



Tudor Grange Academies Trust

Scheme of Delegation

Document title	Scheme of Delegation
Author/originator	C Maclean/J Cook/W P Rock
Date of Approval	9 th March 2022
Approving Committee	Trust Board
Version	4.2
Review date	January 2023

Date updated	Version	Change from last version
11.12.19	3.1	
12.05.21	4.0	
12.01.22	4.1	<ul style="list-style-type: none"> • ‘Academies Financial Handbook’ updated to ‘Academy Trust Handbook’ throughout. • Update to ‘Our schools’ (p5) and Governance Structure diagram (p6) to include TGPAHH • Update to para 8.11 • New paragraphs 8.12 – 8.24 • ‘Fixed-term exclusion’ updated to ‘Suspension’ throughout
09.03.22	4.2	<ul style="list-style-type: none"> • Update to Governance Structure diagram (p6) to include the Teaching School Hub and School Centred Initial Teacher Training Committee • Update to para 6.22: Appeal of Associate Principal, or teaching and associate staff against dismissal – review and deliver by Executive Board (not restricted to just EBO)

Contents

Background	4
1. Governance	11
2. Quality of Education.....	15
3. Behaviour and Attendance	25
4. Personal Development.....	28
5. Staff Policies and Pay	33
6. Staff Management	37
7. Financial Governance and Management	42
8. Financial Authorisation	45
9. School Procedures and Admissions	53
10. Operations	58

APPENDIX 1 Workflow of delegation in educational tasks 62

APPENDIX 2 Summary of staff management tasks by level of role holder..... 63

Background

Tudor Grange Academies Trust (TGAT) is a family of Academies with a shared ethos, common values and collective goals. We are working together in a model of meaningful, focused collaboration to achieve excellence in all of our schools.

The Trust is driven by four key principles:

- our children will live 'Happy, fulfilling lives';
- outstanding teaching and learning is our core focus;
- outstanding Governance supports our schools;
- leadership and professionalism drives continuous improvement.

Our core principles underpin the strategic vision for the Trust: we aim to be a charitable Trust that enables our schools, whatever their circumstances, to sustain improvement. We appreciate that it is difficult to measure improvement and indeed that there is, as yet, no real consensus as to what a fair measurement looks like. However, we are confident that we know what is important and therefore a sharp focus on what we consider to be critical will ensure that we become the provider of choice in the communities we serve.

Our principles inform key performance indicators and we constantly look at how close we are to achieving our vision. Maintaining a focus on what we consider to be important drives critical conversations, informed by the views of all our stakeholders and all the information we have about our schools. In all of our schools we are not afraid to challenge complacency, identified weaknesses are seen as opportunities for betterment. The energy and drive for the ceaseless journey comes from our key ambition: **'Every child deserves a great education.'**

Our culture

All our schools are focused on continuous improvement. This requires a culture of openness and accurate self-evaluation. The Chief Executive Officer, the Executive Principals and the Executive Team are seen as effective partners in this process, regularly providing the Principals with information and views that either challenge or confirm their assumptions. Our key performance indicators also give us confidence that we will know if a school requires support or challenge, and our schools recognise the need to provide the key information to the Trust.

Because we dedicate so much time to talking about and sharing excellent practice in all areas of operation, it is inevitable that there are significant similarities between our Academies. We are proud that these similarities arise naturally through all our schools pursuing excellence and being proud to be a part of TGAT. However, each Academy maintains a unique identity and atmosphere whilst being part of this larger family of schools.

Our schools

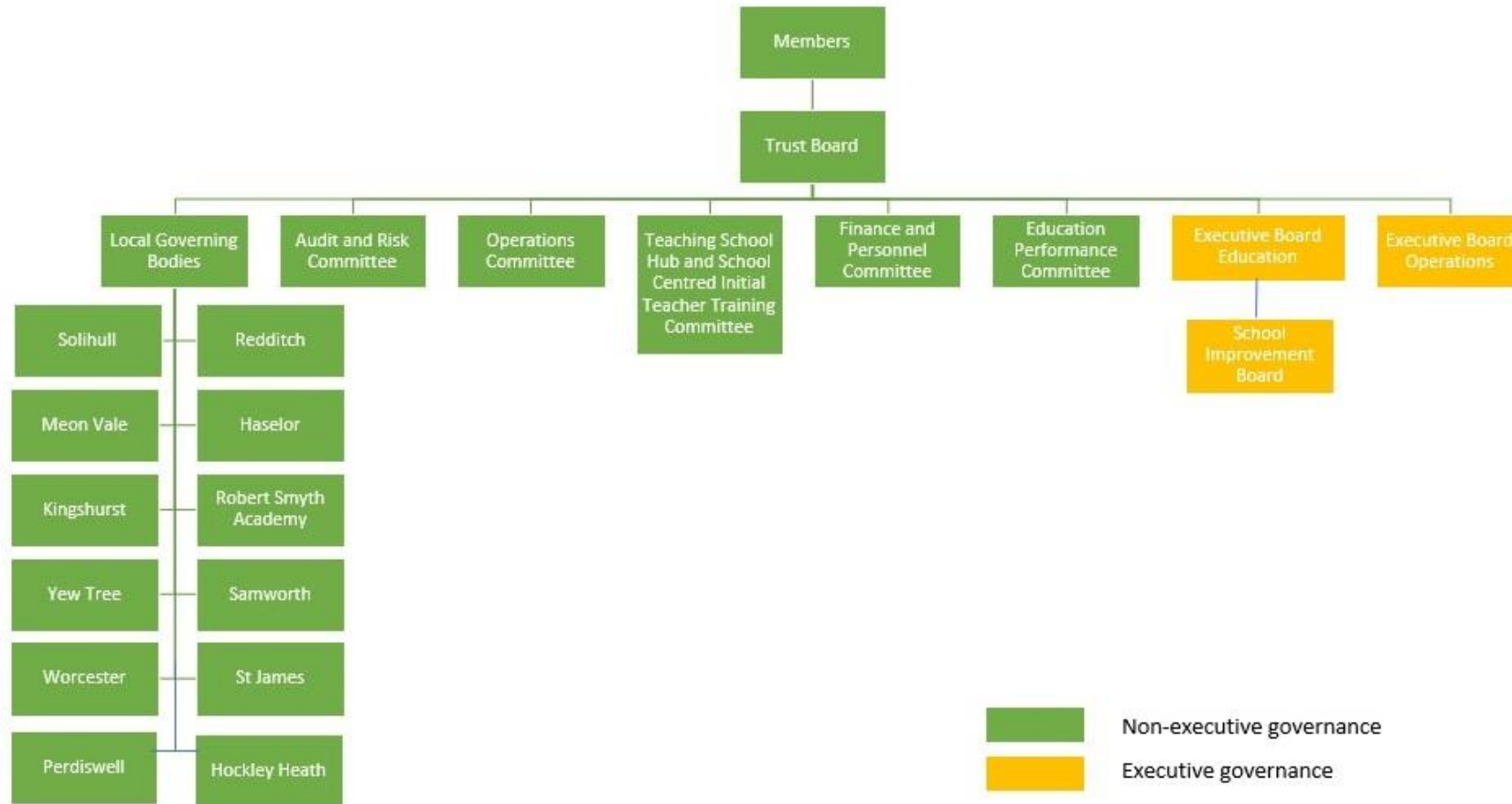
The Trust, as at January 2022, consists of 12 schools: five secondary schools, one all through school, five primary schools and one primary free school. The core vision of the charitable Trust is for four regional hubs of schools in Warwickshire, Worcestershire, Solihull, and the East Midlands. All within one hour travelling distance from Solihull, with groups of primary feeder schools around each secondary.

The Trust

Like all Trusts, TGAT has Articles of Association (Articles) which are the rules that govern the running of the Trust, and these Articles set out the Objects (or purpose) of the Trust. The Trust has two main objectives:

- to advance for the public benefit education in the United Kingdom by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum;
- to promote for the benefit of the inhabitants of the area served by the schools the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

Tudor Grange Academies Trust Governance Structure



Members

Members have ultimate responsibility for overseeing the charitable objectives of the Trust. The Members of the Trust have a different status from the Trustees. Members have an overview of the governance arrangements of the Trust and have the power to appoint Trustees (who are also known as Directors) and remove them. However, Members are not involved with the day to day operation of the Trust. Members meet as often as required to conduct their duties, with one of their meetings being the Trust's Annual General Meeting.

Trustees

The Trust Board is made up of the Trustees who are the individuals appointed to challenge and scrutinise the strategic direction and day to day running of the Trust. They are the accountable body for the Trust and have three functions:

- they are Trustees - because the Trust is a charity, and;
- they are Directors - because the Trust is a company, and;
- they are Governors - because the Trust Board is responsible for running the schools.

The Trust Board meet at least six times per year, usually each month, with the Chief Executive Officer, and other members of the Executive Team as invited, to consider and plan the running of the Trust.

Trustees also meet regularly in committees to scrutinise areas of Trust business - the Operations Committee, Finance and Personnel Committee and Education Performance Committee.

These meetings are a chance for the Trust Board to ensure that the Executive Board are carrying out their functions effectively, to challenge the Executive Board on the performance of the Trust and to highlight any areas that could be improved. Policies and procedures are reviewed and agreed at these meetings along with actions that need to be taken.

Executive Board

The Executive Board (EB) is chaired by the CEO. The EB holds the Principals and Heads of School to account for the performance of the schools. The EB is split into two separate accountabilities: Education and Operations.

The **Executive Board Education (EBE)** and the **Executive Board Operations (EBO)** meet at least every half-term. Following these meetings reports are sent to the Trust Board. The EBE works closely with the School Improvement Board (SIB) to complete quality assurance work.

School Improvement Board (SIB)

The SIB is chaired by an Associate Principal. This Board works to support the Principals and Heads of School (and their teams) through quality assurance and school improvement tasks. The Chair of the SIB reports to the EBE updating on what the SIB is doing and how it is deploying its resources. The SIB receives reports from the School Improvement Team, which oversees school improvement activities throughout the Trust.

Local Governing Boards

The Trust Board relies on Local Governing Bodies (LGBs) to gather local intelligence and ensure that the school is connected to its local community, understanding local stakeholders' views and promoting a school that serves the local community. We expect, therefore, that LGBs will undertake activities that ensure they are connected to the views of the community. A key role of each LGB is to ensure that the school receives information to enable leaders to continue to improve.

Executive leaders will provide a full report (Health Check) in November, March and August summarising the outcomes of quality assurance and monitoring of each school. Executive leaders may task the LGB to support the Executive Leads to ensure the school is responding to an identified issue. The LGB may use these reports to create agenda items for their meetings. LGBs will report on these tasks to the Education Performance Committee.

Principals/Heads of School are expected to provide a report to the LGB at the termly meeting, this is focused on areas that remain the responsibility of the LGB:

- Behaviour and attendance tracker
- Complaints information
- Survey outcomes summary; this will vary from term to term: e.g. people survey, parent survey, pupil survey
- QA activities since last report
- Enrichment and community activity summary

- Staff well-being KPIs

The LGB Chair and other representatives of the LGB are able to attend meetings and join quality assurance activities will be involved in the improvement and development of the school, but their accountability is limited through the Scheme of Delegation.

The Scheme of Delegation

The Scheme of Delegation applies to all Academies run by TGAT.

The Scheme of Delegation explains the ways in which the Trustees, the Executive, the Principals, and LGBs fulfil their responsibilities for the leadership and management of the Trust and the Academies, and the accountability of each, in order to ensure the success of the Trust and all Academies.

The Scheme of Delegation has been put in place by the Trustees from the effective date, in accordance with the provisions of the Articles and it should be read in conjunction with those Articles.

In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

Review

The Scheme of Delegation shall operate from the effective date in respect of the Trust and all Academies. The Trustees will review the Scheme of Delegation at least on an annual basis and make necessary alterations.

In considering any material changes to the Scheme of Delegation, the Trustees will have regard to and give due consideration of any views of the Executive and LGBs.

Key

Approve: the individual or group that has responsibility for determining how the Trust and/or schools (as appropriate) should undertake the task, including how stakeholders are informed and determining appropriate milestones and reporting targets.

Deliver: the individual or group that has responsibility for delivering the particular delegated task and reporting on its delivery at suitable intervals (in the case of the EB this will be at Trust level, and for the SIB this will be at school level)

Recommend: the individual or group that should make recommendations as to how a particular task should be completed. A detailed expert analysis of the task is completed before recommendations are formed. In the case of the EB, they will be making recommendations to the Trust Board or SIB, in the case of the SIB they will be making recommendations to the EB or Principal, in the case of the Principal they will be making recommendations to the SIB. In making a recommendation to the Trust Board, it is expected that appropriate consultation will have taken place with stakeholders.

Review: the individual or group that has responsibility to make a formal assessment of the work carried out, and who is also responsible to institute change if necessary.

Report: the individual or group that has responsibility for reporting on the delivery of tasks.

Consult: the individual or group that should be consulted as part of the process of completing a task.

List of acronyms:

<i>AP</i>	<i>Associate Principal</i>
<i>CPDL</i>	<i>Continuing Professional Development and Learning</i>
<i>EBE</i>	<i>Executive Board Education – a core group of Executive Principals who form the Executive Leadership team for Education and oversee the work of the School Improvement Board</i>
<i>EBO</i>	<i>Executive Board Operations</i>
<i>EP</i>	<i>Executive Principal</i>
<i>EPC</i>	<i>Education Performance Committee</i>
<i>FPC</i>	<i>Finance and Personnel Committee</i>
<i>LGB</i>	<i>Local Governing Body</i>
<i>OPC</i>	<i>Operations Committee</i>

- PAC Pay Appeals Committee
 QFT Quality First teaching
 SEF Self-Evaluation Form
 SIB School Improvement Board – a core group of Executive Officers who form the leadership group for the school improvement function of the trust
 SMSC Spiritual, Moral, Social and Cultural

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
1. Governance								
1.1.	Approve Trust Articles of Association	Members Approve	Recommend					
1.2.	Appoint/remove Trustees	Members Approve	Recommend					
1.3.	Approve Trust Board Terms of Reference	Members Review	Approve					
1.4.	Approve Trust Scheme of Delegation	Members Review	Approve		Review and Recommend <i>The EBO drafts the Trust Scheme of Delegation for Trust Board approval. This document must be reviewed at least annually.</i>			Consult

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
1.5.	Approve new schools joining the Trust		Approve		Recommend <i>The EBO conducts a Due Diligence exercise before recommending a new school to the Trust Board.</i>			
1.6.	Approve Local Governing Body (LGB) Terms of Reference		Approve		Deliver and Recommend <i>The EBO ensures that LGB Terms of Reference accurately reflect the tasks the LGB undertake</i>			Consult
1.7.	Establish Trust Board committees		Recommend and Approve <i>The Trust Board will establish committees to support the Trust Board in line with the guidance in the Articles of Association.</i>					
1.8.	Appoint Chair of Trust Board	As per Articles	Approve					
1.9.	Appoint (and remove) Vice Chair and members of Trust Board	As per articles	Approve					
1.10.	Appoint Audit Committee		Approve		Recommend			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
1.11.	Appoint (and remove) Clerk to the Trust Board		Approve					
1.12.	Appoint (and remove) Chair of LGB	As per Articles	Approve		Recommend			Consult
1.13.	Appoint (and remove) Vice Chair and members of LGB		Approve					Recommend
1.14.	Election of Staff members of an LGB		Approve				Deliver	Recommend
1.15.	Election of Parent members of an LGB		Approve				Deliver	Recommend
1.16.	Organise calendar of Trust Board meetings		Approve		Recommend <i>The EBO propose a calendar of meeting dates for the Trust Board.</i>			
1.17.	Organise calendar of LGB meetings						Recommend <i>The Principal proposes a calendar of meeting dates for the LGB.</i>	Approve
1.18.	Approve Trust Development/Strategic Improvement Plan		Approve	Recommend <i>The EBE write the Trust Development / Strategic Improvement Plan and present it to the Trust Board for approval.</i>				

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
1.19	Complete the Trust SEF		Approve (delegated to EPC)	Deliver <i>The EBE complete the Trust SEF - referring to the individual School SEFs and Executive Officers' reports – for Trust Board approval.</i>				

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2. Quality of Education See also: Appendix 1 for flowchart – workflow of delegation in educational tasks								
2.1.	Setting School Performance Targets		Approve (delegated to EPC)	<p>Recommend</p> <p><i>The EBE review School performance targets and adjust/amend where appropriate in line with previous performance and Trust agreed targets. These are reported to the EPC.</i></p>		<p>Review</p> <p><i>The SIB (Data Steering Group) review School performance targets and adjust/amend where appropriate in line with previous performance and Trust agreed targets. These are reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal and senior team set School performance targets in the agreed Trust format and present them to the SIB.</i></p>	
2.2.	Completing the School SEF		Approve (delegated to EPC)	<p>Recommend</p> <p><i>The EBE review the School SEF and adjust/amend where appropriate and recommend it to the EPC.</i></p> <p><i>The EBE uses the individual School SEFs to create the Trust SEF</i></p>		<p>Review and Recommend</p> <p><i>SIB supports schools to review and evaluate provision through an agreed programme of quality assurance activities. SIB ensures that SEFs reflect QA outcomes.</i></p>	<p>Deliver</p> <p><i>The Principal and senior team write the SEF in agreed Trust format and present it to SIB.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2.3.	Developing and implementing the School SIP			<p>Approve and Report</p> <p><i>The function of the EBE is to monitor and assess progress against the SIP. The EBE produce a summary report on progress against improvement priorities for the EPC; this is done through the Health Checks.</i></p>		<p>Review and Recommend</p> <p><i>The function of the SIB is to support the EBE to monitor and assess progress against the SIP through a calendar of agreed quality assurance activities.</i></p>	<p>Deliver</p> <p><i>The Principal and senior team write the school improvement plan in the agreed Trust format and present to the EBE.</i></p>	<p><i>The Principal shares the SIP with the LGB and agrees a calendar of LGB activities that support the school in achieving the improvement priorities.</i></p>
2.4.	Determining the use of assessment		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE uses information from the SIB and EP monitoring to review assessment across the Trust and recommends to the EPC guidance on key principles for all schools.</i></p>		<p>Review and Report</p> <p><i>The SIB updates Trust guidance on assessment and supports the EBE to monitor the efficacy of the school's use of assessment to improve outcomes.</i></p>	<p>Deliver</p> <p><i>The Principal uses Trust guidance to develop an effective localised approach to assessment.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2.5.	Improving the quality of teaching		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE uses information from SIB and EP monitoring to review the quality of teaching across the Trust. This is reported to the EPC through the Health Check.</i></p> <p><i>The EBE recommends to the EPC a QFT framework that identifies the standard key characteristics of QFT in Trust schools.</i></p>		<p>Review and Report</p> <p><i>The SIB support the EBE to monitor overall quality of QFT through an agreed programme of quality assurance activities. The Teaching and Learning steering group reports their activities and recommendations to the SIB.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that the quality of teaching is tracked against the Trust QFT framework and that CPDL is matched to the priorities of the school.</i></p>	
2.6.	Monitoring the progress of pupils		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the progress of pupils across the Trust. Trends analysis and associated actions will be reported to the EPC through Health Checks and the CEO report..</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the progress of pupils in the school and challenge where progress is not satisfactory. This will be reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that they monitor the progress of all pupils and report in the agreed Trust format.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2.7.	Monitoring the quality of the curriculum		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the quality of curriculum planning and delivery across the Trust. The EBE report on this to the EPC and recommend guiding principles on curriculum design.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the quality of the curriculum through an agreed programme of quality assurance activities. This is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that pupils benefit from a well-planned and sequenced, well taught, broad and balanced curriculum, following Trust guidance.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2.8.	Monitoring the quality of provision for SEND pupils		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE uses information from the SIB to review the quality of provision for SEND pupils. Trends analysis and associated actions are reported to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the school's quality of provision for SEND pupils and reports to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that the quality of provision for SEND pupils is effective and supporting good outcomes.</i></p>	<p><i>The SIB ensure that all monitoring documentation is accessible to the LGB. The LGB also track themes in parental complaints and undertake activities that gather pupil voice to contribute to the monitoring of priorities for SEND pupils. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2.9.	Pupil Premium – Report and Action Plan		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE review the recommendations of the SIB and formally recommend them to the EPC.</i></p>		<p>Review and Recommend</p> <p><i>The function of the SIB is to review the school's Pupil Premium strategy and report to the EBE.</i></p>	<p>Deliver</p> <p>The Principal develops and implements a Pupil Premium strategy that improves the progress and learning outcomes of disadvantaged pupils.</p>	<p><i>The SIB ensure that all monitoring documentation is accessible to the LGB. The LGB undertake activities that gather pupil voice to contribute to the monitoring of priorities for Pupil Premium pupils. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2.10.	Monitoring the quality of provision for Pupil Premium pupils		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the quality of provision for Pupil Premium pupils. Trends analysis and associated actions are reported to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the school's quality of provision for Pupil Premium pupils and this is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that the quality of provision for Pupil Premium eligible pupils is effective and supporting good outcomes in accordance with their Pupil Premium strategy.</i></p>	<p><i>The SIB ensure that all monitoring documentation is accessible to the LGB. The LGB undertake activities that gather pupil voice to contribute to the monitoring of the provision for Pupil Premium pupils. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2.11.	Monitoring the quality of reading		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the quality of the reading curriculum across the Trust. Trends analysis and associated actions are reported to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the quality of the reading curriculum and report to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that pupils benefit from a rigorous and sequential approach to the reading curriculum, following Trust guidance and the agreed Trust curriculum.</i></p>	
2.12.	Monitoring pupil attendance and punctuality		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review pupil attendance and punctuality across the Trust. Trends analysis and associated actions are reported to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB check that pupils achieve high levels of attendance and punctuality in the school and challenge where progress is not satisfactory. This is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal maintains a strong focus on pupil attendance and punctuality ensuring all pupils attend well and a clear procedure is in place to improve attendance and punctuality where this is needed.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2.13.	Monitoring the off-site provision for pupils		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the efficacy of the Trust's off-site provision. Trends analysis and associated actions are reported to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the progress of offsite pupils that their schools are responsible for and challenges where progress is not satisfactory. This is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that they monitor the progress of all pupils who are educated off-site and maintain contact with and responsibility for these pupils.</i></p>	
2.14.	Monitor the off-rolling of pupils		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to report the trends analysis and associated actions to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor pupils removed from school rolls and challenges where appropriate. This is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that the removal of any pupil from the school roll is done so formally and never solely because this is in the interests of the school.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
2.15.	Monitoring the quality of destinations		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review pupil destinations and the quality of careers advice and guidance. The trends analysis and associated actions are reported to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor pupil destinations and the quality of careers advice and guidance in the school and report to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that pupils are ready for the next stage of education, employment or training, to enable them to move on to suitable and appropriate high-quality destinations. They use the Gatsby Benchmarks as a framework to improve this provision.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
3. Behaviour and Attendance								
3.1.	Monitoring safeguarding provision, including the handling of bullying, discrimination and peer-on-peer abuse		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE uses information from the SIB to review safeguarding provision for pupils across the Trust. Trends analysis and associated actions are reported to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor safeguarding provision for pupils and challenge where the process is not satisfactory. Outcomes of monitoring will be reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal maintains a strong focus on the safeguarding provision for pupils, creating a school environment where bullying, discrimination and peer-on-peer abuse is not tolerated, and if they occur, they are dealt with quickly and effectively and in keeping with Trust procedures.</i></p>	<p><i>The SIB ensure that all monitoring documentation is accessible to the LGB. The LGB undertake activities that gather pupil voice to contribute to monitoring safeguarding provision. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
3.2.	Monitoring suspensions and permanent exclusions		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review exclusions across the Trust. Trends analysis and associated actions are reported to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor and evaluate the effectiveness of suspensions and permanent exclusions in the school and provide challenge. This is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that suspensions are used appropriately and that there is a strategy for reintegration. They should ensure that permanent exclusions are used appropriately and as a last resort. All schools will adhere to DfE guidance and internal Trust guidance.</i></p>	<p>Deliver</p> <p><i>The LGB ensure that suspensions and permanent exclusions conform to DfE guidance, including the duty to consider parents' representations on an exclusion</i></p>
3.3.	Administration of suspensions			<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review exclusions across the Trust. Trends analysis and associated actions are reported to the EPC.</i></p>			<p>Deliver and Approve</p> <p><i>The Principal ensures that the administration of suspensions conform to DfE statutory guidance.</i></p>	<p>Review</p> <p><i>The LGB monitor the administration of suspensions and provide challenge and support, particularly for a suspension of more than 5 days.</i></p>

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
3.4.	Administration of permanent exclusions			<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review exclusions across the Trust. Trends analysis and associated actions are reported to the EPC.</i></p>		<p>Review</p> <p><i>The SIB review and assess the administration of permanent exclusions to ensure the process is compliant.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that the administration of permanent exclusions conforms to the DfE statutory guidance.</i></p>	<p>Approve</p>
3.5.	Appeals against Permanent Exclusion							<p>Review and Approve</p> <p><i>The LGB review and consider the appeal and potential reinstatement against a permanent exclusion in line with DfE statutory guidance.</i></p>

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
3.6.	Complaints Appeals			<p>Review</p> <p><i>The EBE collate and review patterns of complaints across the Trust for reporting to the EPC.</i></p>				<p>Approve</p> <p><i>The LGB review and consider a complaint appeal in line with the Trust Complaint Procedure and DfE guidance. Complaints are monitored and reported to the EBE.</i></p>
4. Personal Development								
4.1.	Development of the PSHE/SRE curriculum			<p>Approve</p>		<p>Review and Recommend</p> <p><i>The SIB review and monitor the progress of pupils in line with the agreed PSHE/SRE curriculum.</i></p> <p><i>The SIB recommend the School PSHE/SRE curriculum to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal and senior team develop the PSHE/SRE curriculum in the agreed Trust format and present it to SIB.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
4.2.	Monitoring the impact of the PSHE/SRE curriculum		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the quality of PSHE/SRE curriculum planning and delivery across the Trust. The EBE report on this to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the quality of the PSHE/SRE curriculum through an agreed programme of quality assurance activities. This is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that pupils benefit from a well-planned and sequenced, well taught, broad and balanced PSHE/SRE curriculum, following Trust guidance and with the support of the Trust PSHE/SRE Lead.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
4.3.	Monitoring enrichment and extra-curricular activities		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the quality and access to the enrichment and extra-curricular activities across the Trust.</i></p> <p><i>The EBE report on this to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the quality and access to the enrichment and extra-curricular activities delivered by the school. The impact of these activities is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures, through detailed monitoring, that pupils benefit by having access to a wide, rich set of experiences through a well-planned and sequenced, well taught, broad and balanced set of enrichment and extra-curricular activities.</i></p>	<p><i>The SIB ensure that all monitoring documentation is accessible to the LGB. The LGB undertake activities that gather pupil voice to contribute to monitoring of enrichment and extracurricular activities. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
4.4.	Monitoring the quality of careers advice and guidance (Gatsby benchmarks)		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the quality of the careers advice and guidance across the Trust. The EBE report on this to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the quality of the careers advice and guidance in the school in line with statutory guidance. This is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that pupils are prepared for future success in education, employment or training through high-quality, impartial careers advice and guidance. They monitor the quality of provision and action plan against the Gatsby benchmarks.</i></p>	<p><i>The SIB ensure that all monitoring documentation is accessible to the LGB. The LGB undertake activities that gather pupil voice to contribute to the monitoring of careers advice and guidance. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
4.5.	Monitoring the impact of the pastoral support programme (Thrive)		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the quality of the pastoral support programme across the Trust. The EBE report on this to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the quality and leadership of the pastoral support programme in the school. This will be reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that pupils benefit from a high-quality pastoral support programme. They use clear systems to monitor the development of the social and emotional health of the pupils in the school.</i></p>	<p><i>The SIB ensure that all monitoring documentation is accessible to the LGB. The LGB undertake activities that gather pupil voice to contribute to the monitoring of the impact of the school's pastoral programme. The LGB is expected to report any serious or persistent concerns directly to the Trust Board.</i></p>
4.6.	Monitoring the provision for SMSC development and impact		Approve (delegated to EPC)	<p>Review and Recommend</p> <p><i>The EBE use information from the SIB to review the quality and impact of SMSC provision across the Trust. The EBE report on this to the EPC.</i></p>		<p>Review and Report</p> <p><i>The SIB monitor the quality and impact of SMSC provision in the school. This is reported to the EBE.</i></p>	<p>Deliver</p> <p><i>The Principal ensures that pupils benefit from an effective and well-planned SMSC provision.</i></p>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
5. Staff Policies and Pay								
5.1.	Changes to Employee Terms and Conditions or Collective Agreements		Approve (Delegated to FPC)		Review and Recommend <i>The EBO (Executive HR Director) consults with all staff, trade unions, and LGBs before recommending changes to employee terms and conditions or collective agreements to the FPC for approval.</i>			
5.2.	Teachers and Associate Staff Performance Pay Award		Approve (Delegated to FPC) <i>Step 4</i>	Review and Recommend <i>Step 2: The Executive Principal reviews outcomes with the school Finance Lead ensuring that the overall pay award for their school is within the approved budget</i>	Review and Recommend <i>Step 3: The EBO (Executive HR Director and CEO) review and benchmark the performance management recommendations of each School before recommending them to the FPC for approval.</i>		Deliver and Recommend <i>Step 1: The Principal conducts the performance management process in line with Trust guidance.</i>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
5.3.	Principal and Executive Performance Pay Award	<p><i>Applicable to Principals, Executive Principals and members of the Executive Board</i></p> <p><i>Executive Principals and Executive members may assist the CEO with performance management</i></p>	<p>Approve (Delegated to FPC)</p> <p>Step 3</p>		<p>Recommend</p> <p><i>Step 1: The CEO conducts performance management reviews (assisted by the LGB Chair [if appropriate] and a Trustee)</i></p> <p><i>Step 2: The CEO reviews outcomes with the Finance Lead ensuring that the overall pay award for the Executive is within the approved budget and recommends pay awards to the Trust Board (FPC).</i></p>			<p>Recommend</p> <p><i>The Chair of the LGB may assist the EBO with the Principal's performance management review.</i></p>
5.4.	Performance Pay Award Appeal (excluding CEO)		<p>Review and Approve (Appeal panel of Trustees)</p>					

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
5.5	Cost of Living Pay Award	Dependent on meeting timing, approval may be from Trust Board or FPC	Approve (Delegated to FPC)		Recommend <i>The EBO recommend to the FPC the cost of living pay award for staff where this has been deemed to be affordable.</i>			
5.6.	CEO Pay Award	Consult External HR	Approve					
5.7	CEO Cost of Living Pay Award	Consult External HR	Approve					
5.8	CEO Pay Award Appeal	Consult External HR	Review and Approve <i>(Appeal panel of Trustees)</i>					

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
5.9	Monitoring and application of the Pay Policy and Performance Management process		Approve (Delegated to FPC)		<p>Review and Recommend</p> <p><i>Through a rigorous evaluation process, the Executive HR Director ensures that the Pay Policy and the annual performance management process is completed in a fair and timely manner across the Trust. Recommendations following this review will be reported to FPC</i></p>			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
6. Staff Management								
See also: Appendix 2 Summary of staff management tasks by level of role holder								
6.1.	CEO appointment	<i>The Diocese of Birmingham Educational Trust must be consulted</i>	Approve					
6.2.	Executive Principal appointment	<i>The Interview panel will include Trustee(s)</i>	Approve (Delegated to FPC).		Deliver <i>The CEO administers (with support) the appointment process for the Trust Board.</i>			
6.3.	Executive appointment	<i>The Interview panel will include Trustees</i>	Approve (Delegated to FPC).		Deliver <i>The CEO administers (with support) the appointment process for the Trust Board.</i>			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
6.4.	Principal appointment	<p><i>The Interview panel will include Trustees and representation from the LGB</i></p> <p><i>For schools with a designated religious character, appointment must be agreed with the relevant Diocesan Director of Education</i></p>	Approve (Delegated to FPC)		<p>Deliver</p> <p><i>The CEO administers (with support) the appointment process for the Trust Board.</i></p>			Consult
6.5.	Associate Principal appointment	<p><i>The Interview panel will include representation from the LGB</i></p>		<p>Approve</p> <p><i>The EBE (EP) may be involved in the appointment process</i></p>	<p>Review and Approve</p> <p><i>The CEO will review and be involved in the appointment process.</i></p>		<p>Deliver and Recommend</p> <p><i>The Principal administers (with support) the appointment and make recommendations to the EBO</i></p>	Consult

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
6.6.	Leadership appointments	<i>The Interview panel may include representation from the LGB</i>		Approve <i>The EBE (EP) may be involved in the appointment process</i>	Approve <i>The EBO (CEO) may be involved in the appointment process</i>		Deliver and Recommend <i>The Principal administers (with support) the appointment and makes recommendations to the EBO/EBE.</i>	Consult
6.7.	Teaching and support staff appointments	<i>Principals have delegated authority to appoint their own staff</i>					Deliver <i>The Principal or the senior team administer (with support) the appointment process.</i>	
6.8.	Suspension of CEO	Consult External HR	Approve		Deliver <i>HR administer</i>			
6.9	Return of CEO after suspension	Consult External HR	Approve (Delegated to FPC)		Deliver <i>HR administer</i>			
6.10	Dismissal of CEO	Consult External HR	Approve (Delegated to FPC)		Deliver <i>HR administer</i>			
6.11	Suspension of Executive (excluding CEO)		Review and Deliver (Delegated to FPC)		Recommend <i>The CEO and HR Director recommend any suspension of Executive staff to the FPC.</i>			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
6.12	Return of Executive (excluding CEO) after suspension		Review and Deliver (Delegated to FPC)		Review and Recommend <i>The CEO reviews the return of an Executive after suspension and makes recommendations to the FPC.</i>			
6.13	Dismissal of Executive (excluding CEO)		Review and Deliver (Delegated to FPC)		Recommend <i>The CEO and HR Director recommend any dismissal of Executive staff to the FPC.</i>			
6.14	Executive appeal against dismissal (including CEO)	Consult External HR	Review and Deliver –decision made by appeal panel of Members					
6.15	Suspension of Principal			Recommend <i>The EBE (Executive Principal) recommend any suspension of a Principal to the EBO.</i>	Review and Deliver <i>The CEO reviews any suspension recommendation of a Principal and deliver the outcome.</i>			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
6.16	Return of Principal after suspension				Review and Deliver <i>The CEO reviews the return of a Principal after suspension and reports the outcome.</i>			
6.17	Dismissal of Principal			Recommend <i>The EBE (Executive Principal) recommends dismissal of a Principal to the EBO.</i>	Review and Deliver <i>The CEO delivers the outcome of any dismissal.</i>			
6.18	Appeal of Principal against dismissal		Approve (Delegated to FPC or appeal panel of Trustees)		Review			
6.19	Suspension of teaching and associate staff						Deliver	
6.20	Return of teaching and associate staff after suspension						Deliver	
6.21	Dismissal of Associate Principal, or teaching and associate staff						Deliver	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
6.22.	Appeal of Associate Principal, or teaching and associate staff against dismissal			Review and Deliver – <i>An appeal panel for the dismissal of any member of staff (other than the Principal or executive) and deliver the outcome</i>	Review and Deliver – <i>An appeal panel for the dismissal of any member of staff (other than the Principal or executive) and deliver the outcome</i>			
7. Financial Governance and Management								
7.1.	Trust Financial Procedures (including key policies and Handbook)		Approve (delegated to FPC)		Deliver and Recommend <i>The CFO writes and recommends for approval the Trust Financial Procedures, ensuring they are updated as required.</i>			
7.2.	Trust 5-year Financial Plan		Approve (delegated to FPC)	Consult	Deliver and Recommend <i>The CFO writes and recommends for approval the 5-year Trust Financial Plan.</i>		Consult	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
7.3.	Trust consolidated annual phased budget		Approve <i>(approval cannot be delegated under Academy Trust Handbook para 2.10)</i>	Deliver <i>The EBE consult with their Principals to produce annual phased budgets for review by the EBO.</i>	Review and Recommend <i>The EBO review and recommend for approval the Trust consolidated annual budget.</i>		Consult	
7.4.	Monthly management accounts pack (known as CEO pack) and monthly Chair's pack		Review <i>(scrutiny delegated to FPC)</i>	Review <i>The EBE review the summary reports produced by the Principal and respond accordingly</i>	Deliver and Recommend <i>The EBO produce monthly management accounts and the monthly Chair's pack for approval.</i>		Review <i>The Principal reviews the monthly management accounts and produces a summary report for the EBO explaining the reasons for any positive or negative variances.</i>	
7.5.	School 5-year Financial Plan		Approve <i>(delegated to FPC)</i>	Deliver <i>The EBE consult with their Principals and produce annual phased budgets for review by the EBO.</i>	Review and Recommend <i>The CEO and the CFO review and recommend for approval the Trust consolidated annual budget based on the individual school 5-year financial plans.</i>		Consult	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
7.6.	School annual phased budget		Approve <i>(approval of the budget for the following year to 31 August cannot be delegated under Academy Trust Handbook rules)</i>	Review <i>The EBE review the annual budgets produced by the Principal and ensure they are in line with agreed Trust parameters</i>	Review and Recommend <i>The EBO review all School budgets, ensuring they are measured and affordable, before recommending them to the Trust Board for approval.</i>		Deliver <i>The Principal produces an annual phased budget for their School for approval by the Trust Board.</i>	
7.7.	Trustees' Report		Approve		Deliver <i>The CFO produces a draft Trustees' Report for inclusion in the annual accounts for approval by the Trust Board.</i>			
7.8.	Trust audited annual accounts to ESFA		Approve		Deliver <i>The CFO ensures that following the annual audit, the annual accounts are presented to the Trust Board in a timely manner for approval and in-line with ESFA guidance.</i>			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
8. Financial Authorisation								
8.1.	Expenditure or contracts from £501 to £1,000	<i>Authorisation up to £500 is by the relevant budget holder</i>					Approve <i>Under £500 individual budget holder.</i>	
8.2.	For expenditure or contracts up to £10,000 (IT, catering, and estates)				Approve <i>The COO approves all expenditure or contracts up to £10k for IT, catering, and estates.</i>		Consult <i>Only for IT and estates.</i>	
8.3.	Expenditure or contracts between £1,001 and £10,000, not relating to expenditure under 8.2				Approve <i>The CFO approves.</i>			
8.4.	Expenditure or contracts between £10,001 and £50,000				Approve <i>The CEO approves.</i>			
8.5.	Expenditure or contracts over £50,001		Approve		Recommend <i>The EBO recommends to the Trust Board.</i>			
8.6.	Disposals or write off of stock, assets, or debts up to £10,000		Consult <i>The CFO consults with the FPC.</i>		Approve <i>The CFO approves.</i>			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
8.7.	Disposals or write off of stock, assets, or debts between £10,001 and £50,000		Consult <i>The CFO consults with the FPC.</i>		Approve <i>The CEO approves.</i>			
8.8.	Disposals or write off of stock, assets, or debts over £50,001		Approve					
8.9.	Settlements/Compensation payments up to £50,000 (ATH ¹ Limit)		Consult <i>The CFO consults with the FPC.</i>		Approve <i>The CEO approves.</i>			
8.10.	Settlements/Compensation payments over £50,000	<i>Secretary of State approval is required.</i>	Approve					

¹ Academy Trust Handbook

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
8.11	<p>Capital projects funded by School Capital Allocation,</p> <p>The Initial SCA Capital Budget to reflect budgeted spend in the financial year, 1 September to 31 August (which may or may not represent the SCA grant allocation).</p>		<p>Approve <i>(Approval of total Capital Budget available and any in year adjustments delegated to the FPC)</i></p> <p><i>(Approval of allocation of total Capital Budget delegated to OPC)</i></p>		<p>Deliver and Review</p> <p><i>The CFO and COO agree the total capital budget annually with reference to the SCA allocation and IT refresh budgets.</i></p> <p><i>The COO to produce a consolidated list of proposed projects for approval by the OPC</i></p>		Consult	
8.12	<p>Capital projects funded by School Capital Allocation</p> <p>In year adjustments to the Initial SCA Capital Budget >£50,000, for both new projects and variations to approved projects</p>		<p>Approve <i>(Approval of in year adjustments to the Initial SCA Capital Budget delegated to the FPC)</i></p> <p><i>(Approval of in year adjustments to the allocation of Initial SCA Capital Budget delegated to OPC)</i></p>		<p>Deliver and Review</p> <p><i>The CFO and COO agree the funding for in year changes and CFO to update the financial capital tracker accordingly.</i></p>		Consult	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
8.13	<p>Capital projects funded by School Capital Allocation</p> <p>In year adjustments to the Initial SCA Capital Budget £10,001 - £50,000, for both new projects and variations to approved projects</p>				<p>Approve, Deliver and Review</p> <p><i>The CEO approves.</i></p> <p><i>The CFO and COO agree the funding for in year changes and CFO to update the financial capital tracker accordingly.</i></p>		Consult	
8.14	<p>Capital projects funded by School Capital Allocation</p> <p>In year adjustments to the Initial SCA Capital Budget < £10,001, for both new projects and variations to approved projects</p>				<p>Approve, Deliver and Review</p> <p><i>The COO approves.</i></p> <p><i>The CFO and COO agree the funding for in year changes and CFO to update the financial capital tracker accordingly.</i></p>		Consult	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
8.15	<p>Capital projects funded by GAG: IT.</p> <p>The Initial IT Refresh Budget to reflect budgeted spend in the financial year, 1 May to 30 April</p>		<p>Approve <i>(Approval of Initial IT Refresh Budget delegated to the FPC).</i></p> <p><i>(Approval of allocation of Initial IT Refresh Budget delegated to OPC).</i></p>		<p>Deliver and Review <i>The CFO and COO agree the IT refresh Budget annually with reference to the projected cash flow and projected GAG reserves; CFO to update the financial capital tracker accordingly.</i></p> <p><i>The COO to produce a consolidated list of proposed projects for approval by the OPC.</i></p>		Consult	
8.16	<p>Capital projects funded by GAG: IT.</p> <p>In year adjustments to the Initial IT Refresh Capital Budget >£50,000, for both new projects and variations to approved projects</p>		<p>Approve <i>(Approval of in year adjustments to the Initial IT Refresh Budget delegated to the FPC).</i></p> <p><i>(Approval of in year adjustments to the allocation of Initial IT Refresh Budget delegated to OPC).</i></p>		<p>Deliver and Review <i>The CFO and COO agree the IT in year adjustments with reference to the projected cash flow and projected GAG reserves; CFO to update the financial capital tracker accordingly.</i></p> <p><i>The COO to produce a consolidated list of proposed projects for approval by the OPC.</i></p>			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
8.17	<p>Capital projects funded by GAG: IT.</p> <p>In year adjustments to the Initial IT Refresh Capital Budget £10,001 - £50,000, for both new projects and variations to approved projects</p>				<p>Approve, Deliver and Review</p> <p><i>The CEO approves.</i></p> <p><i>The CFO and COO agree the IT in year adjustments with reference to the projected cash flow and projected GAG reserves; CFO to update the financial capital tracker accordingly..</i></p>		Consult	
8.18	<p>Capital projects funded by GAG: IT.</p> <p>In year adjustments to the Initial IT Refresh Capital Budget < £10,001, for both new projects and variations to approved projects</p>				<p>Approve, Deliver and Review</p> <p><i>The COO approves.</i></p> <p><i>The CFO and COO agree the IT in year adjustments with reference to the projected cash flow and projected GAG reserves; CFO to update the financial capital tracker accordingly.</i></p>		Consult	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
8.19	Capital projects funded by GAG: Non IT. Value >£50,000		Approve (<i>delegated to the FPC</i>)		Deliver and Review. <i>COO and CFO to agree academy budget is sufficiently in excess of budget to enable scope for adequate funding.</i>		Recommend and consult	
8.20	Capital projects funded by GAG: Non IT. Value £10,001 - £50,000				Approve, Deliver and Review <i>The CEO approves.</i> <i>COO and CFO to agree academy budget is sufficiently in excess of budget to enable scope for adequate funding.</i>		Recommend and consult	
8.21	Capital projects funded by GAG: Non IT. Value < £10,001				Approve, Deliver and Review <i>The COO approves.</i> <i>COO and CFO to agree academy budget is sufficiently in excess of budget to enable scope for adequate funding.</i>		Recommend and consult	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
8.22	Capital projects funded by third parties with contributory GAG/SCA funding from TGAT > £50,000.		Approve (<i>delegated to the FPC</i>)		<p>Deliver and Review</p> <p><i>COO and CFO to agree Trust cash flow has sufficient scope to fund required contribution and is in line with terms and conditions of SCA/GAG funding. CFO to ensure monies received on a timely basis.</i></p>		Consult	
8.23	Capital projects funded by third parties with contributory GAG/SCA funding from TGAT £10,001 - £50,000.				<p>Approve, Deliver and Review</p> <p><i>The CEO approves.</i></p> <p><i>COO and CFO to agree Trust cash flow has sufficient scope to fund required contribution and is in line with terms and conditions of SCA/GAG funding. CFO to ensure monies received on a timely basis.</i></p>		Consult	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
8.24	Capital projects funded by third parties with contributory GAG/SCA funding from TGAT <£10,000				<p>Approve, Deliver and Review</p> <p><i>The COO approves.</i></p> <p><i>COO and CFO to agree Trust cash flow has sufficient scope to fund required contribution and is in line with terms and conditions of SCA/GAG funding. CFO to ensure monies received on a timely basis.</i></p>		Consult	
9. School Procedures and Admissions								
9.1.	Setting the start and finish times of the school day			Approve			<p>Recommend</p> <p><i>The Principal recommends changes to the current start and finish times of the school day at their School for approval by the EBE.</i></p>	Consult

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
9.2.	School term dates and holidays	<i>Trust INSET days agreed on an annual basis</i>		Approve			Consult and Recommend <i>The Principal consults with parents and recommends changes to the School term dates and holidays at their School for approval by the EBE.</i>	Consult
9.3.	Expansion of School (PAN)	<i>All expansions require an application to the relevant RSC.</i>	Approve	Review and Recommend <i>The EBE review the proposal, ensuring that it is viable, affordable, and in the best interests of the community and the Trust before recommending it to the Trust Board for approval.</i>			Recommend <i>The Principal produces a proposal for the EBE, recommending an expansion of the PAN at their School based on sound research and planning.</i>	Consult

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
9.4.	Change of age range	<i>This will require an application to the relevant RSC.</i>	Approve	<p>Review and Recommend</p> <p><i>The EBE review the proposal ensuring that it is viable, affordable, and in the best interests of the community and the Trust before recommending it to the Trust Board for approval.</i></p>			<p>Recommend</p> <p><i>The Principal produces a proposal for the EBE recommending a change to the age range at their School.</i></p>	Consult
9.5.	Extension of School provision (e.g. Nursery, MAB, SEN base)	<i>This will require an application to the relevant RSC.</i>	Approve	<p>Review</p> <p><i>The EBE review the proposal, and support and challenge the Principal as appropriate.</i></p>	<p>Review and Recommend</p> <p><i>The EBO review the proposal ensuring that it is viable, affordable, and in the best interests of the community and the Trust before recommending it to the Trust Board for approval.</i></p>		<p>Recommend</p> <p><i>The Principal produces a proposal for the EBO recommending an extension to the provision at their School.</i></p>	Consult

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
9.6.	School website compliance	<i>The Trust set the website theme and structure for all schools.</i>			<p>Review and Approve</p> <p><i>The COO reviews the School websites at least annually</i></p>	<p>Review</p> <p><i>The SIB review the websites of their allocated schools to ensure compliance, and that it is an effective communications platform.</i></p>	<p>Deliver and Recommend</p> <p><i>The Principal ensures that their School website is maintained, up to date, complies with statutory requirements, and is an effective communications tool with the School stakeholders.</i></p>	
9.7.	Trust or School logo and branding		Approve		<p>Recommend</p> <p><i>The EBO recommend proposed changes to the logo and/or branding of the Trust or any School.</i></p>			Consult
9.8.	School uniform		Approve		<p>Recommend</p> <p><i>The EBO recommend proposed changes to the uniform at any of the Academies.</i></p>			Consult

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
9.9.	Admissions Policy			<p>Review and Approve</p> <p><i>The EBE review the Admissions Policy for their Academy and approves it.</i></p>			<p>Deliver</p> <p><i>The Principal determines their School Admissions Policy in line with the agreed Trust format.</i></p>	<p>Review</p> <p><i>The LGB review the Admissions Policy for their School and suggest any amendments or additions.</i></p>
9.10.	Allocation of places against the Admissions Policy						<p>Deliver</p> <p><i>The Principal ensures that places are allocated in line with their Admissions Policy.</i></p>	<p>Review</p> <p><i>The LGB review the allocation of places against the Admissions Policy to ensure that it is being administered correctly.</i></p>
9.11.	Admissions Appeals	Independent						<p>Review</p> <p><i>The LGB review and support any Admissions Appeals to ensure that the Trust is fairly and appropriately represented.</i></p>

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
10. Operations								
10.1.	Estates Management Strategy		Approve (Delegated to OPC)		Recommend <i>The COO recommends the Estates Management Strategy to the OPC for approval.</i>			
10.2.	Risk Management Strategy		Approve		Recommend <i>The EBO recommend the Risk Management Strategy to the Trust Board for approval.</i>			
10.3.	Performance of operational contracts		Approve (Delegated to OPC)		Review and Recommend <i>The COO reviews feedback on operational contracts that are in place and make recommendations to the OPC</i>	Review <i>The SIB review operational contracts that are in place, and support and/or challenge the Principal's review.</i>	Review <i>The Principal reviews operational contracts in place at their School to ensure they are effective, meeting the needs of the School stakeholders, and value for money.</i>	

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
10.4.	Commissioning of contracts (capital works/repairs/rebuild)		Approve (Delegated to OPC)		<p>Recommend</p> <p><i>The COO recommends the commissioning of Trust wide building contracts and projects and seeks approval from the OPC</i></p>			
10.5.	Sale of land	<p><i>Seek ESFA approval if transaction deemed to be novel, contentious or repercussive; 'novel' relates to transactions outside normal course of business such as a land sale (Para 5.5 AFH)</i></p>	Approve		<p>Recommend</p> <p><i>The EBO recommend the sale of Trust owned land, following a comprehensive research and evaluation exercise to ensure that it is viable and compliant, to the Trust Board for approval. Ensure ESFA authorises any transaction deemed to fall within para 5.5 AFH.</i></p>			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
10.6	RPA Risk Management Surveys				Deliver <i>The COO completes these surveys on behalf of the Trust Board/OPC</i>			
10.7	Commissioning / renewal / extension of operational contracts		Approve (Delegated to OPC)		<i>The COO recommends extension or renewal of Trust- wide operational contracts and seeks approval from the OPC</i>			
10.8	Commissioning of capital projects			Review	Deliver <i>The COO commissions capital projects on behalf of the Trust Board/OPC</i>		Review	
10.9	ESFA Land and Building Valuation				Deliver <i>The COO completes and make this return to the ESFA on behalf of the Trust Board/OPC</i>			

	Item/Task	Notes	Trust Board	EBE	EBO	SIB	Principal	LGB
10.10	ESFA SCA - School Condition Allocation Return				Deliver <i>The COO completes and makes this return to the ESFA on behalf of the Trust Board/OPC</i>			
10.11	ESFA CDC - Condition Data Return / Building Condition Survey				Deliver <i>The COO completes and makes this return to the ESFA on behalf of the Trust Board/ OPC</i>			
10.12	ESFA AMAP – Asbestos Management Plan Assurance Process				Deliver <i>The COO completes and makes this return to the ESFA on behalf of the Trust Board/OPC</i>			

APPENDIX 2 Summary of staff management tasks by level of role holder

Decision maker ↓	Role Holder → Teacher Associate Staff	Leadership	Principal Associate Principal	Executive Principal Executive Team	CEO
Appeals panel					<ul style="list-style-type: none"> • Hears dismissal appeal
Trust Board			<ul style="list-style-type: none"> • Hears dismissal appeal 	<ul style="list-style-type: none"> • Approves appointment • Hears dismissal appeal 	<ul style="list-style-type: none"> • Appoints • Suspends • Dismisses
CEO			<ul style="list-style-type: none"> • Suspends • Dismisses 	<ul style="list-style-type: none"> • Recommends appointment • Suspends • Dismisses 	
Executive	<ul style="list-style-type: none"> • Hears dismissal appeal 	<ul style="list-style-type: none"> • Executive approves appointment of Leader • Hears dismissal appeal 	<ul style="list-style-type: none"> • Appoints Principal • Approves appointment of Associate Principal • Delivers suspension (HR) • Delivers dismissal (HR) 	<ul style="list-style-type: none"> • Delivers suspension (HR) • Delivers dismissal (HR) 	<ul style="list-style-type: none"> • Delivers suspension (HR) • Delivers dismissal (HR)
Principal	<ul style="list-style-type: none"> • Appoints • Delivers suspension • Delivers dismissal 	<ul style="list-style-type: none"> • Recommends appointment of Leader • Delivers suspension • Delivers dismissal 	<ul style="list-style-type: none"> • Recommends appointment of Associate Principal 		