

**JCLT Delegation Schedule (forming Section 14 of the JCLT Governance Framework)**

Approved by Trust Board on: Sep 2020

Applies from: Sep 2020

Date of next scheduled review: September 2021

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**KEY**

<b>D</b>	<b>Decide</b> - this covers: Decide / Approve / Ratify / Responsible for
<b>A</b>	<b>Advise</b> - this covers: Advise / Recommend
<b>R</b>	<b>Receive</b> - this covers: Scrutinise / Comment / Note / Respond / Challenge / Monitor

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
<b>A. Overarching Governance</b>								
<b>A1 Member matters</b>								
1	Review and Amendment of Articles of Association	D	A				Company Secretary / Clerk advice and support with process. Legal advice (as required).	DfE and/or Charity Commission consent required in certain cases Must be filed at Companies House along with copy of special resolution and any required forms
2	Call Members' Meetings	D	A				Company Secretary / Clerk advice and support with process	As a minimum, Members should hold an AGM once a year. Extraordinary meetings may also be called by Trustees or Members. Decisions may be made by written resolution between meetings in line with the process set out in the Articles of Association.
3	Appoint / remove Members	D	A	A			Company Secretary / Clerk to advise and support process.	New members can only be appointed by existing members. Company Secretary / Clerk to liaise with Trust personnel to ensure: DBS and related checks made details of Member and their interests are uploaded on Trust website
4	Complete Member register of interests, and keep under regular review	D	R	R			Company Secretary / Clerk advice and support with process	Company Secretary / Clerk to liaise with Trust personnel to ensure details are uploaded on Trust website. Register of Member Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).
<b>A2 Board matters</b>								
5	Nominate Trustees	A	A	A				
6	Appoint/remove Trustees	D	R	R			Clerk advice and support with process Trustees to advise on skills gaps to inform decision making	Members shall appoint a minimum of 11 Trustees, following recommendation from the Board of Trustees Code of Conduct should be agreed and all Trustees should be required to sign it Appropriate DBS and related checks to be made Details of Trustees and their interests uploaded on Trust website Return must be filed at Companies House by the Company Secretary. Chair of Board, Chief Executive and Company Secretary / Clerk and others as appropriate to provide induction.
7	Complete Trust Board skills audit and training plan annually	R	D	A			Chair of Board to lead. Clerk advice and support with process	Chair of Board to follow up with Trustees on training requirements Details of skills gaps should be provided to those responsible for appointing Trustees when a vacancy arises
8	Appoint / remove Chair of Trustees	R	D	R			Clerk advice and support with process	Should not be an employee
9	Appoint Vice-Chair of Trustees	R	D	R			Clerk advice and support with process	Should not be an employee
10	Confirm Accounting Officer	R	D	A			CFO to support and notify Secretary of State	The Accounting Officer to be the Chief Executive (the role will be heavily supported by the Chief Financial Officer and the Head Teachers). Has responsibility for regularity, propriety, value for money, and ensuring that proper financial records and accounts are kept.
11	Appoint/remove Company Secretary	R	D	A			HR advice obtained as required	Should have relevant experience in school/company/charity governance. <b>Reports directly to the Board</b>
12	Determine Scheme of Delegation	R	D	A	A	A	Company Secretary / Clerk and Chief Executive advice and support. LGBs and other Committees to provide advice on amendment based on experience of operation.	The document will be reviewed every year or more frequently where the Trustees deem this to be desirable. Where practicable, the Board will give the LGB and Committees an opportunity to comment before determining the Scheme of Delegation. The Scheme will comply with the Memorandum and Articles of Association and other legal requirements, including any matters that are reserved to Members from time to time.
13	Determine Reporting requirements between the Board and LGBs	R	D	A	R			

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14	Complete Trust's register of interests and keep under regular review	R	D	A			CEO and Clerk advice and support with process	Clerk to liaise with Trust personnel to ensure details are uploaded on Trust website. Register of Trustee Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).
15	Board of Trustees' Annual Schedule of Business	R	D	A	R		Chair of Board to lead, with Clerk advice and support with process Appropriate advice and input from Chief Executive and those responsible for planning LGB/other Committee Annual Schedule of Business	Should be shared with LGB and other Committees to inform their work Chair of Board and Clerk to use to inform agenda setting Trustees should meet at least every three times a year
16	Determine policy review process and schedule	R	D	A	R	A	Clerk advice and support with process Appropriate advice and input from Chief Executive (and other key employees) and those responsible for LGB/other Committee policy review	Needs to dovetail with annual schedule of business (see above). Should specify what policies there are to be, the lead member of staff responsible for the policy, the approving person/body and when the review will take place. Review of policies to be conducted in accordance with process and schedule.
17	Annual Review of Governance and Board Effectiveness	R	D	A	A	A	Chair of Board to lead. Clerk and Chief Executive advice and support with process	This should dovetail with the Committees' (including LGB's) reviews of their own effectiveness (see below). The outcome of the review may impact on the level of delegation to LGBs and others under the Scheme of Delegation or otherwise. Trustees to consider whether an external review of governance should take place.
18	Annual Report and Financial Statements	R	D	A			CFO to co-ordinate draft, with input from Chief Executive and Clerk Auditors to review and sign off Trustees and Accounting Officer must approve relevant sections	The Members should receive and scrutinise the accounts at their AGM. The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.
19	Other company returns		D	A			Trust staff to advise as appropriate e.g. CFOO, clerk	To include key Companies House filings and DfE returns
20	Chief Executive Reports to Trustees		R	D			The Chief Executive will be supported by others as appropriate e.g. Company Secretary / Clerk, CFO, HR	The Trustees should agree with the Chief Executive what reports are required, the required frequency and the content of those reports. The Trustees should receive the reports at a Board meeting to enable appropriate questioning and follow up.
21	Supplemental Reports to Members	R	D	A			The Chief Executive should co-ordinate the reports for input and approval by the Trustees. The Chief Executive and the Trustees will be supported by others as appropriate e.g. Company Secretary / Clerk, CFO, HR Advice	The Members should agree with the Trustees what additional reports are required, the required frequency and the content of those reports. The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up

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A3	LGB and other committee matters							
22	Determine and keep under review Trust Committee Structure		D	A	A	A	Chief Executive and Clerk to advise and support.	<p>Consideration will need to be given to the requirements of: Articles of Association; Funding Agreements; Academies Financial Handbook; membership; terms of reference; procedures.</p> <p>The establishment, terms of reference, constitution and membership of any committee shall be reviewed at least once in every twelve months.</p> <p>The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the LGBs) a majority of members of any such committee shall be Trustees.</p> <p>Except in the case of a LGB, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees.</p> <p>Academy trusts are required to establish a Trustee committee to provide assurance over the suitability of, and compliance with, its financial systems and operational controls. All Trusts with an annual income over £50 million must have a dedicated audit committee. The majority of members must be Trustees.</p> <p>The Board of Trustees will have a sub-committee for both Curriculum &amp; Standards, and Finance &amp; Resources (which will fulfill all requirements relating to audit as referred to above). Trustees to agree numbers, frequency of meetings and terms of reference.</p>
23	Determining LGB composition		D	A	A	A	- Clerk advice and support with process	The composition will be set out in the LGB's Terms of Reference.
24	Appointing LGB governors		R	A	D	A	<p>Clerk advice and support with process</p> <p>Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises</p>	<p>Code of Conduct should be agreed and all Local Governors should be required to sign it</p> <p>Clerk to liaise with appropriate staff to ensure appropriate DBS and related checks are made</p> <p>Details of Local Governors and their interests to be uploaded on Academy website</p> <p>Clerk, Head Teacher and Chair of LGB (and others as appropriate) to lead induction.</p>
25	Hold staff and parent elections for LGB				R	D	Clerk advice and support with process	Must be in accordance with any relevant provisions in Articles of Association, Scheme of Delegation and LGB Terms of Reference.
26	Appoint Chair of LGB		R	R	D	A	Clerk advice and support with process	Must not be an employee.
27	Appoint Vice-Chair of LGB		R	R	D	A	Clerk advice and support with process	Must not be an employee
28	Allocate specific local governor roles		R		D	A	Chair of LGB to lead, based on skills	<p>Allocated LGB members should work with Trustees allocated with specific responsibilities in their areas</p> <p>LGB may choose to allocate additional link roles (e.g. Safeguarding/Child Protection, Health and Safety, Special Educational Needs)</p> <p>All LGB members continue to have responsibility for these areas, despite any allocation of specific roles</p>
29	Complete LGB register of interests and keep under regular review		R	R	D	A	Clerk advice and support with process	Register of LGB Interests should be brought to the attention of decision makers as appropriate (Head Teachers to oversee); and be uploaded on website.

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30	Determine LGB annual schedule of business		A	A	D	A	Chair to lead with Clerk advice and support with process. Appropriate advice and input from Chief Executive, Head Teachers and those responsible for planning other annual schedules of business	This needs to dovetail with the Board of Trustees' Schedule of business. Chair and Clerk to use to inform agenda setting.
31	Academy level Reporting to Trustees		R	A	D	A	Clerk to advise.	LGB minutes will be provided to Trustees as standard. The co-ordinated schedule of business should mean that this enables LGB advice to get to the Board in a timely manner to inform their decision making. Additional requirements for LGB reporting will be outlined in the Reporting and Communication Schedule within the JCLT Governance Framework. The Trustees should receive the minutes and any additional reports at Board Meetings to enable appropriate discussion and scrutiny.
32	Review of LGB effectiveness		R	A	D	A	Chair of LGB to lead, Clerk advice and support with process	This should dovetail with the Board's reviews of their own effectiveness (Trustees may set a template). Conclusions should be fed into the Board's review of governance effectiveness and may impact on future levels of delegation pursuant to the Scheme of Delegation. LGB to participate as required in any external review of governance required by the Trustees.
33	LGB skills audit		R	A	D	A	Clerk advice and support with process	Trustees may set a template. Trustees to receive details and may impact on areas of delegation Details of skills gaps should be provided to those responsible for appointing local governors when a vacancy arises
<b>A4 Miscellaneous</b>								
34	Determine governance policies and procedures for Trustees and Local Governors		D	A	R		CFO and Clerk to advise and support	These must be in compliance with the Articles of Association and must include details relating to appointment of Chair/Vice Chair, quorum and decision making and other procedures, e.g appointments, induction, expenses, interests (conflicts, payments, contracts etc), Code of Conduct.
35	Obtain Trustee and Officers insurance		R	D			CFO and Company Secretary advice and support	Must be in accordance with Articles of Association
<b>A5 Website reporting</b>								
36	Governance details on trust website		R	D			Chief Executive to advise and support	CEO responsible for ensuring information up to date

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
<b>B. Strategy and Leadership</b>								
<b>B1 Strategic planning and oversight</b>								
1	Set Trust vision and ethos statement	R	D	A			Chief Executive leading role in formulating for Trustee scrutiny	
2	Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process	R	D	A		A	Chief Executive leading role in formulating for Trustee scrutiny	Chief Executive responsible for ensuring objectives are met and for progress against Development Plan, working with the Executive Head Teacher Group.
3	Set Academy vision and ethos statement		D	A	A	A	Head Teacher leading role in formulating for LGB scrutiny	Must fit with Trust vision and ethos (Chief Executive to ensure). Head Teacher responsible for implementation.
4	Set Academy's strategic objectives and KPIs and determine Academy Development Plan and review process		R	A	D	A	Head Teacher leading role in formulating (in conjunction with the Chief Executive) for LGB scrutiny	Must fit with Trust strategic objectives, KPIs and Plan (Chief Executive to ensure) and reflect Ofsted outcomes.
5	Complete Academy Self Evaluation Form (or equivalent)		R	A	D	A	Head Teacher leading role in formulating for LGB scrutiny	SEF to inform and reflect progress against Development Plan.
6	Involvement in Ofsted inspections							Trustees and LGB members will be involved as appropriate in Ofsted inspections. The Head Teacher will notify the Chief Executive, Chair of the Board and the Chair of the LGB that an inspection has been notified and what involvement is needed.
<b>B2 School Organisation</b>								
7	Determine protocol for considering taking on new academies/free schools (including due diligence arrangements)		D	A			Chief Executive leading role in formulating for Trustee scrutiny. CFO to support and advise.	Chief Executive to manage process in accordance with agreed protocol. This should include the need for a conversion plan to deal with pre and post conversion matters, with an overall project manager identified, and the need for appropriate HR, Finance, buildings, legal etc advice.
8	Decide to take on a new academy / open a free school	R	D	A			Trustees to obtain appropriate legal, HR, Finance, buildings etc advice.	Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on/free school established, given the impact that the decision may have on the academies already in the Trust.
9	Approve legal documentation associated with academy conversions		D	A			Trustees will obtain appropriate Legal, HR, Finance, buildings etc advice.	Trustees must understand the documentary framework and what is being agreed to by entering into it.
10	Agreeing significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range).	R	D	A	A	A		DfE consent may be required
11	Determining school session and term dates		D	A	A	A		This allows Trustees to co-ordinate the schools in the Trust to the extent that this is desirable, whilst reflecting local needs.
12	Emergency school closures		R	A	R	D		
<b>B3 Risk Management</b>								
13	Determine overall risk management policy and processes		D	A		A	Chief Executive to lead, advise and co-ordinate input from CFO and other trust level staff. Finance & Resources Committee to advise.	To include template risk register and frequency of review
14	Review and complete Trust risk register		D	A		A	Chief Executive to lead, advise and co-ordinate input from CFO and trust level staff. Finance & Resources Committee to advise.	Using agreed risk register template
15	Review and complete academy level risk register		R	A	D	A	Head Teacher to lead, advise and co-ordinate input from senior Academy staff	Using agreed risk register template. To inform Trust risk register review.

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<b>C. Staffing</b>								
<b>C1 Staffing structures</b>								
1	Determining Trust level staffing complement (including organisational restructuring)		D	A			Chief Executive, HR and CFO to advise	
2	Determining Academy level staffing complement (including organisational restructuring)		R	A	D	A	HR and Finance advice as required.	Assumes compliance with financial sustainability targets.
3	Setting terms and conditions of employment, Trust wide HR policies and procedures and staff handbook		D	A		A	Chief Executive to lead and advise Finance & Resources Committee to support Board	Need to ensure local differences and TUPE considerations taken into account Policies to include e.g. recruitment, probation and induction, pay, appraisal, conduct and disciplinary, grievance, capability, absence management, professional development, equality, expenses Chief Executive to report to Trustees on any material concerns about operation of policies and procedures
4	Maintain central record of recruitment and vetting checks on Trust staff.		R	D				
5	Maintain central record of recruitment and vetting checks on Academy staff.				R	D		
6	Maintain register of interests for Trust staff.		R	D			CFO to advise and manage	
7	Maintain register of interests for Academy staff.				R	D		
8	Performance Management and Pay Policy		D	A			HR Advice	Trust Board to keep policy under review, with advise from CEO. Implementation of policy as set out in this section.
<b>C2 Trust level appointments</b>								
9	Appointment and dismissal of Chief Executive		D				HR Advice.	Must be in accordance with Trust approved HR policies
10	Performance Management and pay review of Chief Executive		D				Chair of the Board HR Advice.	Must be in accordance with Trust approved HR policies
11	Appointment and dismissal of Chief Financial Officer		D	A			HR Advice.	Must be in accordance with Trust approved HR policies Line managed by Chief Executive
12	Appointment and dismissal of any other Trust level posts.		D	A			HR Advice	Must be in accordance with Trust approved HR policies
13	Performance management and pay review of senior trust wide appointments		R	D			HR Advice	Must be in accordance with Trust approved HR policies

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<b>C3 Academy level appointments</b>								
14	Appointment / dismissal of Head Teacher		D	A	A		HR Advice.	Must be in accordance with Trust approved HR policies. Chief Executive and LGB panel to interview and recommend. Trustees will send one of their members to sit on panel.
15	Appointment / dismissal of Deputy / Assistant Head Teacher		R	A	D	A	HR Advice.	Must be in accordance with Trust approved HR policies. Chief Executive and LGB (including the HT) panel to interview and recommend. Trustees will send one of their member to sit on panel.
16	Performance management and pay of Head Teacher		D	A	A		HR Advice. Independent advisor to support appraisal process if required.	Must be in accordance with Trust approved HR policies
17	Appointment/dismissal of other Senior Leadership Team positions		R		D	A	HR Advice.	Must be in accordance with Trust approved HR policies. LGB panel plus Head Teacher to interview and decide unless LGB delegate particular appointment to Head Teacher.
18	Appointment of Special Educational Needs and Disability Coordinator (SENDCO)				R	D	HR Advice	Must be in accordance with Trust approved HR policies. Any allocated SEND local governor to be involved as appropriate.
19	Appointment of Safeguarding Officer (Designated Senior Person) and a Deputy		R		R	D	HR Advice	Must be in accordance with Trust approved HR policies. LGB panel plus Head Teacher to interview and decide unless LGB delegate particular appointment to Head Teacher Line managed by Head Teacher / Head of School or Deputy
20	Appointment/dismissal of Academy Business Manager or equivalent		R	A	R	D	HR Adviser, CFO and CEO to support and advise	Must be in accordance with Trust approved HR policies Panel to include Head Teacher, Trust CFO, LGB rep Line managed by Head Teacher with support and advice from Trust CFO
21	Appointment/dismissal of other Academy staff positions			A	R	D	HR Advice CEO to support and advise as required	Must be in accordance with Trust approved HR policies Line managed by Head Teacher or other SLT member
22	Performance management and pay review of Academy level appointments (other than Head Teacher)		R	A	R	D	HR Advice. CEO to support and advise as required.	Must be in accordance with Trust approved HR policies. Line manager to run process and submit recommendations to the Head Teacher. Where the Head Teacher is not the line manager, the Head Teacher may be involved in process.
23	To enter into Settlement Agreements following Human Resource advice and authorisation by the Chair of the Board of Trustees. In Line with AFH		D	A		A	HR Advice. CEO to support and advise as required.	



	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
D.	Pupil matters							
D1	Education provision							
1	Standards of teaching		R	A	R	D	Advice and support from School Improvement Lead as required.	Head Teacher responsible for observing and evaluating performance at Academy level and securing improvement, under oversight of Chief Executive. Analysis of standards information to be provided by Head Teacher to LGB, Chief Executive and Trustees in line with agreed Reporting Schedule, to enable appropriate levels of scrutiny.
2	Pupil progress and attainment		R	A	R	D	Advice and support from School Improvement Lead as required.	Head Teacher responsible for progress and attainment and securing improvement at Academy level, under oversight of Chief Executive and LGB. Analysis of progress and attainment to be provided by Head Teacher to LGB, Chief Executive and Trustees in line with agreed Reporting Schedule, to enable appropriate levels of scrutiny.
3	Trust-wide curriculum principles		D	A	R	A	Advice and support from School Improvement Lead as required	Board to set overall Trust curriculum principles, to be reflected in each Academy curriculum policy.
4	Academy curriculum policy, taking account of Trust-wide principles		R	A	D	A		Each Academy to determine a curriculum policy, taking account of agreed Trust-wide curriculum principles whilst reflecting local context.
5	Curriculum provision			A	R	D		Head Teacher to implement in line with policy, overseen by Chief Executive
6	Examinations				R	D		Head Teacher to ensure appropriate arrangements put in place for examinations
7	Off site visits policy		D	A	A	A		Head Teacher to implement agreed policy at Academy level, overseen by Chief Executive. Should dovetail with health and safety policy. Policy should require that potentially hazardous activities are referred to the Board for approval. Chief Executive to report to Trustees on any material concerns about operation of policy
8	Careers advice				A	D		
9	Community and after school provision (extended schools)			A	A	D	See section G of this schedule, in relation to use of school premises	

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<b>D2 Behaviour, attendance and welfare</b>								
10	Trust-wide behaviour and discipline principles, including exclusions		D	A	R	A		Board to set overall Trust principles for behaviour and discipline, to be reflected in each Academy policy.
11	Academy Behaviour & Discipline policy, taking account of Trust-wide principles		R	A	D	A		Each Academy to determine a Behaviour & Discipline policy, taking account of agreed Trust-wide curriculum principles whilst reflecting local context.
12	Exclusions – decision to exclude					D		May be for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently. The Head Teacher may withdraw an exclusion that has not been reviewed by the LGB.
13	Notifications of exclusions		R	R	R	D		Head Teacher to notify LGB and others in accordance with the statutory guidance on exclusions; this will be either without delay or once a term. Notifications must include the reasons and duration.
14	Exclusions – to review overall pattern and use of exclusions across the Trust		D	A	R	R		Board to review and analyse exclusions at overall Trust level.
15	Exclusions – to review overall pattern and use of exclusions at Academy level		R	A	D	A		LGB to review at Academy level and give any advice or recommendations to the Board.
16	Exclusions – arrange Alternative Provision		R	A	R	D		Arrange alternative provision in accordance with statutory guidance on exclusions.
17	Exclusions – to review exclusion decisions and consider reinstatement in applicable cases				D	A		Can be delegated to sub-committee of at least 3 LGB members, or Chair of LGB where permitted by the statutory guidance on exclusions.
18	Exclusions - to establish independent appeal panel		D	A			Advice and support from Clerk.	Must be in line with exclusions statutory guidance
19	Pupil Attendance / Absence policy		D	A	R	A		Trust wide policy, including management of absences and fines, for implementation in all the Trust Academies.
20	Pupil attendance arrangements		R	A	R	D		Head Teacher to implement Trust policy at Academy level and report to LGB and Trustees in accordance with agreed Reporting Schedule.
21	Safeguarding policy		D	A	R	A		
22	Safeguarding arrangements		R	A	R	D		Head Teacher to implement Trust policy at Academy level. Chief Executive to report to Trustees on any material concerns about operation of policy
<b>D3 School meals</b>								
23	Provision of school meals				A	D		Must include provision of free school meals to those eligible. Must be in accordance with nutritional standards.
<b>D4 Admissions</b>								
24	Determining admissions policy		D	A	A	A		To take account of any local and national policy or regulatory requirements.
25	Admissions application decisions		R	A	R	D		Head Teacher responsible for co-ordinating and managing process. Must be in accordance with published admission arrangements

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<b>E.</b>	<b>Accessibility</b>							
1	Accessibility plan				D	A		Plan for enabling and improving accessibility to disabled pupils (curriculum, physical environment, information)
2	Equality information and objectives statement and equality objectives		D	A	A	A	Chief Executive to co-ordinate process with input from Head Teacher and others as required	Requirement to draw up and publish equality objectives every four years and annually publish information demonstrating how meeting the aims of the general public sector equality duty.
3	Trust-wide SEND & Inclusion principles		D	A	R	A		Board to determine Trust-wide principles relating to policy for SEND pupils and other vulnerable groups including consideration of social disadvantage, equality, disability discrimination, looked after children, pupil premium.
4	Academy SEND & Inclusion policy		R	A	D	A	Advice from SENCO/s also.	Each Academy to determine a SEND & Inclusion policy, taking account of agreed Trust-wide principles whilst reflecting local context. There should be a member of the LGB with specific oversight of the school's arrangements for SEND.
5	Review and challenge effectiveness of SEND and Inclusion policy and its implementation		D	A	A	A		Review to be completed annually.
6	SEND Information Report		R	D	R	A		The SEN Information Report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible.

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<b>F. Finance and procurement</b>								
1	Appoint/remove auditors	D	A	A			CFO to advise and manage process.	Key role for Finance and Resources Committee. Appointment to be reviewed annually.
2	Appoint responsible officer/internal auditor/agreement of additional assurance support		D	A			CFO to advise and manage process	Finance and Resources Committee to determine the scope of work for the Internal Audit/Responsible Officer/Additional Assurance report, ensure relevant standards are met and is compliant with relevant guidelines.
3	Respond to Auditor reports /advice - Trust level.		R	D			CFO to support.	Key role for Finance and Resources Committee.
4	Respond to Auditor reports / advice - Academy level.		D/R		R	D	CFO to support, with assistance from Academy Finance Manager.	Key role for Finance and Resources Committee.
5	Annual Report and Accounts	R	D	A			Trust CFO to co-ordinate draft, with input from Chief Executive and Clerk. Auditors to review and sign off. Trustees and Accountable Officer must approve relevant sections.	Key role for Finance & Resources Committee Members should receive and scrutinise the accounts at their AGM. The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.
6	Establish financial policies, procedures, regulations and internal financial controls.		D	A			Chief Financial Officer to support and advise.	Key role for Finance & Resources Committee. Including financial delegations, investment policy, procurement policy, borrowing, charging and remissions policy, reserves policy etc and reflect who can sign off on financial reporting etc. To take into account JCLT Finance Policy, including requirements relating to thresholds for authorising expenditure, and related procurement and tendering processes. Head Teachers to implement at Academy level, overseen by Chief Executive. Chief Executive to report to Trustees on any material concerns about operation of policies and procedures.
7	Agree a funding model for Trust (including academies)		D	A	A	A	Chief Financial Officer to support and advise	Key role for Finance and Resources Committee. LGB and Trust Board to consider and assess implications of DfE indicative funding of Academies when agreeing a funding model.
8	Set Trust budget		D	A			Chief Financial Officer to support and advise	Key role for Finance and Resources Committee
9	Monitor Trust wide expenditure		D	A			Chief Financial Officer to support and advise	Key role for Finance and Resources Committee
10	Set academy budget		D	A	A	A	Chief Financial Officer to support and advise. LGB to make recommendations with support and advice from Local Finance Manager.	Must be in line with overall Trust budget. Trust Board to approve budget headings and areas of expenditure, including the level and use of contingency funds or balances.
11	Monitor academy expenditure		R	A	D	A	Chief Financial Officer to support and advise	Expenditure must be in line with agreed budget. Regular reporting to take place to inform Trust wide monitoring.
12	Determine central services provision, establish own central operations and/or procure from third parties		D	A	A	A	Chief Financial Officer to support and advise	Key role for Finance and Resources Committee. LGB to recommend services they wish to procure from third parties as part of their budget recommendations.
13	Opening bank account		D	A			CFO to support and advise	All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations.
14	Trust Asset Register			D			CFO to support and advise.	
15	Academy Asset Register					D	CFO to support and advise.	

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
<b>G. Health and safety, insurance and premises and extended schools</b>								
1	Health and safety policy and arrangements		D	A	A	A		Chief Executive responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively. Head Teachers to implement policy at Academy level and oversee operation of procedures (overseen by Chief Executive and advising Chief Executive in relation to significant issues). Policy to include appropriate reporting mechanisms at Member, Trustee and LGB level.
2	Insurance for land and trust & academy operations		D	A		A	CFO and CEO to advise and support and liaise with broker	To include Director & Officer cover, buildings and contents, business continuity, employers' and public liability insurance, motor vehicle cover etc. as required. Chief Executive to ensure details of insurance policy requirements are appropriately disseminated.
3	Agree site and asset management strategies		D	A	A	A	CFO and CEO to advise and support.	
4	Management of premises including relevant documents (e.g. asbestos, fire safety, statutory testing)		R	A	A	D	CFO to advise and support.	Head Teacher to ensure appropriate documents in place (overseen by the Chief Executive). Chief Executive to report any material concerns to Trust Board and LGB.
5	Approving Capital projects/building works		D	A	A	A	CFO to advise and support.	LA lease should be checked prior to any works on LA land and any necessary consents obtained. All necessary DfE approvals should be obtained.
6	Managing Academy capital projects/building works/maintenance		R	A	R	D	Chief Financial Officer/Business Managers to advise and support.	All necessary DfE processes should be followed.
7	Security of Premises and equipment: oversee and monitor Academy activities			A	A	D	Chief Financial Officer/Business Managers to advise and support.	Chief Executive to oversee overarching arrangements across Trust.
8	Acquiring and disposing of land (including leases, licences and easements)		D	A	A	A	Chief Financial Officer/Business Managers to advise and support	LA lease should be checked prior to making any disposal of LA land. All necessary DfE approvals should be obtained.
9	Determining permissible external and community use policy (e.g letting/licencing/shared use arrangements)		D	A	A	A	Chief Financial Officer to advise and support.	Policy should reflect requirement to obtain any necessary DfE/LA/site trustee consents; and should reflect what happens to any revenue generated from such use.
10	Managing external and community use.			A	A	D	Business Manager to advise and support.	Must be in accordance with agreed policy.

This is terms or reference says LGB?

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD TEACHER	ADVICE	COMMENTS
<b>H. Communications, information and complaints</b>								
<b>H1 External communications</b>								
1	Trust prospectus		D	A			CEO to support and advise.	
2	School prospectus			A	D	A		Chief Executive to ensure prospectus in line with Trust requirements
3	Trust website		R	D			Clerk and CEO to support on compliance	Chief Executive to ensure legally compliant and that it dovetails appropriately with Academy websites.
4	Academy website			A	R	D	Clerk and CEO to support on compliance	Head Teacher to ensure legally compliant, overseen by Chief Executive. Chief Executive to ensure dovetails appropriately with Trust website.
5	Freedom of Information policy and publication scheme		D	A		A	External support and advice as required, e.g from a Data Protection Officer.	
6	Press statements	R	D	A	R	A		To be drawn up through consultation between CEO and H/T (if required) and approved in conjunction with the Chair (or Vice-Chair) on behalf of the Board.
<b>H2 Complaints</b>								
7	Determining complaints policy and procedure statement		D	A	R	A		Policy to provide for local management of complaints, with escalation to Trust Board where necessary. Policy to include appropriate reporting at Trustee and LGB level.
8	Implementation of complaints policy and procedures - Trust business		R	D				Chief Executive to implement in relation to trust wide complaints; Head Teacher to implement in relation to Academy complaints, overseen by Chief Executive.
9	Implementation of complaints policy and procedures - Academy business		R	A	R	D		Chief Executive to report to Trustees on any material concerns about operation of policy.
<b>H3 Information management</b>								
10	Data protection and document management policy		D	A	R	A	External support and advice as required, e.g from a Data Protection Officer.	Policy to include appropriate reporting at Trustee and LGB level.
11	Implementation of data protection policy and procedures		R	A	R	D	External support and advice as required, e.g from a Data Protection Officer.	Head Teacher to implement for Academy level data and report any concerns or breaches to CEO and to Chair of LGB. CEO to implement for Trust data; and ensure appropriate reporting to the Board of concerns or breaches across the Trust and Academies
12	Maintain pupil records (including attendance register)			A	R	D	External support and advice as required, e.g from a Data Protection Officer.	
13	Determining IT Policy		D	A	R	A	IT Subject Leads to support and advise also.	
14	Implementation of IT Policy - Trust level		R	D				
15	Implementation of IT Policy - Academy level				R	D		