



# **The North Cotswold Schools Federation MAT**

## **Scheme of Delegation**

**Working together for large school advantages whilst  
keeping the  
benefits of our small schools within their communities**

**Effective Date: May 24**

## Purpose of this document

Welcome to North Cotswold Schools Federation MAT. The purpose of this document is to set out transparent delegations for specific areas of activity or decision making within NCSF in a clear and accessible format. It is intended that this document will provide clarity for all involved in the governance of the Trust and secure consistency, avoid duplication and clearly define roles and responsibilities.

## Acronyms used within this document

There are many acronyms used within the education sector, some of the common acronyms you will come across within this scheme of delegation are listed below.

Acronym	Long form
CEO	Chief Executive Officer
NCSF	North Cotswold Schools Federation MAT
LAC	Local Academy Committee
DfE	Department for Education
ESFA	Education, Skills and Funding Agency
ATH	Academies Trust Handbook
MAT	Multi Academy Trust
SIAMS	Statutory Inspection of Anglican and Methodist Schools

## NCSF vision, ethos, values and aims

### Who are North Cotswold Schools Federation MAT?

A new Multi-Academy Trust set up by the four Church of England schools of the North Cotswold Schools Federation in 2022, under majority articles, reflecting our Christian Distinctiveness.

### Our vision:

Rooted in our Christian understanding of life in its fullness, NCSF Academies are safe aspirational learning communities where all are nurtured and cherished to shine and flourish as lights in the world. (John 10:10)

We are committed to the Church of England's Vision for Education, welcoming those with faith and no faith, recognising shared values and principles of human interdependence.

### Our Ethos:

Our ethos is to ensure that every member of our Trust community is respected, valued, nurtured and challenged to grow, learn and achieve.

### Our Aim:

Our aim is to support a community of local Academies, working together to benefit all, whilst ensuring that Academies keep their individual identities. Through an understanding of the unique strengths and challenges of Academies in the North Cotswolds we will work proactively to create solutions to meet the needs of all of our children and families. We will do this through:

- The deliberate prioritisation of relationships at all levels.

- Putting children at the heart of all we do, by recognising that to achieve this we need to put our staff at the heart of all we do.
- Welcoming, celebrating and including everyone.
- The pooling of expertise and resources to ensure the best outcomes for all.
- Supporting and challenging ourselves and others to be the very best we can be.

'Working together for a better future for all.'

## NCSF Governance Structure

### Who we are: our roles and responsibilities:

The role and responsibilities of the Trust's Members and Directors are set out in the Trust's Articles of Association, a copy of which can be found on the NCSF website.

### Members

NCSF's Members are responsible for ensuring the governance of the Trust is effective and that Directors govern in accordance with their statutory and charitable responsibilities. Members are responsible for:

- Amending the Trust's Articles of Association
- Appointing and Removing Directors
- Appointing the Trust's auditors
- Receiving a copy of the Trust's annual accounts
- Maintaining oversight of the governance of the Trust

NCSF maintains clear separation between Members and the Trust Directors Board to ensure transparent and effective oversight of the governance of the Trust.

Our Members are:

- - Venerable Phil Andrew
- - Gloucester Diocesan Board of Education (Representative of)
- - Rev'd Katrina Scott
- - Mrs Anne McNally
- - Mrs Sarah Harkness

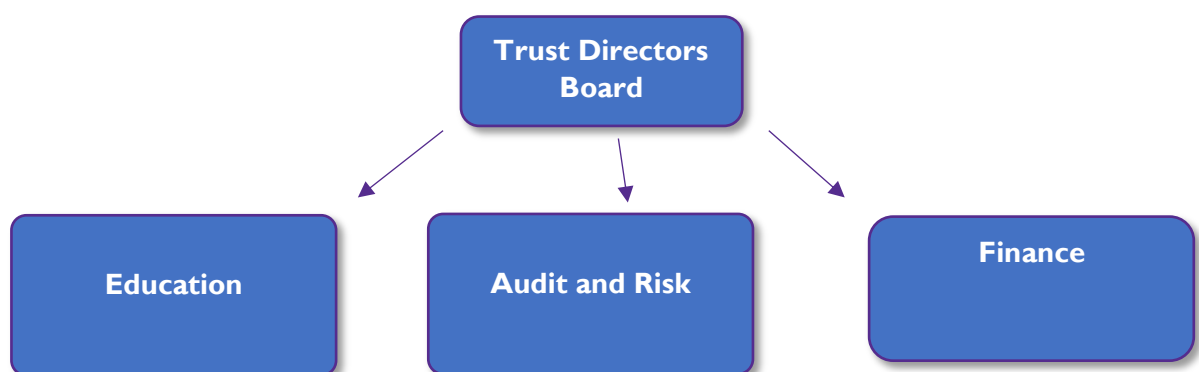
### The Trust Directors Board

The Trust Board is responsible for the strategic direction, statutory policy framework and oversight of the Trust and all its Academies. The Directors of the Trust take decisions that are in the best interests of the Trust as a whole and are not representative of any one of the constituent Academies. The Trust is a company limited by guarantee and registered as such at Companies House.

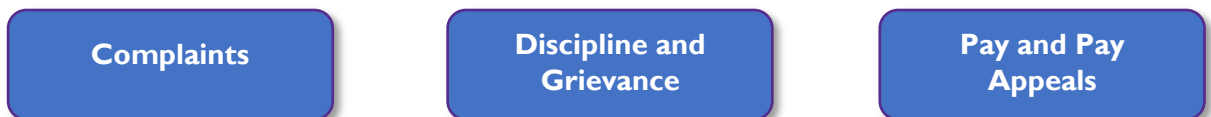
Our Trust Directors are:

- Dr Martin Nicholas (Chair)
- Mark John
- Jo Bowen-Jones
- Tom Green
- Melanie Huttunen
- Clare Saunders
- Jan Sibthorpe
- Chief Executive Officer

The Trust Board meets six times a year and delegates specific Trust-wide and strategic oversight and responsibilities to its committees. The Trust Board currently has the following committee structure in place:



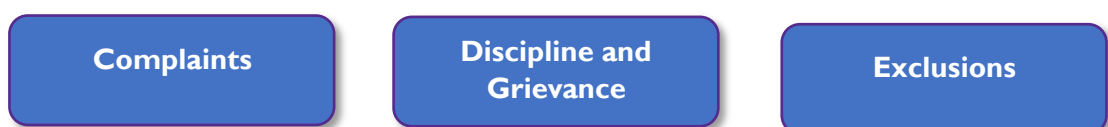
The Trust Board will convene the following committees or panels when required:



The Trust Board also delegates local oversight of its Academies to Local Academy Committees. Responsibilities are delegated to the Local Academy Committees through this scheme of delegation – the Trust Board retains the right to revoke or alter any aspect of this scheme of delegation for all Academies within the Trust or for an individual Academy. Any decision to revoke or alter the scheme of delegation will be considered and voted on at a full Trust Board meeting.

The Local Academy Committee may consider establishing sub-committees to review specific issues or retain these as functions of the whole LAC. .

Local Academy Committees may be required to convene the following committees or panels as required and as per the delegated responsibilities set out in this scheme of delegation and may use expertise from other Academies LACs or the Trust Board.



## Admission Appeals

### The LAC will ensure that the Academy or Academies which it oversees will:

Recognise the individuality of each academy of faith or no faith. Each academy will serve its community by providing an education of the highest quality within the context of the academy vision and agreed local curriculum. Where they have a Christian foundation, the academy will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at Parish and Diocesan level. It should encourage an understanding of the meaning and significance of faith and promote Christian values through the experience it offers to all its pupils.

### Membership

The LAC will have the following members, with a board of up to 8 and minimum of 3 plus Head Teacher or Head of Academy. However, provided that all appointment conditions have been satisfied and the LAC has (i) at least 3 members plus the Head Teacher or Head of School and (ii) that its meetings are quorate, it will be able to carry out its responsibilities notwithstanding that there are temporary vacancies.

Type of governor	Church Academies	Community Academies	Appointed or elected
Foundation Governor	2 for VC and VA Academies.	Not applicable	Approved by the Gloucester Diocesan Board of Education
Foundation Ex-officio Governor	1	Not applicable	Automatic appointment of the local incumbent or their substitute for duration of time in role.
Parent Governor	2	2	Elected by eligible members of the Academy parent body
Staff Governor	No Minimum Maximum 1	No Minimum Maximum 1	Elected by eligible members of the Academy staff body
Co-opted Governor	No minimum Maximum 2	Minimum 1 Maximum 4	Nominated by the LAC
Head of School/Head Teacher / ex-officio Governor	1 for each Academy covered by the LAC	1 for each Academy covered by the LAC	Automatic appointment for duration of time in role.
Trust Appointed Governor	No minimum or maximum	No minimum or maximum	Appointed by NCSF

For Academies new to the MAT, the Trust Board, in consultation with the existing governing body will determine the constitution of the LAC prior to the School or Academy joining the Trust. Any future changes to the Local Academy Committee will be determined by the Trust Board after consultation with the Local Academy Committee.

The appointment of all members of the LAC must be approved by the Trust Board. If the Academy was previously a Voluntary Aided School then all appointments (except parent and staff members) must be approved by the Gloucester Diocesan Board of Education. If the Academy was previously a Voluntary

Controlled School then 25% of the total number of the LAC members must be approved by the Gloucester Diocesan Board of Education.

## Meetings

### Local Academy Committee Meetings

The requirements for LAC meetings are set out in the NCSF Local Academy Committee Terms of Reference and these must be adopted at the start of each academic year by the Local Academy Committee, following review and ratification by the Trust Board. This document should be read and used in conjunction with the NCSF Local Academy Committee Terms of Reference.

Local Academy Committees must hold a minimum of three full meetings per academic year but must ensure they meet regularly enough to discharge effectively the responsibilities set out in the NCSF Scheme of Delegation.

### Authority

The Trust Board has ultimate and overall responsibility for each Academy within the Trust and is the ultimate decision-making authority for each Academy and the Trust. Directors are required to undertake this responsibility and duty within the requirements and statutory responsibilities set out within the Trust's Funding Agreement and Memorandum and Articles of Association. Directors are also required to have regard to the advice of the Diocese Board of Education, through the Members of the NCSF.

The Trust Board sets out the constitution, membership, proceedings and authority of Local Academy Committees within each Local Academy Committee scheme of delegation. The scheme of delegation is reviewed regularly by the Trust Board but every two years as a minimum although the Trust Board reserve the right to revoke or amend any aspect of it at any time if it is considered necessary for an individual Academy or all Academies within the Trust.

### Chair's Action

The chair of the Local Academy Committee is permitted to act and make decisions in urgent situations, where a delay in taking action or making a decision would cause a serious, detrimental effect to the Academy, a pupil, parent or member of staff – this is known as a 'chair's action'. The vice chair is permitted to take the same action, in the absence of the chair of the Local Academy Committee.

Chairs of the Local Academy Committee should record any action taken outside of LAC meetings on the 'NCSF Record of Chair's Action' form and share this with the Local Academy Committee and Governance Professional at the earliest opportunity.

### Engagement with the Trust Directors Board

The CEO and Governance Professional will convene a meeting of Chairs of LACs on a termly basis which are open to all Chairs across the Trust. In these meetings, feedback is sought on local issues that are then shared with the Trust Board to inform the Trust Board's strategic decision making and policy development. Updates from the Trust Board meeting are shared with this forum, with the intention that Chairs cascade information

to the LAC.. Any Director, member of NCSF's executive team or the Governance Professional may attend a Local Academy Committee meeting.

### **Raising a concern about the Trust**

Should an individual LAC identify that the Trust is not meeting its obligations to the Academy, it may make representation directly to the Trust through the Chair of the Trust Board.

Ultimately a petition may be made to the Regional Schools Director. The legal position is that a Academy cannot itself choose to leave a MAT as it has no separate legal entity status. This decision can only be taken by the Regional Schools Director.

## **Concern about the performance of the Academy or local governance**

Where there is evidenced cause for concern about the performance of the Academy or Local Academy Committee the Trust Board, acting reasonably, reserves the unfettered right to amend or remove all or any of the powers or responsibilities which are delegated to the LAC under this Scheme of Delegation informing the LAC of their intention to do so immediately in writing. Such concerns may include, but shall not be limited to:

- Action which undermines the work of the Trust
- Significant concerns about the educational outcomes for pupils
- Insufficient progress being made against educational targets.
- Performance which is no longer good in an Ofsted Inspection
- Performance which is no longer good in a SIAMS inspection
- Ongoing safeguarding or health and safety issues
- Actions by the LAC which contravene the legal obligations of the Trust or undermine the effective operation of the Trust
- Concerns regarding financial irregularity (for example, but not limited to, fraud)
- Significant budgetary concerns
- Failure to comply with Trust or statutory policies

In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Directors will have regard to and give due consideration of any views of the LAC.

If the Trust Board removes powers or responsibilities from a LAC, then the LAC may be removed. In these circumstances, the Directors may decide to put in place an Interim Governing Board (IGB) to address the areas of concern and govern the Academy. In such circumstances the longevity of the IGB will be determined by the Directors and may be subject to discussion with the Regional Schools' Director.

## **Effective date and Review**

This Scheme of Delegation shall operate from the Effective Date and will be reviewed by the Trust Board- annually. The Trust Board will be entitled to amend or revoke the Scheme of Delegation or any part of it at its entire discretion either at the time of review or at any other time,

The LAC must comply with any advice or recommendations made by the Trust Board in the event that

intervention is either threatened or is carried out by the Secretary of State.

## Schedule

The following schedule sets out a scheme of delegation in relation to certain specific tasks. Unless otherwise stated the Trust Board will have the ultimate responsibility for any decisions relating to the task including any action to be taken to ensure compliance with the task. If a task is not specified in the schedule then the Trust Board will decide the delegation schedule which will apply to that task.

Governance						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task .				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Task		Members	Trust Directors	Executive Leadership Team	Local Academy Committee	Headteacher
G.1	Review and agree the Trust's governing documents and any amendments.	<b>Decide</b>	<b>Consulted</b>	<b>Consulted</b>	<b>Consulted</b>	<b>Consulted</b>
G.2	Review and agree the Scheme of Delegation and Terms of Reference for each Academy		<b>Decide</b>	<b>Consulted</b>	<b>Consulted</b>	<b>Consulted</b>
G.3	Ensure compliance with the Scheme of Delegation.		<b>Decide</b>	<b>Monitor</b>	<b>Deliver</b>	
G.4	Appoint or remove the Chair of the LAC.		<b>Decide</b>	<b>Consulted</b>	<b>Consulted</b>	

Governance						
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Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Task		Members	Trust Directors	Executive Leadership Team	Local Academy Committee	Headteacher
G.5	Appoint the Trust Governance Professional.		<b>Decide</b>	<b>Consulted</b>		
G.6	Agree Trust-wide key performance indicators and strategic priorities for the Trust.		<b>Decide</b>	<b>Consulted</b>		
G.7	Appoint the Clerk to the LAC.				<b>Decide</b>	
G.8	Maintain a register of interest for Members, Directors and LAC governors		<b>Decide</b>	<b>Deliver</b> Via the Governance Professional		
G.9	Action legal claims.		<b>Decide</b>	<b>Deliver</b>		
G.10	Dispose of or acquire land		<b>Decide</b>	<b>Deliver</b>	<b>Consulted</b>	

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Task		Members	Trust Directors	Executive Leadership Team	Local Academy Committee	Headteacher
G.11	Appoint and remove members of the LAC .		<b>Decide</b>	<b>Consulted</b>	<b>Consulted</b>	
G.12	Ratify and review all statutory and NCSF policies in accordance with NCSF policy guidance.		<b>Decide</b>	<b>Consulted / Decide</b>	<b>Decide</b>	<b>Consulted / Decide</b>
G.13	Monitor the implementation of Trust-wide policies and additional policies as set out in the NCSF Policy arrangements and processes guidance.		<b>Monitor</b>	<b>Monitor</b>	<b>Monitor</b>	<b>Monitor</b>
G.14	Determine, on an annual basis, those policies		<b>Decide</b>	<b>Consulted</b>		

Governance						
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<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Task		Members	Trust Directors	Executive Leadership Team	Local Academy Committee	Headteacher
	which will be developed by the Trust and are mandatory for all Trust Academies.					
G.15	Implement and monitor any policy addendum required in the event of extraordinary events or circumstances.		Monitor	Deliver	Monitor	
G.16	Evaluate the development needs of Local Governors and implement an appropriate training and development programme.		Monitor Deliver	Monitor Deliver	Monitor	Monitor Deliver

Governance						
<b>Decide</b>		<b>Decide</b> - Has primary responsibility for decision making related to the task .				
<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Task		Members	Trust Directors	Executive Leadership Team	Local Academy Committee	Headteacher
G.17	To consider requests from other Academies to join the Trust		<b>Decide</b>	<b>Consulted</b> <b>Deliver</b>		
G.18	To consider at Academy level further delegation of functions to committees or individuals, e.g. link Local Governors.				<b>Decide</b> <b>Deliver</b>	

School Effectiveness						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task .				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
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Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
SE.1	Determine the Trust Performance Management Policy.		<b>Decide</b>	<b>Consulted</b>		
SE.2	Implement performance management policies for staff		<b>Deliver</b> <b>Monitor</b> Lead the performance management process for the CEO and monitor across the Trust.	<b>Monitor</b> <b>Deliver</b> CEO to lead the performance management process of the Executive Team and Headteacher/Head of School	<b>Deliver</b> <b>Monitor</b> Support Performance management process of the Headteacher/Head of School  Monitor the implementation of the Performance Management Policy at Academy level.	<b>Deliver</b> Implement the Performance Management Policy for Academy staff.
SE.3	Monitor, review and challenge the performance of groups of pupils		<b>Decide</b> <b>Monitor</b> For all Academies	<b>Monitor</b> Via Trust school improvement team	<b>Decide</b> <b>Monitor</b> At Academy level	<b>Deliver</b>

School Effectiveness						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task .				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
	Including SEND, pupil premium, EAL.					
SE.4	Ensure the Academy offers a broad and balanced curriculum, in line with the requirements of the Trust's Funding Agreement.		<b>Monitor</b> For all Academies	<b>Monitor</b> Via Trust school improvement team	<b>Monitor</b> At Academy level	<b>Decide</b> <b>Deliver</b>
SE.5	Ensure a curriculum is implemented which is broad and balanced and is designed to promote educational excellence for pupils.		<b>Monitor</b> (for all Academies)	<b>Monitor</b> Via Trust school improvement team	<b>Monitor</b> At Academy level	<b>Decide</b> <b>Deliver</b>
SE.6	Review and challenge standards of teaching and pupil progress across the Academy.		<b>Monitor</b> For all Academies	<b>Monitor</b> Via Trust school improvement team	<b>Monitor</b> At Academy level	<b>Deliver</b>

School Effectiveness						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task .				
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Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
SE.7	Be responsible for standards of teaching and pupil progress and to take remedial action where necessary.		<b>Monitor</b>	<b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b>	<b>Deliver</b>
SE.8	Monitor the quality of teaching and learning and ensure appropriate support, challenge and intervention.		<b>Monitor</b>	<b>Deliver</b> <b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b>	
SE.9	Set, implement and monitor a Behaviour Policy.			<b>Monitor</b> Via the Trust school improvement team	<b>Decide</b> <b>Monitor</b>	<b>Deliver</b>
SE.10	Ensure excellent behaviour for learning.			<b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b>	<b>Deliver</b>
SE.11	Discharge duties and ensure provision for all pupils with SEND		<b>Monitor</b>	<b>Monitor</b>	<b>Monitor</b>	

School Effectiveness						
<b>Decide</b>		<b>Decide</b> - Has primary responsibility for decision making related to the task .				
<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
	by appointing a "responsible person" for each Academy and ensuring needs are met.			Via the Trust school improvement team		<b>Deliver</b>
SE.12	Appoint a Local Governor responsible for SEND and inclusion.			<b>Monitor</b> Via the Governance professional	<b>Decide</b> <b>Deliver</b>	

School Effectiveness						
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Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
SE.13	Ensure compliance with the Equality Act 2010 requirements within the Academy e.g. policy development, recruitment procedures.		<b>Decide</b>	<b>Monitor</b> <b>Deliver</b>	<b>Decide</b> At Academy level <b>Monitor</b>	<b>Deliver</b>
SE.14	Adopt and review Home-School agreements			<b>Monitor</b>		<b>Deliver</b>
SE.15	Monitor exclusions.		<b>Monitor</b> For all Academies	<b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b> At Academy level	<b>Monitor</b> At Academy level

School Effectiveness						
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Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
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Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
SE.16	Convene a panel to consider the reinstatement of a suspended or excluded pupil			<b>Monitor</b> <b>Consulted</b>	<b>Deliver</b>	
SE.17	Decide and monitor the use of Pupil Premium and the impact on learning and standards.		<b>Monitor</b>	<b>Monitor</b>	<b>Monitor</b>	<b>Deliver</b> <b>Decide</b>
SE.18	Appoint a Local Governor responsible for Pupil Premium.			<b>Monitor</b> Via the Governance Professional	<b>Decide</b> <b>Deliver</b>	
SE.19	Consider and approve off-site visits for pupils of more than 24 hrs.			<b>Monitor</b>	<b>Decide</b>	<b>Deliver</b>

School Effectiveness						
<b>Decide</b>		<b>Decide</b> - Has primary responsibility for decision making related to the task .				
<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
SE.20	Ensure high attendance levels for all pupils within the Academy.		Monitor	Monitor	Monitor	Deliver

Safeguarding						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
S.1	Determine the Trust Safeguarding Policy.		<b>Decide</b>			
S.2	Ensure compliance with all safeguarding policy and practice.		<b>Monitor</b> Strategically for all Academies	<b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b> Strategically at Academy level	<b>Deliver</b> <b>Monitor</b> Operationally at Academy level
S.3	Appoint a safeguarding Local Governor.			<b>Monitor</b> Via the Governance Professional	<b>Decide</b> <b>Deliver</b>	
S.4	Set Safer Recruitment Policy, processes and practice.		<b>Decide</b> <b>Monitor</b> Strategically across the Trust	<b>Deliver</b> <b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b> Strategically at Academy level	<b>Deliver</b> <b>Monitor</b> Operationally at Academy level
S.5	Ensure diversity is respected, including the upholding of the Prevent agenda prohibiting political indoctrination and		<b>Monitor</b>	<b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b>	<b>Deliver</b>

Safeguarding						
<b>Decide</b>		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
	ensuring the balanced treatment of political issues.					
S.6	Ensure a compliant single central record is maintained.		<b>Monitor</b> Strategically across the Trust	<b>Monitor</b> Via the Trust school improvement team <b>Deliver</b> (Trust single central record)	<b>Monitor</b> Strategically at Academy level	<b>Deliver</b> <b>Monitor</b> Operationally

Christian Character						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their views sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
CC.1	Ensure and protect the Christian character of the VA/VC school (as monitored by Section 48 inspections Statutory Inspection of Anglican and Methodist Schools (SIAMS)).	<b>Decide</b>	<b>Monitor</b> Strategically across the Trust	<b>Monitor</b> Via the Trust school improvement team <b>Deliver</b>	<b>Monitor</b> Strategically at Academy level	<b>Deliver</b> <b>Monitor</b> Operationally at Academy level
CC.2	Ensure the provision of collective worship/assembly and the provision of RE in line with Academy's curriculum.		<b>Decide</b> <b>Monitor</b> Strategically across the Trust	<b>Consulted</b> <b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b> Strategically at Academy level	<b>Deliver</b> <b>Monitor</b> Operationally at Academy level
CC.3	Develop and implement an individual (Christian) vision.	<b>Consulted</b> For VA/VC Academies	<b>Consulted</b>	<b>Consulted</b>	<b>Decide</b> <b>Monitor</b> Strategically at Academy level	<b>Deliver</b> <b>Monitor</b> Operationally at Academy level

Christian Character						
<b>Decide</b>		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their views sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
CC.4	Ensure that all pupils take part in a high quality daily act of collective worship/assembly			<b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b> Strategically at Academy level	<b>Deliver</b> <b>Monitor</b> Operationally at Academy level
CC.5	Ensure the Christian values and character of the Academy is embedded in all practice, including through the provision of high quality RE teaching and learning.			<b>Monitor</b> Via the Trust school improvement team	<b>Monitor</b> Strategically at Academy level	<b>Deliver</b> <b>Monitor</b> Operationally at Academy level

Finance						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
F.1	Appoint external auditors for the Trust.	<b>Decide</b>		<b>Deliver</b>		
F.2	Appoint internal auditors for the Trust.		<b>Decide</b>	<b>Deliver</b>		
F.3	Prepare annual accounts.			<b>Deliver</b>		
F.4	Determine the Trust Finance Policy and Pay Policy and approve financial schemes of delegation and all relevant Terms of Reference.		<b>Decide</b>	<b>Deliver</b>		
F.5	Appoint an Accounting Officer.		<b>Decide</b>			
F.6	Determine starting salaries of staff in		<b>Decide (for Executive Team)</b>	<b>Decide (for all other staff)</b>		<b>Consulted</b>

Finance						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
	line with the Trust's pay policy.					
F.7	Determine the proportion of the overall Trust budget to be allocated to individual Academies.		<b>Decide</b> (through budget approval)	<b>Deliver</b> (via budget setting)		<b>Consulted</b>
F.8	Ensure proper financial controls are in place.		<b>Decide</b>	<b>Deliver</b> <b>Monitor</b> Via the Finance Team		<b>Deliver</b>
F.9	Determine pay awards of staff in line with the Trust's pay policy		<b>Decide</b> (for Executive Team through pay panel)	<b>Consulted</b>	<b>Decide</b> (for Academy staff through pay panel)	<b>Deliver</b>
F.10		Deliberately blank				
F.11	Set the budget each financial year.		<b>Decide</b>	<b>Deliver</b>		
F.12	Ensure Academy expenditure is in		<b>Monitor</b>	<b>Monitor</b>		<b>Deliver</b>

Finance						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
	keeping with the budget.			<b>Deliver</b> Via Finance Team		
F.13	Open and oversee the operation of the Academy's bank account and ensure financial management systems and accounting records are administered in accordance with the finance policy.			<b>Deliver</b> <b>Monitor</b> Via Finance Team		
F.14	Authorise financial expenditure outside the agreed budget in line with the Finance Policy.		<b>Decide</b>	<b>Decide</b>		

Finance						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
F.15	Approve contracts up to the limits of delegation and within an agreed budget and <i>in line with the Trust's Finance Policy.</i>		<b>Decide</b>	<b>Decide</b>		<b>Decide</b>
F.16	Ensure provision of free school meals to those pupils meeting the criteria.					<b>Deliver</b>
F.17	Set up and approve Governance expenses Policy.		<b>Decide</b> <b>Deliver</b>	<b>Monitor</b> Via Finance Team	<b>Deliver</b>	

Central Services						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
CS.1	Determine the scope of mandatory core services to be delivered by the Trust on behalf of its Academies.		<b>Decide</b>	<b>Deliver</b>	<b>Consulted</b>	<b>Consulted</b>
CS.2	Determine a Trust-wide procurement policy and set the delegated levels of authority for such contracts.		<b>Decide</b>	<b>Deliver</b>		
CS.3	Approve contracts which constitute related party transactions.		<b>Decide</b>	<b>Consulted</b>		
CS.4	Propose additional services to be procured on behalf of the Academy and Trust (Traded Services).			<b>Decide</b> <b>Deliver</b>		<b>Deliver</b>

Central Services						
<b>Decide</b>		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
CS.5	Ensure centrally procured services provide value for money.		Monitor	Deliver Monitor		

Human Resources						
<b>Decide</b>		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task or is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
HR.1	Define any overarching leadership structures across Academies.		Consulted	Decide	Consulted	Consulted

Human Resources						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task or is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
HR.2	Appoint the Headteacher/Head of School.	(Diocese approval required)		<b>Decide</b> <b>Deliver</b> CEO sits as part of the selection panel and has the power of veto	<b>Consulted</b>	
HR.3	Appoint the central team			<b>Decide</b> <b>Deliver</b>		
HR.4	Appoint Academy staff.			<b>Consulted</b> <b>Monitor</b>	<b>Decide</b> LAC to support the Headteacher/Principal with recruitment as appropriate and requested.	<b>Decide</b> <b>Deliver</b>
HR.5	Deliberately blank					
HR.6	Ensure compliance with terms and conditions of			<b>Decide</b>		<b>Deliver</b>

Human Resources						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task or is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
	employment and staff handbooks.			Deliver Monitor		Monitor
HR.7	Oversee effective engagement with unions and professional associations.			Decide Deliver In conjunction with HR provider		Decide Deliver
HR.8	Determine NCSF MAT wide training and development in line with distinctive ethos, aims and vision of the Trust.			Decide Deliver	Consulted	Consulted
HR.9	Be accountable for ensuring the training and development of individual Academy staff.				Monitor	Decide
HR.10	Appoint or dismiss the Chief Executive Officer	Consulted	Decide Deliver	Consulted (where appropriate)		

Human Resources						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task or is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
HR.11	Dismiss or suspend/end suspension of the Head Teacher or Head of School		<b>Consulted</b>	<b>Decide</b> <b>Deliver</b>	<b>Consulted</b>	
HR.12	Dismiss or suspend/end suspension of Academy staff.			<b>Consulted</b> <b>Monitor</b>	<b>Decide</b> (where appropriate and requested)	<b>Decide</b> <b>Deliver</b>
HR.13	Dismiss or suspend/end suspension of the central team			<b>Decide</b> <b>Deliver</b>		
HR.14	Determine dismissal payments/early retirement.		<b>Decide</b>	<b>Consulted</b>		
HR.15	Monitor and report on the attendance of staff.		<b>Monitor</b> Strategically across the Trust	<b>Monitor</b> <b>Deliver</b>	<b>Monitor</b> Strategically at Academy level.	<b>Deliver</b>

Pupil Admissions						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for: undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
PA.1	Consult with all key stakeholders before determining an Admissions Policy.		<b>Decide</b>	<b>Decide</b>	<b>Consulted</b>	<b>Consulted</b>
PA.2	Be accountable for all admission application decisions.					<b>Decide</b>
PA.3	Make arrangements hearing admission appeals.				<b>Decide</b>	<b>Deliver</b>
PA.4	Appeal when appropriate, against LA directions to admit pupil(s).				<b>Consulted</b>	<b>Deliver</b>
PA.5	Approve any changes to the Pupil Admission Number.		<b>Decide</b>	<b>Consulted</b>	<b>Consulted</b>	<b>Consulted Deliver</b>

Premises and Insurance						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
P.1	Procure buildings insurance and personal liability.			<b>Decide</b> <b>Deliver</b>		
P.2	Develop an Academy buildings strategy and funded maintenance plan		<b>Decide</b>	<b>Consulted</b> <b>Deliver</b>	<b>Consulted</b>	<b>Consulted</b>
P.3	Maintain buildings, in accordance with the maintenance plan.			<b>Deliver</b>		<b>Deliver</b>
P.4	Determine Trust Health and Safety policy.		<b>Decide</b>			

Premises and Insurance						
Decide		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
Consulted		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
Deliver		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
Monitor		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
P.5	Ensure that health and safety regulations are followed.		<b>Monitor</b> Strategically across the Trust	<b>Deliver</b>		<b>Deliver</b>
P.6	Review security of Academy premises and equipment.		<b>Monitor</b> Strategically across the Trust	<b>Deliver</b>		<b>Deliver</b>
P.7	Draw up, agree and monitor an Accessibility Plan for the Academy.				<b>Decide</b>	<b>Consulted</b> <b>Deliver</b>
P.8	Determine a Trust Lettings Policy.		<b>Decide</b>	<b>Consulted</b> <b>Deliver</b>		
P.9	Ensure suitable risk assessments are prepared and appropriate actions taken.		<b>Monitor</b>	<b>Deliver</b>		<b>Deliver</b>
P.10	Monitor the accident book and				<b>Monitor</b>	<b>Consulted</b>

Premises and Insurance						
<b>Decide</b>		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
	agree appropriate actions.					<b>Deliver</b>

Administration						
<b>Decide</b>		<b>Decide</b> - Has primary responsibility for decision making related to the task.				
<b>Consulted</b>		<b>Consulted</b> - Will be consulted or their opinion sought as part of the process of completing a task. Their contribution may inform the approach or decision.				
<b>Deliver</b>		<b>Deliver</b> - Accountable for undertaking the task; following agreed policies and procedures; ensuring appropriate training of staff.				
<b>Monitor</b>		<b>Monitor</b> - Responsible for reviewing whether the task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.				
Decision/Action		Members	Directors	Executive Leadership Team	Local Academy Committee	Headteacher
A.1	Set the times of school days and INSET days			<b>Decide</b> (For one trust wide inset day)		<b>Decide</b>

Administration						
A.2	Ensure that Academy is open for 380 sessions for pupils in an academic year.			Monitor		Deliver
A.3	Monitor the Academy website for compliance.		Decide	Deliver Monitor across all Academies	Monitor	Deliver
A.4	Ensure 'Get information about Academies' is up-to date and compliant.			Deliver Monitor across all Academies		Deliver
A.5	Comply with all data protection legislation and good practice.		Decide	Deliver Monitor		Deliver