



Castle Phoenix Trust

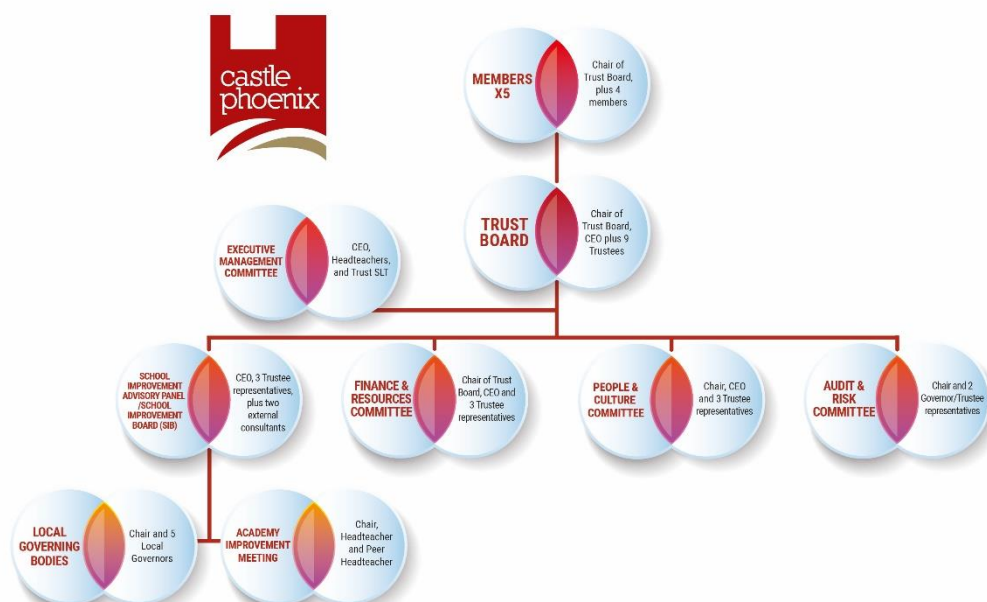
Scheme of Delegation

Date approved	03 October 2023
Date of next review	September 2024
Review and update	Trust Board - Annually
Advisory Committee	Each committee to consider own terms of reference
Document Owner	Karen Steele – Deputy Head of Operations

Date	Notes

Castle Phoenix Trust Scheme of Delegation

GOVERNANCE STRUCTURE 2023-2024



Roles and responsibilities

Members

- There will be at least five Members.
- The Members will agree the Articles of Association that define the charitable purpose and how the Multi Academy Trust (MAT) will run.
- Members will appoint and remove Trustees if necessary.
- Members will receive the annual report and audited accounts from Trustees and will appoint the external auditor on an annual basis.
- Members are responsible for approving any amendments made to the Trust's Articles of Association.
- The role of the Members is to hold the Board of Trustees to account, ensuring the highest standards of academic performance, probity of funds and regularity.

Trustees

- The Trust Board will consist of between nine and eleven Trustees.
- Trustees are responsible for the general control and management of the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, are legally accountable for all statutory functions and for the performance of all the schools within the Trust; they do this by carrying out the core governance functions.
- The Board of Trustees must approve a written scheme of financial delegation and if they choose to delegate to Board Committees and Local Governing Bodies (LGB's), must approve a written Scheme of Delegation and Committee Terms of Reference.

- The Trust creates information pathways between the Trust Board, the LGB's and the Chief Executive so that LGBs can share with them any concerns (or celebrations) they may have.
- The overall purpose of the Trust Board is:
 - To determine the vision for the Trust and ensure that its achievement underpins all strategic planning and decision making.
 - To develop the values of the Trust and ensure that they underpin all decision making.
 - To develop, agree, implement and monitor all the Trust's strategies and policies for the achievement of the vision.
 - To develop, review and take ownership of the Trust's strategic plan, incorporating the academies' financial plans, and monitor its implementation.
 - To ensure that all schools within the MAT attain high standards and demonstrate at least good progress against national indicators.
 - To ensure that the Trust keeps within legal obligations and complies with all necessary regulatory requirements.
 - To agree and oversee the implementation of a strategy for the development of the Trust.
 - To maintain overall control and consistency of approach across the Trust through:
 - strong governance arrangements
 - clear and appropriate levels of delegated authority
 - unified frameworks for strategic planning, risk management, policy making and performance review.

Trust Board Committees

- Trustees delegate some Governance functions to the following Committees:
 - Finance and Resources
 - People & Culture
 - Audit & Risk
- There must be a majority of Trustees on each committee.
- The Trust Board will appoint Board Committee Chairs and members according to their skills.
- The Trust will delegate detailed scrutiny of financial management, audit and risk and school performance to Board Committees.

Local Governing Bodies

- Trustees delegate some Governance functions to LGBs.
- Each LGB should have at least six Governors, with at least two parents governors, subject to no more than one third being parent governors and no more than one third being staff governors.
- Parent Governors will be appointed by open recruitment.
- Staff Governors will be appointed by election.
- A staff member within the MAT may be appointed to an LGB at an alternative academy to which they are predominantly employed to work.
- Trustee membership is not a requirement on LGBs.
- The Trust Board approves the appointment of the Chairs of LGBs.
- A termly Chairs of LGB briefing will take place.
- The overall purpose of the LGB is to ensure that all students have access to a high quality education provision in line with the shared mission statement, to monitor the implementation of the academy improvement plans, ensure that the academic and wellbeing needs of students are being met effectively, to ensure that all students are safeguarded and ensuring the Trust's collective published admission number (PAN) is full, with a particular focus on curriculum, culture and community.

- A sub committee of the LGB's will be in place, Academy Improvement Meetings. There will be at least one LGB representative on this committee (at least the Chair of the LGB), the Academy Headteacher and Headteacher from one of our Trust Schools to act as a critical friend. The AIM will review the progress against the school improvement plan and KPI and review actions taken following Trust Board recommendation and identified risks. Meetings will take place termly.

Ref	Area	Trust Board	Committees	CEO	LGB	HT
1	BEING STRATEGIC					
1.1	Trust vision and strategy, including any plans for growth or significant change	Prepare (i.e. develop high level thinking and approach/ consultation for any significant review) and approve	FRC, PAC and Audit & Risk: informed . May be consulted as part of significant review	Prepare (i.e. develop detail and documentation including consulting), then recommend. Deliver and review to ensure vision and strategy inform including at school level	Expect to be consulted for significant review. Informed on approved approaches	Expect to be consulted for significant review or change. Informed on approved approaches
1.2	Trust ethos and values	Prepare (i.e. develop high level thinking and approach/ consultation for significant review) and approve	FRC, PAC and Audit & Risk: informed on approved approach	Prepare (i.e. develop detail and documentation including consulting), then recommend. Deliver and review to ensure ethos and values reflected across Trust and schools	Expect to be consulted for significant review. Informed on approved approaches	Expect to be consulted for significant review. Informed on approved approaches Deliver for school. Report to CEO on implementation.
1.3	Trust Executive Plan including key priorities, KPIs, input from school improvement plans	Approve and review	FRC, PAC and Audit & Risk: review areas relevant to each committee	Prepare and deliver in line with vision and strategy, meeting external expectations or requirements	Contribute through school plans which inform Trust plan. Informed on Trust Plan	Contribute through school plans which inform Trust plan. Informed on Trust Plan
1.4	Risk Management and control	Approve Risk Management Policy. Review and approve risk register informed by Audit & Risk Committee and CEO reports	Audit & Risk: review regular reports from CEO. Recommend Risk Management Policy to Board FRC, PAC and Audit & Risk: review key risks relevant to committee	Prepare, deliver, review and report on risk management, risk register and controls for Trust and schools. Recommend Risk Management Policy to Audit & Risk Committee	Informed on key risks and related issues within school. Review key school risks	Review and deliver risk register for school, update and report to CEO Report to LGB on key risks and issues for school
1.5	Potential new schools to join the Trust Note: Board will confirm specific approach for each school	Approve in line with Trust vision and strategy. Approve timeline, due diligence and delivery plan for any new school being considered	Audit & Risk: review due diligence for any new school and make recommendations to Board FRC, PAC: review relevant information, report to Audit & Risk Committee	In line with vision and strategy, review and recommend possible schools to join Trust to Board or report information to Audit & Risk Committee. Deliver decisions made	Consulted on potential new schools. Informed on decisions. May have role working with new schools as identified by Board or CEO	Consulted on potential new schools. Informed on decisions. Expected to have role working with new schools as identified by Board or CEO

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2	Governance					
2.1	Trust Governance structure, delegations incl. terms of reference	Approve annually	FRC, PAC and Audit & Risk: consulted and deliver for committee; informed on overall approach	Prepare, review and recommend proposed approach informed by consultation, compliance and Trust practice. Deliver delegations for CEO	Consulted and deliver LGB delegations; informed on overall approach	Consulted on HT and LGB delegations; informed on overall approach. Deliver at HT level
2.2	Recruitment and skills audits of Trustees	Review CEO reports and review need for future reports, audits or recruitment Approve process and timeline to seek potential new co-opted Trustees	FRC, PAC and Audit & Risk: consulted on skills gaps for committee	Prepare periodic skills audits to identify gaps including in finance, and deliver induction/ training. Consulted on Trust needs and gaps Deliver support and report to Board (and Members or partners) on Trustee recruitment and eligibility	Informed	Informed
2.3	Appointment or removal of Trustees in line with Articles	Appoint co-opted Trustees Approve any decision to suspend or remove Trustees in line with Articles Contribute to appointment process, subject to approach		Deliver support and report to Board (or Members) regarding any possible need to suspend or disqualify a trustee in line with Articles	Informed	Informed
2.4	Appointment of Board Chair, Vice-Chair and lead trustee roles	Appoint in line with Articles		May be consulted to make recommendations to Board	Informed	Informed
2.5	Appointment of committee and LGB chairs	Appoint	FRC, PAC and Audit & Risk: consulted and may recommend for committee	Consulted to make recommendations to Board	Consulted and may recommend for LGB. Informed on committee chairs	Consulted and may recommend for LGB. Informed on committee chairs

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2.6	Appointment of committee and LGB members	Approve Committee memberships Consulted on LGB memberships Approve and informed on process for election/ appointment of parent and staff LGB members	FRC, PAC and Audit & Risk: consulted and may recommend for committee	FRC, PAC and Audit & Risk: consulted Prepare induction/ training programme, deliver programme requesting LGB and HT contributions	For LGB: review membership and skills needs/ gaps. Appoint co-opted members to the LGB and inform the TB of appointments. Monitor elections and approve confirmation of (re)appointments of parent and staff LGB members and inform TB regarding adherence to process Deliver induction/ training in line with plans	For LGB: deliver skills audit to identify gaps. Deliver process for election/ (re)appointment of parent and staff LGB members. Report to LGB and CEO on process/ election Deliver induction/ training in line with CEO plans
2.7	Appointment of Clerk to Trust Board, committees and LGB	Appoint Clerk to the Board Informed on appointments of Clerks to committees and LGB	FRC, PAC and Audit & Risk: consulted on appointment of Clerk to committee	Consulted and usually recommend Clerk to Board Deliver and approve appointments of Clerks to committees and LGB	Informed on appointment of Clerk for LGB	Informed on appointment of Clerk for LGB
2.8	Review of Board and committees and LGBs	Approve approach and any changes – likely to be involved in delivery of any review	FRC, PAC and Audit & Risk: expect to be consulted from committee perspective	Where requested by Board, prepare, deliver and report to Board	Expect to be consulted from LGB perspective	Expect to be consulted from school perspective
2.9	Schedule of Board and committee meetings and business	Approve schedule and priorities across governance operation	FRC, PAC and Audit & Risk: approve priorities, business and dates for committee in line with Trust schedule	Prepare and recommend to committees and deliver in line with Trust schedule	Approve any individual school priorities, business and dates for LGB to fit with Trust schedule	Prepare and recommend to LGB and deliver in line with Trust schedule
2.10	Governance reviews	Approve approach Review Audit & Risk Committee report and approve actions or recommendations. Provide report to Members	Audit & Risk: review CEO report and recommend to Board FRC, PAC and Audit & Risk: consulted from committee perspective, where required	Prepare and deliver approved approach for review, drawing on external expertise where required, and report to Audit & Risk Committee	Consulted – expect to contribute from LGB perspective, where required	Consulted – expect to contribute from school perspective, where required

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3	EDUCATION, CURRICULUM AND SCHOOL PERFORMANCE					
3.1	School Improvement Plans	Approve overall approach and template for SIPs	SIB: review CEO reports on SIPs and actions/ progress	Prepare overall approach and template, consulting with schools. Approve and review each SIP - likely to contribute to HTs preparation. Review progress incl. from HT reports and report to SIB	Consulted on SIP. Monitor progress Approve school specific lead roles and appoint LGB members	Consulted on approach and template. Prepare and deliver SIP in line with Trust approach, consulting with LGB and CEO. Report progress to LGB and CEO
3.2	Trust and school academic targets	Informed on Trust academic targets and progress	SIB: review Trust and school targets and actions/ progress	Prepare overall approach and template, consulting with schools. Approve and review Trust and school targets - likely to contribute to HTs preparation for school Receive termly reports from HTs on progress/ plans and report to SIB	Consulted on school targets and monitor progress	Consulted on approach and template. Prepare school targets, consulting with LGB, consultation for CEO review. Deliver approved targets and report to CEO and LGB on progress/ plans
3.3	SEF/KPI	Approve overall approach and template for SEFs	SIB: review summary of each SEF and actions/ progress following termly SIAP meetings involving external challenge partners	Prepare overall approach and template, consulting with schools. Approve and review cycle for SEF cycle, each school SEF and actions/ progress - likely to contribute to HTs preparation	Consulted on school SEF/KPI. Monitor actions/ progress	Consulted on approach and template. Prepare and deliver , including LGB consultation, and report to CEO and LGB on SEF /KPI actions/ progress
3.4	Ensuring Trust and each school's readiness for inspection including Ofsted	Approve summary paper on governance structure setting out roles and deliver with involvement in inspections Review reports from SIB	SIB: review reports from CEO on readiness for inspection and report to Board	Recommend to Board summary paper on governance structure Prepare and deliver Trust plans. Approve , review and support school plans. Report to SIB	Consulted on school plans. Monitor actions/ progress and deliver LGB role for plans or inspections	Prepare and deliver plans including LGB consultation Report to CEO and LGB on plans, inform and support LGB on their role
3.5	Trust curriculum intent & provision incl. EYFS and 6th form	Approve recommendation from SIB	SIB: review and recommend to Board	Prepare and deliver in line with Trust vision and recommend to SIB	Informed	Consulted on Trust curriculum intent

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3.6	School curriculum intent & provision incl. EYFS and 6th form	Approve Trust wide approach and relevant policies and practice Review reports from LGB	SIB: review CEO reports on implementation in schools and actions/progress	Prepare overall approach and template, consulting with schools. Approve, monitor and review in each school- likely to contribute to HTs preparation. Provide report to SIB on implementation in schools	Consulted as HT develops school approach. Informed on implementation	Consulted on approach and template. Prepare and deliver in line with approved approach and report to LGB and CEO
3.7	Trust School Improvement Framework, including policies and practice for teaching, learning and pedagogy	Approve Trust School Improvement Framework As per policy schedule, approve relevant policies and practice across Trust	As per policy schedule, approve relevant policies and practice across Trust and recommend approval at Trust Board	Prepare Trust School Improvement Framework As per policy schedule, prepare, recommend/ approve policies and practice across Trust, consulting with schools Deliver on Trust wide basis. Review implementation and report to Board	Review and monitor implementation of School Improvement Framework and relevant policies for school and recommend to Board including relevant policies	Consulted on Trust wide approach. Deliver for school in line with approved Trust School Improvement approach Report to CEO and LGB including note any issues with policies or implementation
3.8	Strategy for Pupil Premium and other grants; admissions, Behaviour and pastoral care, attendance, complaints, equalities and exclusions	Approve Trust wide approach and relevant policies and practice Review reports from LGB		As per policy schedule, prepare, recommend/ approve policies and practice across Trust, consulting with schools. Deliver for Trust. Approve school approach informed by Trust strategy. Review implementation and report to Board	Review and monitor school implementation. Review and approve school elements or recommend change to Trust approach Appoint lead LGB member for pupil premium; LGB represented on school pupil premium audits or reviews Recommend to the Board	Consulted on Trust wide approach. Prepare and deliver for school informed by Trust strategy Delivery and recommendations from audits or reviews. Report to LGB and CEO

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3.9	Safeguarding oversight, policies and procedures	<p>Review and approve Trust policies and procedures.</p> <p>Review reports from CEO and Trustee Safeguarding Link</p>		<p>Prepare and make recommendations to Board on Trust policies and procedures, DSL and LAC designated teachers. Consult with schools. Deliver on Trust wide basis</p> <p>Review implementation (consulting DSL), report to Board</p>	<p>Review and monitor school implementation. Approve school elements and appoint lead LGB member for safeguarding. Represented on school safeguarding audits/ reviews</p> <p>Informed on DSL & LAC teachers for school</p> <p>Make recommendations to CEO</p>	<p>Consulted on Trust wide approach. Deliver in own school, compliant with Trust approach. If requested by CEO, recommend school DSL and LAC teachers. Deliver any recommendations from audits or reviews</p> <p>Report to CEO and LGB</p>
3.10	Strategy for SEND provision and relevant policies and practice	<p>Review and approve Trust policies and procedures</p> <p>Review reports from CEO</p>		<p>Prepare and make recommendations to Board on policies and procedures. Deliver on a Trust wide basis. Informed on school approach</p> <p>Review implementation and report to Board</p>	<p>Consulted and monitor for school. Approve school elements and appoint lead LGB member for SEND. Member of LGB represented on school SEND audits or reviews</p>	<p>Consulted on Trust wide approach. Prepare and deliver options for school approach informed by Trust strategy. Deliver recommendations from audits or reviews. Report to CEO and LGB</p>
3.11	Policies and practice relating to pupils' confidence, leadership, voice and extra-curricular/ enrichment opportunities	<p>As per policy schedule, approve policies and practice across the Trust</p> <p>Review reports from CEO</p>		<p>As per policy schedule, prepare, recommend/ approve policies and practice across Trust</p> <p>Deliver on a Trust wide basis. Approve school approach. Make recommendations to the Board</p>	<p>Review and approve relevant policies in line with the policy review schedule. Recommend changes to Board of Trustees and monitor effectiveness of implementation</p>	<p>Consulted on Trust wide approach. Deliver in school in line with Trust approach. Report to CEO and LGB</p>
3.12	Policies and practice relating to external education support and provision, post-16 education and students' destinations	<p>As per policy schedule, approve policies and practice across the Trust</p> <p>Review reports from CEO</p>		<p>As per policy schedule, prepare, recommend/ approve policies and practice across Trust. Deliver on a Trust wide basis. Approve school approach. Review implementation</p> <p>Make recommendations to the Board</p>	<p>Review and monitor school implementation</p> <p>Review and approve relevant policies in line with the policy review schedule. Recommend changes</p>	<p>Consulted on Trust wide approach. Deliver in school in line with Trust approach. Report to CEO and LGB</p>

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4	STAKEHOLDER ENGAGEMENT					
4.1	Publication of information on Trust and school websites	Informed requirements are met across Trust	Audit & Risk: informed Trust and school requirements are met and any related issues	Prepare and deliver information and its publication in line with requirements. Report to LGBs and Board requirements are met	Informed requirements are met for school. Consulted by CEO on stakeholder perspective on information	If required by CEO, deliver for school and report to CEO
4.2	Trust branding	Approve Trust branding		Prepare and recommend to Board. Deliver on Trust wide basis implementing approved approach		Consulted by CEO on school perspective. Deliver for school
4.3	Stakeholder engagement including partners, parents, pupils and local communities	Approve approach. Review reports on implementation of approved plans including feedback Expected to have role to deliver including Trust partners, and liaise with CEO		Prepare, recommend and deliver Report to Board on implementation of plans including feedback received, in line with approved approach	Subject to approved approach, expected to have role to deliver or monitor communication local school stakeholders, including parent community, and report to CEO and HT	Subject to approved approach, deliver for school and report to CEO
FINANCIAL MANAGEMENT AND INTERNAL CONTROL						
These areas of delegation will be delivered in line with the Trust's financial delegations which are set out in the Finance Policy and the Academies Financial Handbook						
5.1	Financial Regulations, financial and asset management policies and procedures to ensure compliance across Trust and schools	Approve policies and practice across the Trust Review reports from FRC	FRC: review Director of Finance reports on financial and asset management and compliance and make recommendations to Board	Prepare and recommend approach informed by consultation, compliance requirements and Trust practice Review implementation and provide relevant reports to FRC	Informed on and may be asked to monitor any material issues or non-compliance and actions / progress	Deliver compliance in school. Report any material issues or non-compliance to CEO and LGB and, where required actions/progress
5.2	Setting budgets within the Trust	Approve annual and longer term budgets for Trust and schools	FRC: recommend budgets for Trust and schools to Board	Prepare budget for Trust and schools. Recommend to FRC. Expect iterative process with HTs to prepare school budgets		Prepare budget for own school - with discussion and support from CEO

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5.3	Monitoring and reporting on Trust and school budgets	Review and approve management accounts and monitoring reports on performance against budget from FRC	FRC: review management accounts and reports on central services; report to Board on key issues or deviation from budget Review use of Pupil Premium, report to Board on key issues and budget	Director of Finance will prepare and report to FRC for Trust and schools with management accounts circulated to Board & Chair of Board Deliver and report on Trust/ central budget. Report to FRC		Deliver approved school budget and report to Director of Finance or, for any deviation from budget, in line with financial delegations
5.4	External auditors and audit; internal auditors, audit and controls; and bankers for the Trust	Approve: appointment of bankers; policies and procedures and any appointments or reports for internal controls and audit, including internal auditors; internal audit plan May recommend , will be informed on appointment of external auditors. (Note: appointment is by Members)	Audit & Risk: review reports on any audit request report or recommend to Board. FRC: Review reports and recommend to Board on policies and procedures, appointments, or internal audit relating directly to finance	The Director of Finance will Report to FRC/ Audit & Risk Committee on actions to: review performance of internal or external auditors; deliver process for auditors' appointment, for external auditors report to Members; prepare and recommend policies, procedures, appointments, reports for internal controls/ audit, report information from internal auditors/ third parties. If required, recommend change in bankers Report any material non-compliance to Audit & Risk Committee and Board	Informed on and may be asked to monitor any reports of internal non-compliance in school in line with internal controls	Deliver in school (for example meeting requests from auditors or bank requirements). Report on progress, including highlighting any concerns to Director of Finance. Report any material non-compliance in line with internal controls and, where required, actions/ progress

Ref	Area	Trust Board	Committees	CEO	LGB	HT
5.5	External audit reports, annual report and accounts	Review any external audit reports Review and approve annual report and accounts. Informed on completion of process with Members	FRC: Review annual accounts including against budgets and monitoring. Review reports from auditors and CEO, review annual accounts and recommend to Board Audit & Risk: Monitor the closure of allocated external audit recommendations	The Director of Finance will Report information from auditors and progress of actions /reports to FRC. Prepare information for annual report with schools' external input. Recommend to FRC and, once approved by Board, deliver accounts for Members	Informed on and monitor any areas of internal non-compliance in school	Prepare any detail required for school Informed on any actions from audit reports relevant for school, deliver identified actions and report on progress to Director of Finance
6	PREMISES, ICT AND HEALTH & SAFETY					
6.1	Strategy, estate improvement plans, priorities for premises maintenance and development incl. accessibility plan	Approve Trust wide policies, plans, priorities and associated budgets Review reports from FRC	FRC: review policies, plans, priorities, delivery incl. major capital projects make recommendations to Board. Review reports on implementation	Trust Facilities Manager will prepare and deliver Trust policies, plans, priorities and associated budgets, make recommendations to FRC and report on progress towards implementation	Informed on priorities for school in line with Trust policy and budgets. Informed on any capital projects delivered by the Trust	Trust FM prepares school priorities, report to Director of Finance; where required by CEO, contribute to development/ delivery For capital projects delivered by Trust, consulted for school
6.2	Health & Safety	Approve Trust wide policies, plans, priorities and associated budgets Review reports from FRC	FRC: review policies, plans, priorities, reports and make recommendations to Board	Prepare and deliver Trust policies, plans, priorities and actions, review reports from HTs on schools, monitor Trust and school action plans and make recommendations to FRC	Informed on any action plans for school	Prepare any detail or deliver action plans for school as required by CEO
6.3	ICT services and resources	Informed on delivery plans and routine/ replacement ICT in line with budgets Approve major ICT projects within approved budgets Approvals as required in line with delegations	FRC: review reports from CEO and report to Board on plans and progress Recommend plans/ priorities to Board for major projects Approvals as required in line with financial delegations	Prepare, recommend and deliver plans for routine/ replacement ICT and major investment informed by school priorities and budgets In line with delegations, approve/ recommend projects and report to FRC. May monitor Trust or school projects	Informed on major projects delivered by Trust and may be asked to monitor any actions in school	Prepare detail on school priorities and report to CEO In line with financial delegations, approve and deliver or, where delivered by Trust, informed and expect to be consulted for school perspective

7 STAFFING, HR AND PAY						
Ref	Area	Trust Board	Committees	CEO	LGB	HT
7.1	HR policies & practice	As per policy schedule, review and approve HR policies to ensure compliance including with statutory requirements	PAC review reports and recommend HR policies and practice to Board	As per policy schedule, the Lead for People will prepare, recommend/ approve policies and practice across Trust. To include links to local authority approaches or consultation with HTs. Deliver across Trust and report to committees	Monitor implementation in school. In line with policies, may be consulted for specific elements, for example sitting on panels	Where required by CEO, consulted on policies and practice. For school, deliver and inform Lead for People on issues to inform development of policies and practice
7.2	Staff structure and proposals for restructuring or redundancy	Approve central Trust staff structure. Review and approve proposals for restructuring or redundancy for Trust and schools in line with Trust delegations	PAC/FRC: review reports from CEO and report to Board on plans and progress Recommend proposals to Board as relevant in line with delegations	Prepare, recommend to PAC/FRC and deliver central Trust staff structure in line with budget. Review HT reports on delivery of schools' staffing structure. Approve/ recommend to - for school changes, informed by consultation with HTs	Informed of any material changes in staff structure	In line with budgets, structure and HR delegations: approve and deliver school staffing; recommend to CEO proposals for restructuring or redundancy
7.3	Appointment of CEO and Accounting Officer	Deliver and approve drawing on external expertise as considered necessary	Audit & Risk, PAC and FRC: informed of decision PAC: review succession plan; may make recommendations on pay and conditions		Informed of decision	Informed of decision
7.4	Appointment of central Trust staff including the Chief Financial Officer	Executive Team: agree process for the selection and appointment of the executive management team. Staff not on Executive Team: Informed by CEO of decisions	FRC/PAC: informed of appointment decisions PAC: may be involved in appointment process	Executive Team: deliver recruitment process including sit on panel and make recommendations to Board Staff not on Executive Team: deliver and approve appointments in line with policy, budget and approved staffing structure	Informed of appointment decisions	Informed of appointment decisions

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7.5	Appointment of Headteacher	Approve appointment Consulted on process - expect Chair of Board (or their delegated trustee) to be informed by CEO and involved as part of panel	Audit & Risk, FRC/PAC: informed of decision	Deliver process for appointment and recommend appointment to Board	Informed on process and appointment decision Consulted – expect LGB Chair (or their delegated LGB member) to sit on panel	
7.6	Appointment of school senior leadership and other staff	Ratify appointment of senior leaders (STPCD – L14+ (Associate Headteacher and Deputy Headteachers)	PAC approve appointment of senior leaders (STPCD – L14+ (Associate Headteacher and Deputy Headteachers) FRC approve new staffing appointments	In line with budgets, structure and HR delegations: will approve appointments OR review recommendations from HT and recommend to FRC for approval	Informed of decisions. Consulted for deputy head appointments, expect LGB Chair (or their delegated LGB member) to sit on panel. May be consulted for other senior roles	In line with budgets, structure and HR delegations: will deliver and approve OR recommend appointments to CEO
7.7	Performance management for Trust Leader and Executive Team	Approve performance management and pay, drawing on external expertise as required	PAC: for CEO, deliver process; for Executive Team, review CEO report and make recommendations	Executive Team: deliver performance management and make recommendations to PAC		
7.8	Appraisal and performance management for all other central team staff	May be involved to review or approve any appeals in line with policy	PAC: review CEO report on process and consistency of approach	Deliver and approve performance management and report to PAC on process, completion and consistency		
7.9	Performance management of Headteacher	Approve performance management and pay May be involved to review or approve any appeals in line with approved policy	PAC: review CEO report and recommendations	Deliver performance management, including drawing on any external expertise as required, and make recommendations to PAC	Consulted – LGB Chair (or their delegated LGB member) on panel and informed of decision. LGB informed on completion of process	
7.10	Appraisal and performance management for all other school staff	May be involved to review or approve any appeals in line with policy	PAC: review and recommend to the Board the proposed annual pay review for staff	Informed on process, completion and summary of HT decisions. Report across all schools on process, completion and high-level outcomes to PAC	Informed on process, completion and high-level outcomes. LGB Chair may be consulted May be involved in review or approve appeals	Deliver and approve in line with policy. Report on process, its completion and high-level outcomes to CEO

Ref	Area	Trust Board	Committees	CEO	LGB	HT
7.11	Staff development	Approve Trust wide policy and approach In line with financial delegations, budget and policy, approve expenditure	PAC: review Trust wide policy and approach, recommend to Board. Review report from CEO on staff development plans across the Trust	In line with delegations, budget and policy: approve opportunities or recommend opportunities or expenditure to Board Prepare, deliver and report to PAC	Informed by HT for school	In line with delegations, budget and policy: approve opportunities for school staff or recommend to Lead for People
8	POLICIES AND PROCEDURES					
8.1	Trust Policies and Procedures	Consulted, deliver, informed, prepare, recommend, report or review in line with policy schedule approved by Board. The policy schedule will set out specific roles and responsibilities including for review and approval of individual policies				
8.2	Governance policies & procedures	Approve policies or actions informed by Audit & Risk Committee report Inform CEO where relevant, e.g. register of interest and related party transactions	Audit & Risk: review reports from CEO on compliance with policies and processes and make recommendations , including changes needed in policies or approach, to Board	Prepare, deliver and review policies and procedures and their implementation and report to Audit & Risk Committee	Informed on policies and procedures. Monitor compliance of policies for school	Consulted on policies & procedures. Deliver in own school