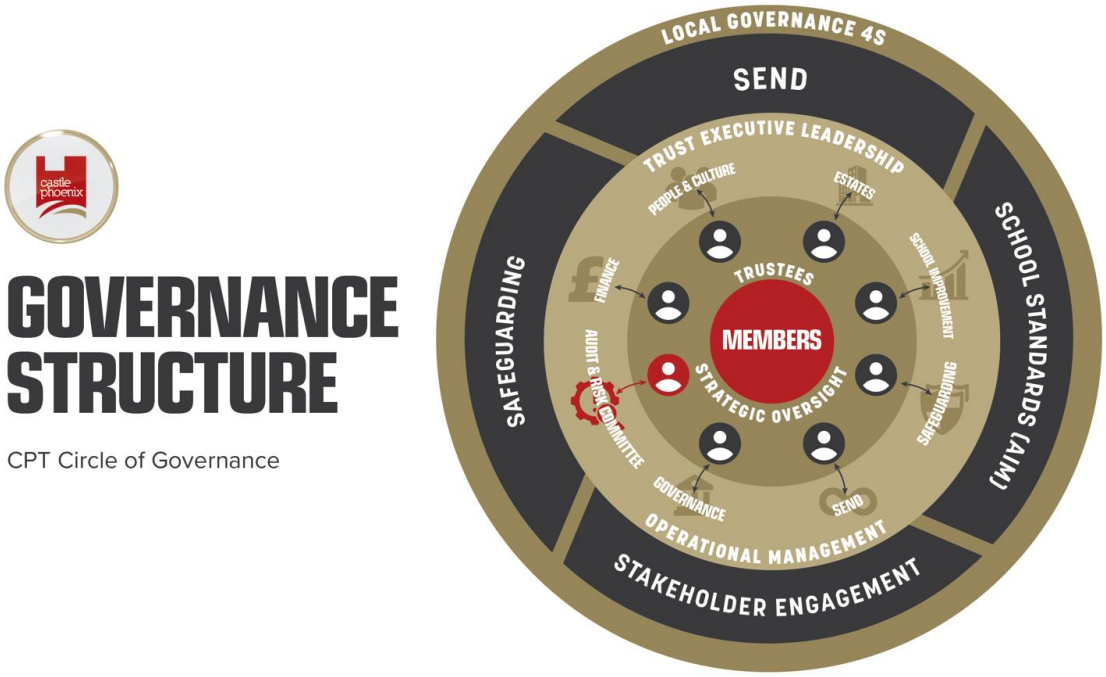
Castle Phoenix Trust

Scheme of Delegation

Date approved	March 2025
Date of next review	September 2025
Review and update	Trust Board - Annually
Document Owner	Karen Steele – Deputy Head of Operations

Date	Notes
December 2024	**Amended to reflect change to circle model of governance**

Castle Phoenix Trust Scheme of Delegation



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 Trust Board 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. Castle Phoenix Trust

operates a “circle” model of Governance. The only Trust Board Committee in place is the Audit & Risk Committee.

- 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 Audit & Risk Committee.
- There must be a majority of Trustees on each committee.
- The Trust Board will appoint a Chair of the Audit & Risk Committee and members according to their skills.
- The Trust will delegate detailed scrutiny of Audit & Risk to the Committee.

Chief Executive Officer (CEO)

- Provide leadership to the Trust, setting the vision, culture and values.
- Management of operational decisions within the Trust.
- Implementation of Trust strategy and policy.
- Lead on financial management and resource allocation within the Trust.
- Ensure the overall quality of education across the Trust.
- The CEO delegates day to day management of individual schools to Headteachers.

Trust Executive Leadership Team

- Support to the CEO in the delivery of Trust wide initiatives.
- Oversight of operational functions across the Trust including Finance, People, Governance, IT, Estates
- Advice and support to Headteachers, schools and LGBs.

Local Governing Bodies

- Trustees delegate some Governance functions to LGBs.
- Each LGB should have at least six Governors, with at least two parent 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. There is a focus on the 4S' – Safeguarding, SEND, Standards and Stakeholder Engagement.
- 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	Audit & Risk Committee	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**		**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**		**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**		**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 Audit & Risk: **review** risks	**Prepare, deliver, review** and **report** on risk management, risk register and controls for Trust and schools. **Recommend** Risk Management Policy to Audit & Risk Committee		**Review** and **deliver** risk register for school, update and report to CEO
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		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

Ref	Area	Trust Board	Audit & Risk Committee	CEO	LGB	HT
2	Governance					
2.1	Trust Governance structure, delegations incl. terms of reference	**Approve** annually	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	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** 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 LGB chairs	**Appoint**		**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

Ref	Area	Trust Board	Audit & Risk Committee	CEO	LGB	HT
2.6	Appointment of LGB members	**Approve** Committee memberships **Consulted** on LGB memberships **Approve** and **informed** on process for election/ appointment of parent and staff LGB members		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 Governance Professional to Trust Board and LGB	**Appoint:** Governance Professional to the Board		**Consulted** and usually **recommend** Governance Professional to Board		
2.8	Review of Board and LGBs	**Approve** approach and any changes – likely to be involved in **delivery** of any review		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		**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

Ref	Area	Trust Board	Audit & Risk Committee	CEO	LGB	HT
3	EDUCATION, CURRICULUM AND SCHOOL PERFORMANCE					
3.1	School Improvement Plans	**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 **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	**Review** summary of each SEF and actions/ progress following termly SIAP meetings involving external challenge partners **Approve** overall approach		**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 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**		**Recommend** to Board	**Informed**	**Consulted** on Trust curriculum intent

Ref	Area	Trust Board	Audit & Risk Committee	CEO	LGB	HT
3.6	School curriculum intent & provision incl. EYFS and 6th form	**Approve** Trust wide approach and relevant policies and practice **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		**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 Deliver for school, including use of exclusion powers in line with Trust policy. Where an Associate Headteacher is in post, they are the Acting Headteacher and have the authority to exclude
Ref	Area	Trust Board	Audit & Risk Committee	CEO	LGB	HT

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

Ref	Area	Trust Board	Audit & Risk Committee	CEO	LGB	HT
4	STAKEHOLDER ENGAGEMENT					
4.1	Publication of information on Trust and school websites	**Informed** requirements are met across Trust		**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** Director of Finance reports on financial and asset management and compliance and		**Prepare** and **recommend** approach informed by consultation, compliance requirements and Trust practice **Review** implementation and provide relevant reports to Trust Board	**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 where required actions/progress
5.2	Setting budgets within the Trust	**Approve** annual and longer term budgets for Trust and schools		**Prepare** budget for Trust and schools. **Recommend** to Trust Board. Expect iterative process with HTs to **prepare** school budgets		**Prepare** budget for own school - with discussion and support from CEO and CFO

Ref	Area	Trust Board	Audit & Risk Committee	CEO	LGB	HT
5.3	Monitoring and reporting on Trust and school budgets	**Review** and **approve** management accounts and monitoring reports on performance against budget **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		Deputy CFO will prepare and **report** to Trust Board for Trust management accounts circulated to Board & Chair of Board **Deliver** and **report** on Trust/ central budget.		**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. Audit & Risk: **Approve** internal scrutiny programme	The Director of Finance will Report to 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	Audit & Risk Committee	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	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 Trust Board. **Prepare** information for annual report with schools' external input. **Recommend** to Trust Board 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 Head of Estates		Head of Estates will prepare and **deliver** Trust policies, plans, priorities and associated budgets, make **recommendations** to TB 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	Head of Estates 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 Head of Estates		**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		**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	**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

				TB. May **monitor** Trust or school projects		
7	STAFFING, HR AND PAY					
Ref	Area	Trust Board	Audit & Risk Committee	CEO	LGB	HT
7.1	HR policies & practice	As per policy schedule, **review** and **approve** HR policies to ensure compliance including with statutory requirements		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		**Prepare, recommend** to TB 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: **informed** of decision		**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		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

Ref	Area	Trust Board	Audit & Risk Committee	CEO	LGB	HT
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: **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 (Associate Headteacher and Deputy Headteachers)		In line with budgets, structure and HR delegations: will **approve** appointments OR **review** recommendations from HT and **recommend** to TB 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		Executive Team: **deliver** performance management and make **recommendations** to Pay Committee		
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		**Deliver** and **approve** performance management and **report** to Pay Committee on process, completion and consistency		
7.9	Performance management of Headteacher	**Review and approve** performance management and pay May be involved to **review** or **approve** any appeals in line with approved policy		**Deliver** performance management, including drawing on any external expertise as required, and make **recommendations** to Pay Committee	**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		**Informed** on process, completion and summary of HT decisions. **Report** across all schools on process, completion and high-level outcomes to Pay Committee	**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	Audit & Risk Committee	CEO	LGB	HT
7.11	Staff development	**Review and approve** Trust wide policy and approach In line with financial delegations, budget and policy, **approve** expenditure		In line with delegations, budget and policy: **approve** opportunities or **recommend** opportunities or expenditure to Board	**Informed** by HT for school	In line with delegations, budget and policy: **approve** opportunities for school staff or **recommend** to Head of 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