curriculum

## Trust Board

- Responsible for oversight of the curriculum as part of the overall strategy for school improvement

## Education Quality & Standards Committee

- Agree Trust Curriculum Principles and Policy
- Monitor the implementation of the curriculum across the Trust (with the LGB) support, and challenge schools in the development and implementation of its curriculum

## Primary School Improvement Team

- Provide curriculum and statutory assessment guidance for all schools (EYFS, KS1 and KS2)
- Support CEO with quality assurance of curriculum, assessment, etc across all Trust primary schools
- Provide direction and support for the Trust primary subject leads and the delivery of the agreed curriculum 'End Points'
- Support LGBs in their role of monitoring the curriculum

## Chief Executive Officer

- Work with the Executive Leadership Team to review Trust Curriculum Principles and Policy for recommendation to Trust Board
- Monitor the quality of education across the Trust and intervene as defined in the School Improvement Strategy if the curriculum is not meeting the needs of all children.
- Monitor the implementation of the curriculum across the Trust (with the LGB) support, challenge and advise the school in the development and implementation of its curriculum policy
- Responsible for monitoring statutory compliance on behalf of the Board
- Ensure primary to secondary curriculum continuity where NCEAT primary schools feed into Duke's

## Local Governing Body

- Agree school curriculum policy in line with Trust curriculum principles and policy
- Know, understand and challenge the school vision and intent for the curriculum
- Know and understand the school's own evaluation of the quality of its curricular and co-curricular provision (eg Forest School)
- Support and challenge the school in the development and implementation of its curriculum
- Ensure senior leaders are accountable for the overall quality of education within the school

## Headteacher

- Responsible for the development and implementation of the school's curriculum policy
- Responsible for the quality of education provided across the school for all learners
- Responsible for the progression of learning across all subjects
- Responsible for ensuring statutory requirements regarding curriculum are adhered to across the school
- Responsible for determining the school's extra curricular offer

## Key Policies and Documents

Curriculum Policy (Trust)  
School Curriculum Plans



# Finance

## Members

- Appoint or remove external auditors
- Receive the annual accounts

## Trust Board

- Legally responsible for the Trust's assets and accounts and for statutory compliance
- Maintain robust financial oversight in accordance with Academy Trust handbook
- Approve Trust revenue and capital budget to submit to DfE
- Approve the annual report and accounts
- Approve the opening or closing of Trust bank accounts
- Submit annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, with governance statement demonstrating value for money
- Establish and review Trust's scheme of financial delegation
- Maintain a clear policy for managing reserves
- Ensure that appropriate/proportionate controls to prevent cyber crime, & take action to meet the DfE's cyber security standards

## Finance, Operations & Risk Committee

- Review and recommend for approval by the Trust Board, the budget forecast outturn to submit to DfE
- Monitor financial performance against budget and forecast at least every two months
- Direct action in response to financial forecasts
- Agree financial decision levels and limits
- Agree financial procedures and internal financial controls in the financial regulations
- Decide internal assurance arrangements including appointment of internal auditors
- Approve related party transactions
- Approve novel, contentious or repercussive transactions outside statutory norms
- Establish and review all levels of financial delegation
- Ensure benchmarking and Trust wide value for money in accordance with financial regulations
- Review and approve Trust wide procurement strategies via the financial regulations
- Maintain and review appropriate contracts register
- Oversee NCEA Trading limited
- Agree any GAG or reserve pooling proposed by the CEO and CFOO

## Chief Executive Officer

- Act as NCEAT's Accounting Officer
- Responsible for compliance with the Academy Trust handbook

## Local Governing Body

- Monitor spending of ring-fenced grants such as Pupil Premium or Sports Premium to ensure impact
- Support the Headteacher with applications for additional funding e.g. charity grants, Endowment Trust
- Receive management accounts

## Headteacher

- Contribute to school budget planning with CFOO
- Responsible for controlling costs and ensuring school budget commitments under their control are met
- Plan the spending of ring fenced grants, ensure that this is in line with the conditions and report the impact to the LGB
- Apply for additional funding e.g. charity grants as appropriate

## Chief Finance & Operations Officer

- Act as NCEAT's Chief Finance Officer
- Produce accurate monthly management accounts and commentary
- Provide accounting, financial planning and financial systems services for schools
- Prepare the consolidated Trust budgets for approval by the Board
- Propose a rolling programme of internal scrutiny for approval

## Key Policies and Documents

Academy Trust Handbook (DfE)

Funding Agreements

NCEAT Scheme of Financial Delegation



# Risk

## Trust Board

Overall responsibility for the risk management framework

- Approve the Trust approach to Risk Management, including setting risk tolerances and determining risk appetite
- Agree a Trust Risk Register
- Receive Chair's update of the Finance, Operations and Risk Committee Risk Register, at each of its meetings

## Chief Executive Officer

- Manage the strategic risks facing the Trust
- With CFOO, maintain, regularly review and update the Trust Risk Register
- Ensure school compliance with policy including existence and regular review of school risk register

## Local Governing Body

- Agree a School Risk Register which deals with school specific risks which are in addition to those on the Trust Risk Register
- Monitor and review the School Risk Register termly and advise the Trust Board of any significant changes in risk
- Approve school business continuity plans

## Finance, Operations & Risk Committee

- Monitor and review the FORC Risk Register at least termly and advise the Trust Board
- Approve the Trust Business Continuity Plan

## Chief Finance & Operations Officer

- Draft and implement a Trust Risk Management framework
- Develop and implement a Trust Business Continuity Plan
- Maintain, regularly review and update the Trust & FORC Risk Registers with CEO
- Advise Headteachers on the preparation and maintenance of school risk registers

## Headteacher

- Responsibility for risk management at their school, including the maintenance and regular review of a school risk register
- Responsible for developing and reviewing school business continuity plans

## Key Policies and Documents



Academy Trust Risk Management - DfE guidance  
Business Continuity Plan  
School Risk Registers  
Risk Management Policy  
Trust Risk Registers

# Recruitment

## Trust Board

- The Trust is the employer of all NCEAT staff
- Appoint CEO and CFOO in line with Trust policy and procedure, Academy Trust Handbook and HR advice
- Ratify the appointment of principals/headteachers
- Prior to appointing a new CEO, contact the RD in advance to discuss structure and options, including plans for recruitment.
- Appoint Director of Governance / Clerk to Trust Board

## Director of HR

- Provide the Board, ELT and LGBs with professional support and advice relating to the recruitment of staff. This includes agreeing each school's staffing structure in liaison with the CEO, CFOO and Headteacher.
- Responsible for recruitment to central team positions in liaison with the CFOO, ensuring it is in line with all relevant Trust policies and ensuring that appropriate job descriptions and pay rates are deployed
- Provide LGBs and schools with relevant data regarding HR, staff recruitment and retention, including Trust and national benchmarks where available
- Ensure sufficient central team members are trained on safer recruitment training and maintaining training records
- Ensure that all recruitment paperwork is completed and is kept in line with the Retention Policy

## Chief Executive Officer

- Advise Trustees on the appointment of principal/headteacher as part of an appointment panel with the LGB and Trustees
- Monitor the Central Team Single Central Record (SCR) and statutory compliance with safer recruitment on behalf of the Trust Board
- Support Headteachers and LGBs by joining appointment panels for senior leadership team members, depending on school risk

## Headteacher

- Appoint all leadership and TLR roles in close consultation with the LGB and Director of HR
- Appoint all other school staff in line with Trust procedures and inform LGB of all appointments
- Ensure, with the Director of HR, appointments are in line with all relevant Trust policies and appropriate job descriptions and pay rates are deployed
- Appoint designated leads at school level for statutory roles e.g. safeguarding, LAC
- Responsible for the accuracy of the school's Single Central Record and statutory compliance with safer recruitment requirements
- Know and understand training requirements for safer recruitment and ensure sufficient senior staff are trained

## Primary School Improvement Team

- Support Headteachers with staffing and recruitment
- Appoint, in consultation with the CEO, trust wide primary teaching posts.
- Lead on recruitment where multiple posts of the same level are required across several schools

## Local Governing Body

- Form part of an appointment panel for the appointment of principal/headteacher
- Form part of an appointment panel for leadership and TLR roles
- Use key performance data provided by the school and HR, staying fully aware of the school's activity in terms of its staff, staffing structures and more general HR data
- Know and understand the training requirements for safer recruitment
- Responsible for checking headteacher compliance with maintaining the school single central record at least termly, ensuring compliance with Trust policy and procedure

## Key Policies and Documents

- Academy Trust Handbook
- Burgundy Book (National)
- Child Protection & Safeguarding Policy (NCEAT)
- Equality & Diversity Policy (NEAT)
- Green Book (National)
- National Joint Council for local Government pay
- Recruitment and Selection for employees (including Safer Recruitment) (NCEAT)
- School Teachers Pay and Conditions Document (STCPD)
- Teachers' Pay Policy (NCEAT, annual)



# Staffing and Pay

## Trust Board

- Approve Trust policies for pay to include terms and conditions of employment and setting of pay scales
- Determine CEO salary range, pay progression and approve flexible working requests.

### In line with Trust policies and procedures in consultation with HR:

- Investigate and make decisions regarding CEO under disciplinary, grievance, capability, sickness absence policies etc.
- Approve non-contractual/statutory dismissal payments or settlement agreements over £10k (and notify DfE where appropriate)
- May be requested to be part of an appeal panel for pay, disciplinary, etc.
- Suspend or dismiss CEO

## Director of HR

- Develop policies for pay with CEO
- Approve staffing structures, with schools, in line with budgets
- Moderate pay progression of school based staff
- Approve the outcome of the probationary period for support staff
- Evaluate any new roles and ensure that correct salary range is determined

## Chief Finance & Operations Officer

- Propose pay progression of Central Services team leaders
- Propose Central team restructuring
- Suspend or dismiss Central Services staff

## Chief Executive Officer

- Develop policies for pay with HR Director
- Approve final staffing structures, with the Director of HR in line with budgets
- Determine Headteacher & School improvement staff pay progression, within agreed ranges, in consultation with LGB Chair
- Determine and review (e.g. if significant growth) Headteacher salary range in line with STPCD, consulting HR and LGB Chair
- Agree new staff roles and ensure that new roles are supported within the budget and are evaluated by HR
- Decide Headteacher flexible working requests in consultation with LGB.

### In line with Trust policies and procedures in consultation with HR:

- Approve non-contractual/statutory dismissal payments or settlement agreements under £20k
- Investigate and make decisions regarding Executive Leaders under disciplinary, grievance, capability policies etc.

## Finance, Operations & Risk Committee

- Approve Central Services staffing structure (annually) and restructuring
- Approve pay progression awards for Central Services Team Leaders
- Monitor pay progression awards for School Improvement teams
- Determine CFOO salary range, pay progression and approve flexible working requests
- Suspend or dismiss CFOO

## Remuneration Committee

- Review and approve recommendations for teachers' upper pay scale progression

## Local Governing Body

- Agree Headteacher pay progression, within agreed range, in consultation with CEO
- Approve proposed annual school staffing structure
- May be requested to be part of an appeal panel for pay, disciplinary, etc.

## Headteacher

- Ensure all Trust HR policies and processes are implemented at school level
- Propose annual school staffing structure
- Ensure pay reviews are conducted in line with equality requirements, Trust policies and procedure and recommend pay progression for school based staff

- Approve the outcome of the induction period for ECTs

### In line with Trust policies and procedures in consultation with HR, for school staff:

- Decide leave of absence requests
- Decide flexible working requests
- Investigate and make decisions under disciplinary, capability, grievance, sickness absence policies etc.

## Education Quality and Standards Committee

- Approve school improvement team restructuring as proposed by CEO

## Key Policies and Documents

- Capability of Staff Policy
- Flexible Working Policy
- Leave of Absence Policy
- Staff Code of Conduct
- Staff Disciplinary Policy
- Staff Grievance Procedure



# Staff Professional Development and Appraisal

## Trust Board

- Approve Trust policies for appraisal
- Responsible for the appraisal of the CEO
- Approve the Trust's HR / People strategy and monitor its impact
- Ensure that staff development is given appropriate attention and resource by ELT
- Challenge and support ELT to develop the effectiveness of staff

## Chief Executive Officer

- Responsible for Headteacher annual appraisal in conjunction with Chair of the LGB and one other governor, supported by an independent advisor
- Responsible for CFOO annual appraisal with the Chair of FORC and one other trustee
- Responsible for Director of Governance annual appraisal with the Chair of Trust Board
- Review the HR / People strategy prior to Trust Board approval
- Ensure there are professional development opportunities for ELT
- Coordinate Trust wide staff training events with ELT and Director of HR
- Coordinate talent development and succession planning for senior leadership across the Trust schools
- With the Director of HR, monitor the professional development provided by schools to ensure that there are appropriate opportunities for all staff
- Responsible for deciding Trust wide CPD dates

## Local Governing Body

- Chair and one other governor responsible for Headteacher annual appraisal, in conjunction with the CEO and independent advisor
- Monitor the impact of the Trust's HR / People Strategy at school level
- Monitor effectiveness of professional development, talent management and succession planning of all school based staff and supports and challenges appropriately

## Director of HR

- Provide professional support for appraisal across the Trust
- Provide and deliver an induction programme for newly appointed staff
- Develop and implement the HR / People strategy
- Ensure Trust wide staff development resources are available
- With the CEO, monitor the professional development provided by schools to ensure that there are appropriate opportunities for all staff
- Provide and record CPD for Central Services

## Headteacher

- Responsible for the leadership of appraisal for school staff in line with Trust appraisal policies and procedures, development plan and Trust HR / People strategy
- Report on CPD and its impact
- Maintain a structured approach to talent management and succession planning at school level
- Ensure staff are able to benefit from appropriate professional development opportunities, (including internal and external opportunities) , in line with talent management objectives
- Ensure that CPD is recorded for staff
- Responsible for deciding school CPD dates

## Director of Primary School Improvement

- Responsible for the leadership of appraisal within the School Improvement Team
- Monitor the impact of the Trust's HR / People Strategy at team level
- Support the CEO with Headteacher appraisal

## Chief Finance & Operations Officer

- Responsible for the leadership of appraisal within Central Services
- Monitor the impact of the Trust's HR / People Strategy at team level

## Key Policies and Documents

- Staff Development Strategy (annual)
- Support Staff Appraisal Policy
- Teacher Appraisal Policy



# Communication

## Trust Board

- Ensure there is a clear vision, strategy and communication plan for the Trust
- Promote effective communication between the Trust Board, its committees, the LGBs and Executive Leadership Team.
- Promote effective communication between Chairs of Trust Board and its committees with the Director of Governance

## Chief Executive Officer

- Promote effective communication between the Trust Board, LGB Chairs, Headteachers and other staff
- Ensure staff understand relevant organisational strategies and associated priorities
- Ensure that schools are communicating appropriately with their communities
- Responsible for Trust wide communication about schools, including inspection outcomes

## Local Governing Body

- LGB Chair (with Headteacher) responsible for ensuring LGB members have all the information they require to be well informed about both the school and the Trust
- LGB Chair (with Headteacher) responsible for ensuring the views of the LGB are well communicated to Trustees and Executive
- Ensure the activities of the LGB are communicated clearly to the school community
- Triangulate parental and staff feedback, ensuring that appropriate plans are in place to address concerns and key issues
- Monitor the school's links with parents, carers, guardians and the wider community

## Director of Governance

- Promote effective communication with Chairs of Trust Board and its committees
- Ensure effective communication with clerks for the LGBs

## Headteacher

- (With LGB Chair) ensure LGB members have all information they require to be well informed about both the school and NCEAT
- (With LGB Chair) ensure the views of the LGB are well communicated to Trustees and central teams
- Ensure that organisational priorities are understood by staff, parents and pupils as appropriate
- Ensure all staff and volunteers are trained and abide by policies and code of conducts as regards communication including use of social media
- Ensure staff and parental surveys are carried out at least annually and followed up appropriately
- Conduct at least termly pupil voice activities and respond to any concerns identified
- Responsible for developing effective links with parents, carers, guardians and the wider community

## Key Policies and Documents

NCEAT Vision  
 NCEAT Development Plan



# Safeguarding

## Trust Board

- Set overall policies for safeguarding and child protection to ensure appropriate action is taken in a timely manner to safeguard and promote children's welfare.
- Appoint a named safeguarding Trustee
- Safeguarding compliance and training
- Monitor Trust level data on child protection, exclusions, serious disciplinary incidents, attendance and behaviour across Trust Schools
- Support local Governing Bodies with exclusion reviews and appeals if required
- Read the appropriate section(s) of the DfE's annual Keeping Children Safe in Education document and undertake safeguarding refresher training annually

## Director of HR

- Ensure all staff, Trustees and Governors have the appropriate child protection and other checks and are recorded on the Single Central Record

## Trust Safeguarding Lead

- Responsible for ensuring that Trust schools are compliant with all safeguarding and child protection procedures.
- Ensure all staff, Trustees and Governors receive appropriate safeguarding training relevant to their roles.
- Support, as required, the Trustee and Governors safeguarding links and school designated safeguarding links
- Prepare an annual safeguarding report to the Trust Board.

## Chief Executive Officer

- Ensure that the Trust has a safeguarding support SLA with a suitably experienced and qualified independent advisor or organisation
- Ensure that the Single Central Register for centrally employed staff is checked at least termly
- Quality assure to monitor compliance with policies and effectiveness of practice
- Read the appropriate section(s) of the DfE's annual Keeping Children Safe in Education document and undertake safeguarding refresher training annually
- Line manage the Trust safeguarding lead

## Headteacher

- Responsible for safeguarding and child protection within the school
- Act as or appoint a Designated Safeguarding Lead who is responsible for ensuring all staff are trained and up to date with safeguarding procedures
- Ensure safeguarding is reported at every LGB meeting
- Responsible for any suspensions or exclusions and arrangements for alternative provision as required
- Read the appropriate section(s) of the DfE's annual Keeping Children Safe in Education document and undertake safeguarding refresher training annually

## Local Governing Body

- Monitor, support and challenge the welfare and child protection in the school including: child protection, exclusions, serious disciplinary incidents, attendance and behaviour
- Appoint a safeguarding governor to report to the LGB and safeguarding trustee
- Ensure that the school Single Central Register is checked at least termly
- Review Principal/Headteacher's decision for relevant exclusions and suspensions in line with DfE guidance
- Consider reinstatement of an excluded pupil when directed or recommended by an independent review panel
- Read the appropriate section(s) of the DfE's annual Keeping Children Safe in Education document and undertake safeguarding refresher training annually

## Key Policies and Documents

Attendance policies (school)  
Behaviour policies (school)  
Child Protection and Safeguarding Policy  
Exclusion policy (Trust) / DfE guidance  
Keeping Children Safe in Education (DfE, annual)  
Single Central Records (Trust and School)



# Estates

## Trust Board

- Approve Estates strategy
- Decide to acquire or dispose of land or freehold property
- Decide purchase or sale of any freehold property
- Take up any leasehold or tenancy agreement on land or buildings for 7 years or more
- Grant a leasehold interest, including a tenancy agreement, of any duration on land or buildings
- Review and approve 'planned' capital project proposals over £199,999 using School Condition Allocation (SCA) capital funds
- Approve bids for capital funding over £199,999 outside of SCA e.g. growth funding

## Finance, Operations & Risk Committee

- Review and recommend Estates strategy to Trust Board
- Review and approve 'planned' capital project proposals up to £199,999 using School Condition Allocation (SCA) capital funds
- Approve bids for capital funding up to £199,999 outside of SCA e.g. growth funding
- Approve 'reactive' and 'emergency' capital spending
- Decide the arrangements for insuring land and buildings

## Chief Executive Officer

- Develop and review strategy for Estates in line with the DfE Good Estates Management for Schools (with CFOO)
- Responsible for developing plans for SCA capital expenditure with CFOO and Director of Estates, Health & Safety
- Receive, review and report to the Board and relevant committees on proposals schools for planned capital works

## Chief Finance & Operations Officer

- Develop and review strategy for Estates in line with the DfE Good Estates Management for Schools (with CEO)
- Responsible for developing plans for SCA capital expenditure with CEO
- Develop and review spend criteria for SCA, including emergency works
- Responsible for organising condition surveys for all schools on rolling 3-5 year basis, along with new schools joining Trust
- Responsible for obtaining insurance valuations (rebuilding)

## Local Governing Body

- Monitor planned and approved capital works
- With the Headteacher, suggest priorities for capital expenditure to raise with Director of Estates

## Director of Health & Safety & Estates

- Provide the Trust Board and schools with professional support, challenge and advice relating to the safety of buildings and estates
- Responsible for monitoring compliance with statutory regulations relating to premises and accommodation health and safety

## Headteacher

- Responsible for the maintenance of the school and facilities, with support from central team
- Responsible, with the CEO/CFOO, for developing priorities for capital expenditure in line with condition surveys and other estates information

## Key Policies and Documents

NCEAT Estates Strategy



# Health and Safety

## Trust Board

- Ensure the Trust is compliant with Health and Safety standards
- Promote and monitor the health, safety and well-being of staff and pupils
- Form the corporate body and serve as the employer under the Health and Safety at Work Act 1974
- Set overall policies for health and safety that are applicable Trust wide
- Monitoring and periodically review health and safety performance
- Ensure adequate resources are made available for the discharge of the employer's health and safety duties
- Delegate appropriate powers and responsibilities for Health and Safety to the Finance, Operations & Risk Committee

## Finance, Operations & Risk Committee

- Monitor Health and Safety compliance at Trust level
- Promote and monitor the health, safety and well-being of staff and pupils
- Appoint a Trustee to lead on Health and Safety across the Trust and liaise with the LGB Health and Safety Governors, meeting termly

## Chief Executive Officer

- Ensure the Trust is compliant with Health and Safety standards
- Promote and monitor the health, safety and well-being of staff and pupils
- Appoint a competent health and safety professional
- Develop health and safety policies with the Director of Health & Safety and monitor performance reporting to Trust

## Director of Health & Safety & Estates

- Ensure the Trust is compliant with Health and Safety standards
- Promote and monitor the health, safety and well-being of staff and pupils
- Provide health and safety support to all schools and central team
- Provide central team staff with the training, information, instruction, and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner
- Develop health and safety policies with the CEO and monitor performance reporting to Trust
- Submit RIDDOR reports to the HSE
- Liaise with enforcing authorities

## Local Governing Body

- Monitor Health and Safety compliance at school level
- Monitor the health, safety and well-being of staff and pupils
- Appoint an LGB member to have specific responsibility for health and safety in the school and meet termly with the Trustee
- Monitor, support and challenge the health and safety performance at the school
- Monitor school accident records

## Headteacher

- Promote and monitor the health, safety and well-being of staff and pupils
- Accountable for health and safety performance within the school
- Responsible for the implementation of health and safety policies and for statutory compliance
- Ensure that all staff within their school have received sufficient training, information, instruction, and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner
- Responsible for providing reports on health and safety to the LGB

## Key Policies and Documents

NCEAT Health and Safety Policy Statement  
School Health and Safety Policies



# Policies

## Trust Board

- Review and approve Trust wide statutory policies e.g. Child Protection and Safeguarding and other policies determined to be essential
- Delegate appropriate policy approval to Trust committees, LGBs or individuals eg CEO
- Approve the Trust policy schedule annually

## Director of Governance

- Oversight of Trust Policy Master list

## Marketing & Communications Co-ordinator

- Liaise with appropriate Trust and school staff to ensure that policies are available on the Trust or school website as appropriate

## Chief Executive Officer

- Develop exemplar policies, policy guidance and compliance checklists
- Ensure Policy Master list has all statutory policies included
- Approve policies delegated by the Trust Board
- Approve the addition of new policies to the Trust Policy Master list
- Monitor schools' adherence to the cycle of policy reviews
- Liaise with schools over schedules for policy review in line with the master policy schedule

## Headteacher

- Regular updating of all school policies to ensure compliance
- Regular updating of process and procedures eg, attendance registers, complaints log, work experience procedures
- Ensure that school health and safety policies are reviewed in accordance with Trust requirements including those determined by local risk assessment

## Local Governing Body

- Approve school level policies delegated by the Trust Board which reflect the school's ethos and values to include e.g. curriculum, uniform & behaviour
- Approve non-statutory policies as recommended by the Headteacher
- Ensure that practice within the school reflects most up-to-date policy documents – if practice does not follow policy guidance, then policies are not effective and should be reviewed

## Key Policies and Documents

NCEAT Policy Master list



# Complaints

## Trust Board

- Ensure that a suitable complaints policy is in place for the Trust and its schools
- Receive and where appropriate investigate complaints e.g. about the CEO or an LGB Chair
- Receive and pass on to the CEO complaints from the Department for Education (DfE), Ofsted and similar bodies, so that the CEO can prepare a response for the Chair of the Trust Board
- Review the number and type of complaints received across the Trust

## Chief Executive Officer

- Develop and review Trust wide Complaints Policy
- Monitor statutory compliance in relation to complaints
- Provide guidance to ELT on complaints handling
- Draft a response for complaints from the Department for Education (DfE), Ofsted and similar bodies for the Chair of the Trust Board
- Review the number and type of complaints received across the Trust and report to the Trust Board

## Directors of HR & Trust Safeguarding Lead

- Ensure complaints received at Trust office are directed to the appropriate person in line with the Complaints Policy

## Local Governing Body

- Monitor complaints termly in line with Trust Complaints Policy
- Review complaints which reach stage 3 of the Trust Complaints Policy
- Ensure that there is a regular cycle of review of the complaints log at school level so that learning can take place and improvements made

## Headteacher

- Handle complaints at school level in line with Trust Complaints Policy (stage one and two)
- Ensure that all complaints received by the school are logged on the Trust complaints log spreadsheet and that all complaints are dealt with in line with the timescales set out the Complaints Policy
- Termly reporting of complaints to LGB

## Key Policies and Documents

NCEAT Complaints Policy



# Admissions

## Trust Board

- Act as the legal Admissions Authority for all NCEAT schools
- Approve proposals that involves a "significant change" to the school's provision (as defined by the DfE) or that requires funds from the Trust's reserves
- Approve proposals to increase or decrease PAN of a Trust school

## Chief Executive Officer

- Advise Headteachers on Admissions issues
- Produce and submit a business case to the RD in line with DfE requirements for any Trust school where the Trust Board have approved a proposal for "significant change"
- Monitor statutory compliance in relation to admissions arrangements

## Headteacher

- Update the Admissions Policy annually for approval by the LGB
- Hold formal consultations as required periodically and for significant changes in line with the Admissions Code
- Ensure compliance with statutory obligations around admissions
- Respond to consultation by LA about naming the school in an EHCP
- Respond to requests for commissioned places (Castle School only)
- Publish all statutory admissions documentation on the school website
- Raising school profile for admissions
- Agree any in-year admissions (in consultation with LGB where this goes over PAN)
- Organise admissions appeals

## Local Governing Body

- Approve the annual school Admissions Policy
- Decide to offer or refuse admissions based on recommendation from Headteacher
- Approve requests to admit outside of normal age group on recommendation from Headteacher

## Key Policies and Documents

Admissions Code (national)  
Admissions policies for each school



## Key abbreviations and acronyms in this document

<b>C of E:</b> Church of England	<b>KPIs:</b> Key Performance Indicators	<b>SCA:</b> School Conditions Allocation
<b>CEO:</b> Chief Executive Officer	<b>LA:</b> Local Authority	<b>SCR:</b> Single Central Record
<b>CFOO:</b> Chief Finance & Operations Officer	<b>LAC:</b> Looked After Child	<b>SEF:</b> Self Evaluation Form
<b>CPD:</b> Continuing Professional Development	<b>LGB:</b> Local Governing Body	<b>SEND:</b> Special Educational Needs and Disabilities
<b>DfE:</b> Department for Education	<b>NCEAT:</b> Northumberland Church of England Academy Trust	<b>SIAMS:</b> Statutory Inspection of Anglican and Methodist Schools
<b>ECHP:</b> Education and Health Care Plan	<b>OFSTED:</b> Office for Standards in Education, Children's Services and Skills	<b>SIP:</b> School Improvement Partner
<b>EQS:</b> Education, Quality and Standards Committee	<b>PAN:</b> Published Admissions Number	<b>SIT:</b> School Improvement Team
<b>EYFS:</b> Early Years and Foundation Stage	<b>QA:</b> Quality Assurance	<b>SLA:</b> Service Level Agreement
<b>FORC:</b> Finance, Operations and Risk Committee	<b>RE:</b> Religious Education	<b>SMSC:</b> Spiritual, Moral, Social and Cultural
<b>HR:</b> Human Resources	<b>RIDDOR:</b> Reporting of Injuries, Diseases and Dangerous Occurrences Regulations	<b>SoD:</b> Scheme of Delegation
<b>HSE:</b> Health and Safety Executive	<b>RD:</b> Regional Director	<b>TLR:</b> Teaching and Learning Responsibility



1.	Governance	Members	Trust Board	Finance, Operations & Risk Committee	Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
1.1	Appoint members	✓						
1.2	Agree change of name for Trust	✓						
1.3	Amend the articles of association	✓						
1.4	Appoint or remove Trustees	✓						
1.5	Decide to establish any subsidiary company		✓					
1.6	Agree to dissolve the Trust	✓						
1.7	Agree the Scheme of Delegation and delegated governance structure		✓					
1.8	Decide whether to withdraw all or some of the delegated powers and functions from an individual school if identified as at risk		✓					
1.9	Agree the roles and responsibilities, constitution, membership and procedures of committees including the LGBs		✓					
1.10	Appoint (by election)/remove the chair and vice chair of the Trust Board		✓					
1.11	Approve appointment of governors to school LGBs		✓					
1.12	Appoint parent governor to the LGB where no nominees						✓	
1.13	Appoint co-opted governors to the LGB						✓	
1.14	Approve /remove elected chair and vice chair of school LGBs		✓					
1.15	Agree members of committees and appeal bodies		✓ Trust				✓ School	
1.16	Suspend or remove members of school LGBs		✓					
1.17	Appoint/remove the Clerk to the Trust Board/Director of Governance		✓					
1.18	Decide outcome of formal complaints (subject to Complaints Policy)		✓ Stage 3		✓ Stage 2/3		✓ Stage 3	✓ Stage 1/2
1.19	Conduct a biennial governance skills audit and recruit to fill any gaps		✓ Trust				✓ School	
1.20	Undertake an annual self-review of Trust Board and committees		✓					
1.21	Commission external review of governance every 3 years		✓					
1.22	Review succession planning annually		✓ Trust				✓ School	
1.23	Publish Chair's annual report on Trust performance and submit to Members		✓					
1.24	Agree child protection / safeguarding policy and undertake annual training		✓ Trust				✓ School	



2.	Strategy and ethos	Members	Trust Board	Finance, Operations & Risk Committee	Education Quality & Standards	Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
2.1	Agree Trust-wide mission, vision, values and strategy		✓						
2.2	Ensure the Trust vision and values are embedded in each individual school in accord with 2.1							✓	
2.3	Approve annual strategic plans and targets / KPIs		✓ Trust					✓ School	
2.4	Agree proposed addition of schools to the Trust		✓						
2.5	Decide delegation of policy approval and approve the Trust policy schedule annually (see Appendix 3)		✓						
2.6	Approve policies delegated by Trust Board as per Appendix 3			✓	✓	✓	✓	✓	
2.7	Agree Trust-wide equalities statement and equality objectives					✓			
2.8	Decide the scope of central services to be delivered by the MAT or procured on a Trust wide basis			✓					
2.9	Decide additional services (not available from Central Services) to be procured by a school, subject to the NCEAT Finance Regulations								✓

3.	Education provision <i>The Trust's Director of Primary School Improvement will advise where relevant. Where appropriate, the CEO may delegate decision making within their responsibilities to the Director of Primary School</i>	Members	Trust Board	Finance, Operations & Risk Committee	Education Quality & Standards	Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
3.1	Agree the dates of school terms and holidays					✓			
3.2	Agree Trust-wide training days					✓			
3.3	Agree the dates of school specific training days					✓			
3.4	Agree the times of school sessions								✓
3.5	Agree Trust curriculum principles and policy				✓				
3.6	Agree curriculum policy subject to Trust curriculum principles and policy							✓	
3.7	Decide the school's extra-curricular provision								✓
3.8	Agree assessment processes (in consultation with CEO or School Improvement team)								✓
3.9	Approve proposal that involves a "significant change" to a school's provision (as defined by DfE)		✓						



		Members	Trust Board	Finance, Operations & Risk Committee	Education Quality & Standards	Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher /Principal
3.10	Approve proposal to make a change to the school's provision (not covered by 3.8 above)					✓			
3.12	Approve proposal to increase or decrease PAN		✓						
3.12	Approve admissions decisions by Headteacher							✓	
3.13	Approve requests to admit outside of normal age group							✓	
3.14	Respond to consultation by LA about naming the school in an EHCP								✓
3.15	Decide permanent exclusions and suspensions								✓
3.16	Review Headteacher's decision for relevant exclusions / suspensions							✓	
3.17	Consider reinstatement of an excluded pupil when directed or recommended by an independent review panel							✓	
3.18	Agree school level policies which reflect the school's ethos and values							✓	
3.19	Evaluate standards of attainment across all schools and direct leaders to intervene if required				✓				
3.20	Commission, receive and consider reports from external advisers e.g. School Improvement Partner		✓			✓		✓	

4.	Finance and risk (Subject to NCEAT Finance Policies & Procedures and the Academy Trust Handbook)	Members	Trust Board	Finance, Operations & Risk Committee		Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
4.1	Approve the formal revenue and capital budget each financial year to submit to DfE		✓						
4.2	Direct action in response to financial forecasts			✓					
4.3	Approve the budget forecast outturn to submit to DfE			✓					
4.4	Develop and propose individual school budgets						✓		
4.5	Agree any GAG or reserve pooling proposed by the CEO/CFOO			✓					
4.6	Approve the Annual Report and Accounts		✓						
4.7	Agree financial decision levels and limits			✓					
4.8	Agree financial procedures and internal financial controls			✓					



		Members	Trust Board	Finance, Operations & Risk Committee		Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
4.9	Appoint/remove external auditors	✓							
4.10	Agree internal assurance/audit arrangements			✓					
4.11	Open/close Trust bank account		✓						
4.12	Approve related party transactions			✓					
4.13	Approve novel, contentious or repercussive transactions			✓					
4.14	Agree grant funding on behalf of the trust e.g. NLE					✓			
4.15	Agree a risk register		✓						
4.16	Review and monitor the management of risk		✓ Trust	✓FORC				✓ School	
4.17	Approve Business Continuity Plan		✓ Trust	✓				✓ School	
4.18	Complete and sign statement on regularity, propriety and compliance, demonstrating value for money in the governance					✓			
4.19	Ensure compliance with funding agreement and Academy Trust					✓			
4.20	Approve the Trust's scheme of financial delegation			✓					
4.21	Produce accurate monthly management accounts and commentary						✓		
4.22	Review and approve Trust procurement and efficiency savings			✓					
4.23	Maintain and review appropriate contracts register						✓		

5.	Human Resources <i>The Trust's Director of HR will advise on all staffing decisions. Where appropriate, the CEO/CFOO may delegate decision making within their responsibilities to the Director of HR.</i>	Members	Trust Board	Finance, Operations & Risk Committee	Remuneration Committee	Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
5.1	Approve Trust's HR strategy		✓						
5.2	Approve the staffing structure for the start of each school year linked to the budget			✓ Central services		✓SIT		✓ School	
5.3	Agree in-year changes to the approved staffing structure (within budget)			✓ Central services		✓ SIT nt		✓ School	
5.4	Appoint Trust Chief Executive Officer (CEO)/ Accounting OfficerCFOO. <i>Prior to appointing a new CEO, contact the RSD in advance to discuss structure and options, including plans for recruitment (obligation</i>		✓						



		Members	Trust Board	Finance, Operations & Risk Committee	Remuneration Committee	Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
5.5	Appoint all other central services staff						✓		
5.6	Appoint a Principal/Headteacher		✓						
5.7	Appoint a Trust Chief Finance and Operations Officer (CFOO)			✓					
5.8	Appoint the primary school improvement team including a Director of School Improvement					✓			
5.9	Appoint a Deputy Headteacher/ leadership /TLR role								✓
5.10	Appoint/remove the Governance Professional to the Trust Board		✓						
5.11	Appoint all other school staff								✓
5.12	Appoint Trust-wide primary teaching posts					SIT			
5.13	Decide starting salaries and ranges for Principal/Headteachers/School Improvement staff					✓			
5.14	Agree starting salaries and ranges for Trust central staff		✓ CEO	✓					
5.15	Decide starting salaries and ranges for school staff								✓
5.16	Approve the outcome of the probationary period for central staff						✓		
5.17	Approve the outcome of the induction period for ECTs								✓
5.18	Appraisal / Pay progression within agreed range for CEO & CFOO		✓CEO	✓CFOO					
5.19	Appraisal/pay recommendation for Headteachers/ Principals & Primary School Improvement team					✓		✓ Heads	
5.20	Approve pay awards for Central Services Team Leaders			✓					
5.21	Appraisal of central services staff excluding CFOO						✓		
5.22	Appraisal of school staff excluding Principal/Headteacher								✓
5.23	Agree annual CPD plan for staff					✓ ELT	✓ Central		✓ School
5.24	Agree Pay Policy		✓						
5.25	Approve UPS progression following annual salary review for teachers				✓				✓
5.26	Agree recruitment and retention payments (within budgets)					✓			
5.27	Decide leave of absence requests					✓ ELT	✓ Central		✓ School
5.28	Decide flexible working requests [Headteacher/Principal in consultation with LGB]		✓CEO	✓CFOO		✓HT/ school improvement	✓ Central		✓ School
5.29	Make decisions under disciplinary, capability, sickness absence					✓			✓



		Members	Trust Board	Finance, Operations & Risk Committee		Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
5.30	Suspension or Dismissal of CEO or CFOO		✓CEO	✓CFOO					
5.31	Suspension/Dismissal of Principal/Headteacher/School improvement					✓			
5.32	Suspension/Dismissal of central services staff						✓		
5.33	Suspension/Dismissal of school staff								✓
5.34	Approve proposal to refuse alternative employment to an “at risk” employee		✓					✓	
5.35	Approval of non-contractual/statutory dismissal payments or settlement agreements (and notification to ESFA where appropriate)		✓over £50k	✓£20k to £50k		✓under £20k			
5.36	Approval of discretions exercised under LGPS Employer Discretions			✓					
5.37	Appoint designated leads at school level for statutory roles e.g. DSL								✓
5.38	Agree terms and conditions for Trust employees in line with national agreements		✓						

6.	Physical resources	Members	Trust Board	Finance, Operations & Risk Committee		Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
6.1	Approve Estates Strategy		✓						
6.2	Decide to acquire or dispose of land or freehold property		✓						
6.3	Decide purchase or sale of any freehold property		✓						
6.4	Take up any leasehold or tenancy agreement on land or buildings		✓						
6.5	Grant a leasehold interest, including a tenancy agreement, of any duration on land or buildings		✓						
6.6	Agree the arrangements for insuring land and buildings		✓						
6.7	Bid for capital funding, additional to SCA					✓			
6.8	Authorisation for capital spending projects up to £199,999			✓					
6.9	Authorisation for capital spending projects over £199,999		✓						
6.10	Take any relevant decisions to ensure the Trust is compliant with Health and Safety standards		✓						
6.11	Approve a health and safety policy		✓ Trust					✓ School	



		Members	Trust Board	Finance, Operations & Risk Committee		Chief Executive Officer	Chief Finance & Operations Officer	Local Governing Bodies	Headteacher / Principal
6.12	Take any relevant decisions to ensure that health and safety regulations are followed					✓ Trust			✓ School