


## SCHEME OF DELEGATION (decision making)

Function	Delegated authority
<b>1. Governance</b>	
Appoint or remove Members	Members in accordance with Articles of Association
Determine Articles of Association and any amendments	Members and Trustees or Members in accordance with Articles of Association
Appoint or remove Trustees	Members in accordance with Articles of Association
To determine whether to exercise delegation of functions to individuals or committees and approve a scheme of delegation	Trust Board
Approve terms of reference of Committees	Trust Board
Determine the function and purpose of LGBs	Trust Board
Determine the Trust vision and mission	Trust Board
Determine the Academy vision and mission (Aligned with the Trust vision & values)	Local Governing Body ("LGB")
Approve all statutory and material Trust-wide policies	Trust Board
Approve all local policies	LGB
Appoint or remove Chair of Governors	Chair of Trust on recommendation of the CEO
Appoint local governors	Trust Board on recommendation from Chair of LGB in communication with the incumbent (where applicable) and Headteacher
Remove local governors	Chair of Trust on recommendation of the CEO
Determine operating models of LGBs	CEO
Approve changes to the number of academies operated by the Trust	Trust Board



<b>2. Finance</b> (See appendix A for specific detail)	
Approval of annual revenue and capital budgets	Trust Board
Approval of property and fixed asset maintenance financial plan	See appendix A
Approval of budgeted staff expenditure	See appendix A
Monitoring of Income & Expenditure accounts	Trust Board
Approval of accounting policies, financial accounts, statement of financial control	Trust Board
Approval of finance manual	Trust Board
Approval of opening of bank accounts	See appendix A

<b>3. HR</b> (See appendix B for specific detail)	
Appointments/Dismissals	See appendix B
Creation of new roles or permanent removal of roles within Central leadership team	CEO and Trust Board
Approval of pay policy (including pay scale determination)	Trust Board
Approve annual recommendations on staff salary progression	See appendix B
Approval of CEO's salary and pay progression	Trust Board
Approve staffing adjustment decision to consult – local and <1 roles made redundant	Head of Finance
Approve staffing adjustment decision to consult – 1<20 roles made redundant	CEO
Approve staffing adjustment decision to consult – >20 roles made redundant	Trust Board
Performance management processes	See Appendix B



<b>4. Education</b>	
Establish the overarching Strategic Plan	CEO
Approve the Strategic Plan	Trust Board
Establish curriculum standards	CEO
To set and publish targets for student achievement	CEO
To review and be satisfied with evidence supporting monitoring of educational outcomes	LGB
Approve arrangements for collective worship	LGB
Ensure the Christian ethos of the Trust is maintained	Trust Board
Ensure the Christian ethos of the academy is maintained	LGB
To hold the CEO to account for Trust outcomes	Trust Board
Changes to admissions policy	Trust Board

<b>5. Compliance</b> ( <i>Health &amp; Safety, Department for Education and Statutory Obligations</i> )	
To ensure statutory policies are maintained	Trust Board
To implement statutory and Trust-wide policies	CEO
To review and challenge the evidence supporting the level of exclusions in each academy and form exclusion panels if required	LGB
Set an admissions policy	CEO
Ensure Health & Safety regulations are followed	CEO
Determine the auditing and reporting arrangements for the Trust	Trust Board
To determine the Trust risk appetite and monitor executive reporting	Trust Board
Approve Business Continuity Plan	Trust Board
Management of risk controls	CEO
Changes to the academy day or term length	CEO

## Appendix A:

### *Finance specific detail*

<i>Function</i>	<i>Delegated Authority</i>
Approval of annual revenue and capital budgets	Trust Board
Approval of property and fixed asset maintenance financial plan	CEO
Approval of staff establishment:  1. Budgeted Full-time Equivalent ("FTE") staff (all sites) 2. Variation on budget FTE (single site) <1 FTE 3. Variation on budget FTE (single site) >1 FTE	CEO Head of Finance Director of Education
Approval of Purchase Orders or contracts in single accounting period:  1. <£500 (when within approved budget) 2. £501 - £10,000 (when within approved budget)  3. £10,001-£40,000 (When within approved budget) 4. £40,001-£100,000 5. >£100,001	1. Senior Academy Leader 2. Headteacher/ Head of Function/Directors 3. Head of Finance 4. CEO 5. Trust Board
Approval of invoices  1. <£500 2. £501 - £10,000  3. £10,001-£40,000 4. £40,001-£100,000 5. >£100,001(When contract or PO has been approved by the Board) 6. >100,001 (when there is no prior approval or contract approval by the Board)	1. Senior Academy Leader 2. Headteacher/ Head of Function/directors 3. Head of Finance 4. CEO 5. CEO 6. Trust Board
Disposal or write-off of assets:  1. Fixtures & fittings < £5k 2. Fixtures & fittings > £5k 3. Equipment (incl. vehicles) < £5k 4. Equipment (incl. vehicles) > £5k	1. Head of Finance 2. CEO 3. Head of Finance 4. CEO

<p>Write-off of debts:</p> <ol style="list-style-type: none"> <li>1. &lt; £5k</li> <li>2. £5k-£25k</li> <li>3. £25k-£45k</li> <li>4. &gt;£45k</li> </ol>	<ol style="list-style-type: none"> <li>1. Head of Finance</li> <li>2. CEO</li> <li>3. Trust Board</li> <li>4. ESFA</li> </ol>
<p>Budget Adjustments:</p> <ol style="list-style-type: none"> <li>1. &lt;£40k</li> <li>2. &gt; £40k</li> </ol>	<ol style="list-style-type: none"> <li>1. Head of Finance</li> <li>2. CEO</li> </ol>
<p>Gifts, donations or sponsorships</p> <ol style="list-style-type: none"> <li>1. &lt; £25k</li> <li>2. &gt;£25k</li> <li>3. &gt; £100k</li> </ol>	<ol style="list-style-type: none"> <li>1. Head of Finance</li> <li>2. CEO</li> <li>3. Trust Board</li> </ol>
<p>Approval of the following finance-related policies:</p> <ol style="list-style-type: none"> <li>1. Lettings &amp; charges</li> <li>2. Performance &amp; Pay policies</li> <li>3. Governors' expenses</li> <li>4. Charging &amp; remissions</li> </ol>	<ol style="list-style-type: none"> <li>1. Finance &amp; Estates</li> <li>2. Personnel or, for Trust Senior Leadership, Remuneration</li> <li>3. Finance &amp; Estates</li> <li>4. Finance &amp; Estates</li> </ol>
<p>Staff redundancy payments</p> <ol style="list-style-type: none"> <li>1. Single site (contractual)</li> <li>2. Multi-site/Trust-wide (contractual)</li> </ol>	<ol style="list-style-type: none"> <li>1. Head of Finance</li> <li>2. CEO</li> </ol>
<p>Changes to Financial Delegations of Authority  <i>Can be varied to the value the post-holder has authority to approve</i></p>	
<p>Opening of Bank Accounts</p>	<p>Head of Finance</p>
<p>Bank signatories</p>	<p>Two of:</p> <ul style="list-style-type: none"> <li>• CEO</li> <li>• Head of Finance</li> <li>• Finance manager</li> <li>• Assistant financial controller</li> </ul>

## HR specific detail

### 1. Recruitment

Applies to all permanent recruitment. The Hiring Manager's decision will be supported by DEMAT's Interview Scoring Procedure. All appointment/interview panels must contain at least one member who has undertaken Safer Recruitment Training. Changes to academy staffing establishments must be approved by Head of Finance (change of up to 1) or CEO (changes more than 1).

Role	Hiring Manager	Interview Panel Support
CEO	Chair of Trustees	Chairs of Committees as a minimum and/or Designated Trustees. External Expertise, as required.
Central Team Leadership	CEO	Minimum 1 Trustee plus chair of relevant committee plus member of the Central Leadership Team
Headteacher	CEO	Minimum 1 Trustee plus Director of Education, Hub Director & Chair of Governors, or delegated support
Academy Leadership Positions (Deputy/ Assistant Headteacher)	Headteacher	Hub Director and Chair of Governors or delegated support
All other Academy Positions	Headteacher	Academy Senior Leadership Team ("SLT") and member of the LGB
All other Central Team Positions	Head of Role or relevant Director	Directorate Lead/ Head of Role or delegated Central Team Manager & member of the HR Team.

## 2. Disciplinary Cases and Dismissals

For all disciplinary cases and dismissals, the following delegation model shall apply: All disciplinary hearings or appeals require at least two members of the panel to be determined by the role with delegated authority, to include, where possible, at least one local governor for academy-based positions. In addition to an appropriate member of the HR Team who will be advisory to the panel. All suspensions and/or investigations should take place following consultation with HR. If in doubt, please contact your HR advisor for advice.

- Disciplinary
- Performance Improvement
- Capability (professional competence)
- Ill health capability

Post	Commissions investigation (if applicable)	Suspending Manager (if applicable)	Investigating Officer (if applicable)	Chair of Hearing	Chair of Appeal Hearing
CEO	Chair of Trustees	Chair of Trustees	Chair of Committee or External Expertise	Chair of Trustees	External Expertise
CLT Member	CEO	CEO	External Expertise	Chair of Personnel Committee	Chair of Trustees
Headteacher	Hub Director	Hub Director	Hub Director* / D of E or External Expertise	CEO (Chair of Committee to be part of the panel)	Chair of Trustees
Senior Leadership (academy based)	Headteacher	Headteacher	Headteacher/Headteacher*	Hub Director* or Director of Education	CEO or Director of Education
All other posts (academy based)	Headteacher	Headteacher	Headteacher/Headteacher* or Academy SLT Member, Academy SLT Member* or Central Team Manager	Headteacher/Headteacher* /Hub Director* or 'Head of'	Member of CLT
All other posts (Central Team)	Relevant Director/ 'Head of'	Relevant Director/ 'Head of'	Hub Director/ 'Head of'*or relevant Central Team Manager	Head of' Position*	Member of CLT

*\* Must not be from the same Academy or Directorate, or have direct oversight responsible for the Academy/Function*

### **3. Performance management progression**

All panels require a minimum of two people. Member of the panel is to be determined by the role within the Delegated Authority.

	<b>Proposer</b>	<b>Approval</b>	<b>Appeal</b>
Chair of Trustees	Chair of Remuneration Committee	Chair of Audit & Risk Committee	Member
CEO	Chair of Board	Trust Board	Trust Board
Central Leadership Team	CEO	Chair of Remuneration Committee	Trust Board
Headteacher	CEO	Chair of Personnel Committee**	Chair of Remuneration** Committee
Academy Leadership Positions	Headteacher	Pay Committee	Chair of Remuneration Committee
All Positions	Headteacher	Pay Committee	Chair of Remuneration Committee
All other Central Team Positions	Line Manager	Head of Role or Directorate Lead	CEO

*\* Must not be from the same Academy or Directorate or have direct oversight responsible for the Academy/Function.*

*\*\* In the event that the Chair of both Personnel and Remuneration is the same person then another Trustee must have the responsibility for chairing the Appeal delegated to them.*



#### 4. Severance/Settlement payments

	<b>Approval</b>	<b>Advisory Capacity</b>
Equal to or below contractual notice	Head of Finance	Head of HR
Above contractual notice but below six months' pay (& below £30K)	CEO	Head of HR
Above contract notice but between £30K and £50K	Chair of the Trust Board	Head of HR
Above £50k in any event	Approval from ESFA	Head of HR

#### 3. Grievance

	<b>Chair of Hearing</b>	<b>Hearing Support</b>	<b>Chair of Appeal</b>
Chair of Trustees	Chair of Audit & Risk Committee	Member	Independent member
Trustee	Chair of Board	Member	Independent member
CEO	Chair of Board	Chair of Audit & Risk Committee	Member
Senior Leadership (Central Team)	CEO	Trustee	Chair of Audit & Risk Committee
Headteacher	Hub Director	Trustee	Chair of Audit & Risk Committee
Academy Leadership Positions (Deputy/ Assistant Headteacher)	Headteacher	Chair of Governance	Head of Governance
All other Academy Positions	Headteacher	LGB member	Hub Director*
All other Central Team Positions	'Head of' Position or Directorate Lead	Central Team Manager	Member of CLT

\* Must not be from the same Academy or Directorate, or have direct oversight responsible for the Academy/Function

All Grievance Hearings and Appeal hearings will require a member of HR on the panel.

Scheme of stakeholder responsibilities	
Function	Governance
Central executive with overall accountability	CEO
Stakeholder	Responsibilities
Trustees	<p>The Trustees will:</p> <ul style="list-style-type: none"> <li>• Set the values, strategic direction, and policies of the Trust.</li> <li>• Determine the committee structures for the Trust, approve the Scheme of Delegation and Trust Risk Register.</li> <li>• Approve statutory policies and key trust wide policies.</li> <li>• Support the training of new Trustees.</li> <li>• Support Members in the recruitment and appointment of new Trustees</li> </ul>
Trust Executive	<p>The Trust Executive will:</p> <ul style="list-style-type: none"> <li>• Support Trustees in the recruitment and appointment of new Trustees, maintaining a skills audit of Trustee expertise to ensure a balance of relevant expertise at Board level.</li> <li>• Be responsible for establishing the Scheme of Delegation for approval by the Trustees.</li> <li>• Proactively ensure that the Trust Board and its sub-committees have access to all necessary data and information, as and when they require it, in order to discharge their duties as Trustees in providing overview and scrutiny of the Trust's activities and in holding the Executive to account.</li> <li>• Propose Trust Risk Register to Trustees.</li> </ul>

<p>Academy Headteacher</p>	<p>The Headteacher will:</p> <ul style="list-style-type: none"> <li>• Ensure compliance with the Scheme of Delegation as it relates to the academy.</li> <li>• Ensure the academy operates within the policies and procedures set out by the Trustees.</li> <li>• Proactively ensure that the LGB have access to all necessary data and information, as and when they require it, in order to discharge their duties as Governors in providing overview and scrutiny of the academy's activities and in holding the academy leadership team to account.</li> <li>• Complete and maintain an up-to-date Risk Register for the academy.</li> </ul>
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Head of Function / Central team	<p>The Head of Function/Central team will:</p> <ul style="list-style-type: none"> <li>• Liaise with the Education &amp; Skills Funding Agency (ESFA) and Charities Commission to ensure that the Trust's governance structure is clear, compliant and effective.</li> <li>• Ensure that meetings of the LGB are fully supported and appropriately clerked and organised.</li> <li>• Support Governors in the recruitment of new LGB members ensuring that the support of our Christian distinctiveness remains a priority.</li> <li>• Ensure that meetings of the Trust Board and their sub-committees are fully supported and appropriately clerked and organised.</li> <li>• Maintain a policy review schedule and ensure all policy owners are notified in due course of review dates.</li> </ul>
Academy LGB	<p>The LGB will:</p> <ul style="list-style-type: none"> <li>• monitor compliance with and implementation of the Academy Development Plan;</li> <li>• champion the DEMAT vision and values in the Academy and to review the processes in place to support the wellbeing of pupils and staff;</li> <li>• champion, through communication with relevant stakeholders, the individual character and Christian ethos of the Academy. This is to include providing assurance to the Trust Board through direct observation and reports from the Headteacher and (termly) the Hub Director that there are effective arrangements in place for regular collective worship which are inclusive, engaging, and enable all pupils and adults to flourish spiritually in the Academy.</li> <li>• establish and maintain a relationship with parents, staff, the members of the local church and the local community generally;</li> <li>• review how the needs of the local community are understood by the Headteacher and how the Academy is perceived by it, for the purposes of the Headteacher's establishing and implementing the Academy Development Plan and running the Academy generally;</li> </ul>

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|  | <ul style="list-style-type: none"> <li>• appoint (and remove) from its number:             <ul style="list-style-type: none"> <li>○ the Vice-Chair<sup>1</sup>; and</li> <li>○ Local Governors with allocated specific responsibilities which must include safeguarding, Christian ethos and SEND and other areas as the LGB sees fit.</li> </ul> <p>(where it has not been possible to appoint a Vice-Chair, the LGB shall give consideration to how the responsibilities of the Vice-Chair set out in the -DEMAT LGB constitution document shall be discharged).</p> </li> <li>• support the DEMAT governance team to appoint (and remove) a Clerk;</li> <li>• review, make recommendations and scrutinise the implementation of the local procedures adopted by the Academy (in line with any Trust prescribed policy);</li> <li>• review the outcomes of pupil, parental, and staff feedback surveys;</li> <li>• recruit and plan succession for the membership of the LGB;</li> <li>• communicate in a timely manner to the Trust Board any issues of concern in relation to the functioning of the Academy in line with published reporting mechanisms; and</li> <li>• support the conversion back to a normally constituted DEMAT LGB, including undertaking relevant recruitment and handover activities to ensure the smooth transition of governance where it has been necessary to establish Transition or Intervention Boards.</li> </ul> |
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<sup>1</sup> where it has not been possible to appoint a Vice-Chair, the LGB shall give consideration to how the responsibilities of the Vice-Chair set out in the DEMAT LGB constitution document shall be discharged.

<b>Function</b>	Trust Leadership
<b>Central executive with overall accountability</b>	CEO
<b>Stakeholder</b>	<b>Responsibilities</b>
Trustees	<p>The Trustees will:</p> <ul style="list-style-type: none"> <li>• Appoint the Chief Executive Officer (CEO).</li> <li>• Appoint the CEO to be the Executive Officer on the Board of Trustees.</li> <li>• Be responsible for the approval for new academies joining the Trust following proposals by the CEO.</li> <li>• Approve the overall Trust strategic plan and any subsequent changes.</li> <li>• Ensure that the Articles of Association are met.</li> <li>• Appoint the CEO to be the Accounting Officer for the Trust.</li> </ul>
Trust Executive	<p>The Trust Executive will:</p> <ul style="list-style-type: none"> <li>• In consultation with the Trustees, appoint and manage a suitably experienced and qualified Central leadership team.</li> <li>• Ensure Headteachers are appointed, and performance managed by the CEO, Director of Education and Hub Directors and supported by the Central team.</li> <li>• Provide a national voice for the Trust managing reputation and identity with national and regional partners including Ministers, Department for Education, ESFA, Regional Schools Commissioner and National Schools Council, Charities Commission, Ofsted, HMRC, Local Authorities, and other Multi Academy Trusts.</li> <li>• Be responsible for establishing and maintaining an operating model and staffing structure that delivers all the necessary functions of the Trust effectively, efficiently and affordably.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop and initiate an academy expansion strategy for the Trust approved by the Trustees</li> <li>• Ensure that the Trust is represented on the local, regional, national stage in a positive light.</li> </ul>
Academy Headteacher	<p>The Headteacher will:</p> <ul style="list-style-type: none"> <li>• In consultation with the Executive and (where applicable) LGB, appoint the senior leadership team of the academy.</li> <li>• Be responsible for the line management of the academy's senior management team.</li> <li>• Be responsible for establishing and maintaining an operating model and staffing structure that delivers all functions delegated to the academy effectively, efficiently and affordably.</li> <li>• Provide a local voice for the Trust and the academy managing reputation and identity with local and regional partners including the Local Authority, Child Protection Agencies, RSC offices, other academies and community-based groups</li> <li>• Take necessary and appropriate actions to comply with Trust policies such as Complaints, Safeguarding, and Pay Policy amongst others.</li> </ul>
Head of Function / Central team	<p>The Head of Function/Central team will:</p> <ul style="list-style-type: none"> <li>• Maintain and performance manage specialised teams within each function of the central services.</li> <li>• Provide specialist leadership and operational support to Headteachers to ensure that each academy can perform at its highest.</li> <li>• Support Headteachers with Local Authority liaison as needed.</li> <li>• Support academies with managing external communications.</li> </ul>

Academy LGB	<p><b>General</b></p> <p>The LGB will:</p> <ul style="list-style-type: none"> <li>• Set the values and strategic policy of the academy or the academies within the federation within the limits established by the Scheme of Delegation.</li> <li>• Support and contribute to the induction of LGB members through use of mentoring, reading materials and familiarisation programme.</li> <li>• Will contribute to and approve local policies not set by Trustees</li> <li>• Question and challenge how Headteachers liaise with local stakeholders, parents and promote wider community engagement and be satisfied that the performance and other data and any narrative provided to them are consistent.</li> </ul> <p>All Governors are expected to:</p> <ul style="list-style-type: none"> <li>• Maintain and develop their knowledge and skills as a governor taking up training opportunities.</li> <li>• Participate in monitoring activities including academy visits as set out in an academy governor monitoring policy, planned by the LGB or requested by the Chair of Governors.</li> </ul> <p><b>Information management and communication</b></p> <p>The LGB will:</p> <ul style="list-style-type: none"> <li>• Provide assurance to the Trust Board of the effective implementation and application of the Trust Data Protection Policy and related procedures in the Academy;</li> <li>• Review, monitor and provide assurance to the Trust Board that systems are in place for effective communication with pupil, parents or carers, staff and the wider community and the local parent teacher association (if established);</li> <li>• Provide assurance to the Trust Board that the academy web site is up to date and relevant to the Academy community.</li> </ul>
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### **Pupil recruitment and admissions**

The LGB will:

- Provide assurance to the Trust Board that an Academy Admissions Policy based on the DEMAT admissions policy is published, as required in accordance with the School Admissions and Appeals Codes;
- Provide assurance that effective arrangements for admissions appeals are in place through monitoring; and
- Provide assurance that effective arrangements are in place for pupil recruitment and marketing.

<b>Function</b>		Finance
<b>Central executive with accountability</b>		Head of Finance
<b>Stakeholder</b>	<b>Responsibilities</b>	
Trustees	<p>The Trustees will</p> <ul style="list-style-type: none"> <li>• Be accountable for ensuring financial compliance and sustainability.</li> <li>• Consider the annual audit findings and management reports for changes or improvements to financial procedures at all levels.</li> <li>• Appoint the External Auditors for the Trust.</li> <li>• Approve: Trust budget; Running whole Trust revenue deficit; Financial statements; Financial handbook, financial policies, and Scheme of Delegation.</li> </ul>	
Trust Executive	<p>The Trust Executive will:</p> <ul style="list-style-type: none"> <li>• Employ a central finance team.</li> <li>• Ensure that the budget plan for each academy, central services, and the whole Trust with 3-year forecasts, and set financial policies including Treasury management are established within the terms of the Scheme of Delegation.</li> <li>• Determine and recommend to Board: Academy budgets &amp; forecasts, use of reserves.</li> <li>• Monitor the implementation of cash management.</li> <li>• Secure higher level of legal support for contract disputes, via Head of Governance, likely to lead to a contract termination, damages or penalty.</li> <li>• Ensure value for money is being achieved across the Trust.</li> </ul>	
Academy Headteacher	<p>The Headteacher will:</p> <ul style="list-style-type: none"> <li>• Operate the academy within the Trust's financial procedures and Scheme of Delegation.</li> <li>• Operate the academy in accordance with the ESFA's latest version of the Academies Financial Handbook.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Manage the resources of the academy within the limits set out in the authorised budget.</li> <li>• Inform the Head of Finance immediately if there is a risk of a significant deviation from the authorised budget plan.</li> <li>• Provide relevant contract and service level agreement (SLA) data to the Trust as requested.</li> <li>• Inform the Trust finance office about any commercial contractual agreements that are under consideration.</li> <li>• Follow the advice given by the Trust regarding new contract purchases and seek approval prior to contract agreements.</li> </ul>
Head of Function / Central team	<p>The Head of Function / Central team will:</p> <ul style="list-style-type: none"> <li>• Read and ensure that policies are maintained and up to date in accordance with the ESFA's latest version of the Academy Trust Handbook.</li> <li>• Provide the financial management system and financial planning systems for all academies.</li> <li>• Utilise the on-line banking arrangements to monitor and manage bank accounts to ensure sufficient cash exists to manage financial liabilities.</li> <li>• Maintain an accurate and up to-date financial management system as required.</li> <li>• Prepare monthly and end of year academy finance documents.</li> <li>• Maintain the banking system for all aspects of the Trust's work.</li> <li>• Provide procedures manual for academy finance team. Provide: on-line; e-mail; telephone and on-site support for each academy through in-house provision.</li> <li>• Provide support to each Academy in fully managing their budgets.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide the auditors with access to all information and systems, as they require.</li> <li>• Maintain a contracts database. Prioritise contracts, in terms of impact on academies, for group wide procurement and management.</li> <li>• Find, implement and manage network procurement opportunities.</li> <li>• Negotiate directly with suppliers, on behalf of the academy, for contracts with a value over £5,001.</li> <li>• Assess whether each contract secures best value if negotiated at the local level or as part of a group approach.</li> <li>• Support each academy through competitive processes for locally negotiated contracts.</li> </ul>
Academy LGB	<p>The LGB will:</p> <ul style="list-style-type: none"> <li>• monitor adherence to the Academy's delegated budget;</li> <li>• maintain a register of LGB members' business and pecuniary interests; and</li> <li>• support the Trust Board (as required) in its evaluation of the delivery of any central services/functions provided/procured by the Academy Trust.</li> </ul>

<b>Function</b>		HR & Staffing
<b>Central executive with overall accountability</b>		Head of HR
<b>Stakeholder</b>	<b>Responsibilities</b>	
Trustees	<p>The Trustees will be accountable for all HR compliance.</p> <p>The Trust Board will:</p> <ul style="list-style-type: none"> <li>• Consider the findings from the internal reviews for changes to provision at all levels.</li> <li>• Directly manage any HR procedures that may lead to employment termination for the CEO.</li> </ul>	
Trust Executive	<p>The Trust Executive will:</p> <ul style="list-style-type: none"> <li>• Directly manage HR procedures that may lead to employment termination for Headteachers and centrally employed staff in line with HR decision making matrix.</li> <li>• Ensure the delivery of effective and best value recruitment support for academies.</li> <li>• Review proposed staff restructures.</li> <li>• Engage in recruiting key operational posts.</li> <li>• Oversee staff development opportunities.</li> <li>• Ensure staffing establishments are approved by Head of Finance/CEO in line with Scheme of Delegation.</li> </ul>	
Academy Headteacher	<p>The Headteacher will:</p> <ul style="list-style-type: none"> <li>• Implement the Trust HR policies and liaise with local relevant Trade Unions under guidance from the central HR team.</li> <li>• Ensure local compliance with the Trust's Trade Union recognition agreement.</li> <li>• Ensure staff are familiar with, and comply with, all HR policies through appropriate training and development.</li> <li>• Seek HR advice at the earliest opportunity before initiating a formal HR procedure or policy.</li> <li>• Ensure HR policies are implemented in line with policy, including performance appraisals and pay reviews.</li> <li>• Develop and submit for approval staff restructuring proposals.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Liaise with local level unions.</li> <li>• Be responsible for the line management of the academy's senior team and the implementation of performance management.</li> <li>• Be responsible for ensuring that an appropriate and effective staffing structure is in place to deliver high quality learning environment for all pupils with effective educational outcomes.</li> <li>• Support the development of staff in academies through the Trust People strategy.</li> </ul>
Head of Function / Central team	<p>Head of Function / Central team will:</p> <ul style="list-style-type: none"> <li>• Provide the Trust People strategy.</li> <li>• Provide regular reports on key performance indicators to CEO and Headteachers.</li> <li>• Negotiate with national Trade Unions on the development of consistent HR policies and procedure changes.</li> <li>• Manage and liaise with Trade Unions where there is a risk of industrial dispute.</li> <li>• Provide HR advice, support for academies on demand including on-site support for formal procedures including performance, capability, grievance and disciplinary.</li> <li>• Provide a centrally managed payroll service for the Trust including all academies.</li> <li>• Ensure that accuracy of monthly payroll data for academy staff in line with the financial procedures.</li> <li>• Set HR and recruitment policies for approval by the Trustees.</li> </ul>
Academy LGB	<p><b><i>Staffing Matters</i></b></p> <p>The LGB will:</p> <ul style="list-style-type: none"> <li>• Participate in the process to appoint the Headteacher as requested by the DEMAT Central Team (acting with the delegated authority of the Trust Board);</li> <li>• Provide support to the Headteacher for their performance appraisals, if requested by the Director of Education or the Headteacher (<u>Chair of the LGB only</u>); and</li> <li>• <u>Subject to the Local Governor having received Safer Recruitment training</u>, support the appointment of Academy staff as requested by the Headteacher, in line with the Scheme of Delegation, to ensure that the Academy is fully staffed in accordance with the approved structure.</li> </ul>

***People Matters***

The LGB will:

- Review, monitor and provide assurance to the Trust Board of the effectiveness of key strategies used within the Academy to support the wellbeing of staff (including the Headteacher) and pupils;
- 'Check in' with staff and pupils through Local Governor visits to gain further assurance that such strategies are having an impact.
- Provide assurance to the Trust Board that the Trust's policies on Human Resources matters are implemented and applied consistently in the Academy.

***Equalities, Diversity and Inclusion (EDI)***

The LGB will:

- Provide assurance to the Trust Board of the embedding of EDI related strategies in the Academy to support inclusion, value difference, promote equal opportunity, and combat discrimination.

<b>Function</b>		Education (including performance, pupil related matters and Christian Ethos)
<b>Central executive with overall accountability</b>		Director of Education
<b>Stakeholder</b>	<b>Responsibilities</b>	
Trustees	<p>The Trustees will:</p> <ul style="list-style-type: none"> <li>● Set overall vision and mission for the Trust.</li> <li>● Hold Executives to account on academy improvement, and all educational outcomes.</li> <li>● Ensure that all academies deliver a high-quality education for children and young people of all faiths and none, that is underpinned by our Christian ethos.</li> </ul>	
Trust Executive	<p>The Trust Executive will:</p> <ul style="list-style-type: none"> <li>● Monitor and reviews academy culture.</li> <li>● Review Academy Development Plan (SDP) and academy priorities and set academy targets.</li> <li>● Commission Trust Academy Reviews to provide an assessment of each academy's: pupil achievement; quality of teaching; behaviour and safety; leadership and management.</li> <li>● Identify performance and performance trends of pupils and specific groups of pupils.</li> <li>● Develop centrally governed support for academies through the Director of Education.</li> <li>● Establish minimum expectations in all DEMAT academies of children's experience in terms of curriculum; extended learning experiences; and meeting the diverse needs of children with different needs and different cultural backgrounds through effective teaching.</li> <li>● Devise and lead the implementation of the Trust curriculum &amp; assessment strategy.</li> </ul>	
Academy Headteacher	<p>The Headteacher will:</p> <ul style="list-style-type: none"> <li>● Develop the academy strategy, culture &amp; ethos.</li> <li>● Develop and propose academy priorities and academy development plan (SDP).</li> </ul>	



	<ul style="list-style-type: none"> <li>• Deliver performance as per SDP and targets.</li> <li>• Manage assessment processes and maintain the INSIGHT pupil performance data system.</li> <li>• Use research-informed practice to implement appropriate responses to any identified underperformance or downward trends.</li> <li>• Cooperate with the Trust Reviews and respond to the findings through the development and implantation of an Academy Improvement Plan.</li> <li>• Implement an appropriate curriculum to meet the needs of the community that the academy serves.</li> <li>• Support the development and implementation of a wider Trust curriculum model.</li> <li>• Ensure the academy's curriculum will fundamentally reflect the inclusive nature of the Trust's knowledge rich approach to serving the local community and all pupils.</li> <li>• Monitor and improve teaching quality through performance management, Continued Professional Development (CPD), etc.</li> </ul>
Head of Function / Central team	<p>The Head of Function / Central team will:</p> <ul style="list-style-type: none"> <li>• Support academies on multiple aspects including implementing ADP; improving teaching quality; managing assessment processes; analysing academy data.</li> <li>• Monitor academy performance and collate and analyse outcome data.</li> <li>• Be responsible for the development of a knowledge rich curriculum in conjunction with Subject leads.</li> <li>• Be accountable for leading Trust CPD programmes, contributing to research projects, and being deployed into academies to provide support for improving impact on learning in conjunction with with Hub Directors.</li> <li>• Monitor admission policy changes.</li> </ul>
Academy LGB	<p><b>Curriculum and Standards</b></p> <p>The LGB will on a termly basis with support and information from the Academy's Hub Director:</p> <ul style="list-style-type: none"> <li>• Provide assurance to the Trust Board, that a broad and balanced, curriculum, consistent with DEMAT's curriculum principles, is delivered in the Academy including enrichment opportunities and that effective processes are in place for monitoring the quality of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Academy;</li> <li>• Receive pupil outcome data and provide assurance to the Trust Board that the headteacher is taking appropriate action where necessary.</li> </ul>

***Pupil related matters***

The LGB will:

- Review attendance and pupil absence rates;
- Provide assurance to the Trust Board of the impact of expenditure of the pupil premium for the benefit of the pupils concerned in the Academy and ensure that applications for pupil premium are being made where appropriate;
- Provide assurance to the Trust Board of the impact of other ring-fenced grants such as the PE & Sports Premium; and
- Provide Local Governors to participate in a Stage 3 Complaint Committee to support complaints hearings on request.

***Christian Ethos***

The LGB will:

- Appoint a local governor designated for reviewing the Christian Ethos of the Academy and providing assurance to the Trust Board on the implementation of the SIAMS framework.

<b>Function</b>		Safeguarding, Inclusion and Behaviour
<b>Central executive with overall accountability</b>		Director of Education
<b>Stakeholder</b>	<b>Responsibilities</b>	
Trustees	<p>The Trustees will:</p> <ul style="list-style-type: none"> <li>• Receive and review the annual safeguarding report to Trustees.</li> <li>• Review the levels and standards of key inclusion indicators across the Trust.</li> <li>• Monitor on-going compliance with safeguarding procedures through Audit &amp; Risk committee.</li> </ul>	
Trust Executive	<p>The Trustee Executive will:</p> <ul style="list-style-type: none"> <li>• Manage safeguarding concerns or allegations against Headteacher.</li> <li>• Monitor the effectiveness and use of exclusions policy.</li> <li>• Monitor and review academy inclusion and safeguarding culture.</li> <li>• Review SEND Action Plans and academy priorities.</li> <li>• Commission annual external Trust Safeguarding Reviews to provide an assessment of each academy's compliance and best practice</li> <li>• Identify underperformance and best practice of specific groups of pupils.</li> <li>• Provide the template of minimum expectations in all DEMAT academies of children's experience in terms of support/strategies for vulnerable groups, exclusions, &amp; attendance.</li> <li>• Devise and lead the implementation of the Trust Inclusion Network.</li> </ul>	
Academy Headteacher	<p>The Headteacher will:</p> <ul style="list-style-type: none"> <li>• Appoint Designated Safeguarding Lead (DSL) and ensure effective line-management of Designated Safeguarding Lead (DSL).</li> <li>• Manage all safeguarding concerns or allegations (exc. against Headteacher).</li> </ul>	

	<ul style="list-style-type: none"> <li>• Ensure appropriate monitoring and evaluation of safeguarding processes and practice, including of child protection files, SCR (Single Central Record), behaviour/bullying/PRIDE related incident data and exclusions.</li> <li>• Ensures all staff within academy have the appropriate level of training to undertake their roles.</li> <li>• Be responsible for referrals for children at risk, outside academy environment.</li> <li>• Complete the annual Trust safeguarding self-assessment report and engages with external safeguarding reviews alongside half termly safeguarding reports.</li> <li>• Set academy specific SEND policy, SEND Information Report. Behaviour Policy, Bullying Policy, Medical Needs Policy.</li> <li>• Appoint qualified SENDCo.</li> <li>• Participate and negotiate with LA over local in year placements protocols – and then implement.</li> <li>• Be responsible for deciding to exclude, informing all relevant parties and managing any appeal processes.</li> </ul>
Head of Function / central team	<p>The Head of Function / Central team will:</p> <ul style="list-style-type: none"> <li>• Supports academies to assess the need for referrals for children at risk.</li> <li>• Monitor the academies' annual safeguarding self-assessment reports.</li> <li>• Be responsible for admissions appeals.</li> <li>• Provide expert supports to help manage exclusions appeals (especially for independent review panel).</li> <li>• Support academies on multiple aspects including developing inclusive provision and standards &amp; analysing academy data.</li> </ul>
Academy LGB	<p><b>Safeguarding</b></p> <p>The LGB will:</p> <ul style="list-style-type: none"> <li>• Designate a Local Governor to review and report on the Headteacher's monitoring and implementation of safeguarding procedures;</li> <li>• Monitor trends or patterns in safeguarding incidents in the Academy [and understand interventions and plans to address such matters];</li> </ul>

- Seek assurance that the Single Central Record is completed according to legal requirements as referenced in Trust policy;
- Provide assurance to the Trust Board of the adoption of the DEMAT Safeguarding and Child Protection Policy for the Academy and its implementation by way of the half-termly Governor Safeguarding Monitoring form; and
- Provide assurance to the Trust Board that actions from any Trust audits provided to the LGB are completed in a timely manner.

***Special Educational Needs and Disability (SEND)***

The LGB will:

- Designate a Local Governor to review and report on SEND and inclusion;
- Review and maintain the Academy's SEN information report as required by statute, consistent with any Trust-wide policy;
- Monitor outcomes and provision for vulnerable and disadvantaged groups; and
- Provide assurance to the Trust Board of the implementation of the Inclusion policy within the Academy and compliance with Equality Act requirements as they relate to SEND.

***Behaviour***

The LGB will:

- Provide assurance to the Trust Board that there is a behaviour policy for the Academy (in line with any Trust prescribed policy);
- Provide Local Governors to constitute a Pupil Discipline Committee when required to review exclusion/suspension decisions;
- Encourage Local Governors or former Local Governors to participate in Independent Review Panels where parent/carers have appealed against decisions by a Pupil Discipline Committee; and
- Receive pupil behaviour data and provide assurance to the Trust Board that the headteacher is taking necessary action to raise standards

<b>Function</b>	Estate Management; Health & Safety and Compliance
<b>Central executive with overall accountability</b>	Head of Facilities
<b>Stakeholder</b>	<b>Responsibilities</b>
Trustees	<p>The Trustees will:</p> <ul style="list-style-type: none"> <li>● Review and approve the proposed capital budget.</li> <li>● Approve Business Continuity Plan.</li> <li>● Be responsible for ensuring that statutory requirements, inclusive of health &amp; safety and safeguarding, are met across the establishment.</li> <li>● Review the findings from the H&amp;S audits and feedback from LGBs to ensure that the provision offered by the Trust meets statutory legislation.</li> <li>● Be accountable for all legal responsibilities.</li> <li>● Approve all statutory compliance policies</li> <li>● Be accountable for ensuring the Trust fulfils Freedom of Information/Data Protection statutory obligations.</li> </ul>
Trust Executive	<p>The Trust Executive will:</p> <ul style="list-style-type: none"> <li>● Commission, monitor and review the effectiveness of site provision across the Trust.</li> <li>● Prioritise, on a transparent and agreed methodology, capital improvement projects through the EFA delegated Academy Condition Allocation fund.</li> <li>● Engage legal team for commercial legal advice, if required.</li> <li>● Approve significant building projects and refurbishments, in line with the Scheme of Delegation.</li> <li>● Ensure resources are available to fund the necessary improvements to IT provision.</li> <li>● Develop and implement the Trust Business Continuity Plan.</li> <li>● Set Trust compliance policies (H&amp;S, safeguarding, admissions, exclusions, SEND, FOI) for approval by Trustees.</li> <li>● Monitors the progress towards 100% compliance and implement appropriate action where required.</li> </ul>

Academy Headteacher	<p>The Headteacher will:</p> <ul style="list-style-type: none"> <li>● Provide the Trust with all property data and access to premises on request.</li> <li>● Ensure the Academy will take all opportunities, to utilise and manage energy efficiency to optimise the running costs and reduce carbon footprint.</li> <li>● Maintain the academy premises for routine condition, repair and decoration within the allocated resources of the academy budget.</li> <li>● Contribute to the proposals for significant capital projects on the academy site.</li> <li>● Be responsible for local implementation of policies, including development of academy procedures and internal reporting on statutory requirements.</li> <li>● Ensure that a health &amp; safety committee is in place and meets in accordance with the Trust Health &amp; Safety policy.</li> <li>● Provide information needed to respond to Freedom of Information and other information requests.</li> </ul>
Head of Function / Central team	<p>The Head of Function / Central team will:</p> <ul style="list-style-type: none"> <li>● Ensure the Trust Health &amp; Safety Policies are implemented in all Trust premises.</li> <li>● Maintain a central property condition database.</li> <li>● Maintain a central property asset register, including valuation.</li> <li>● Maintain a central property condition database.</li> <li>● Provide the lead design, project management and legal support for academy capital projects.</li> <li>● Coordinate bids for capital funding to extend or improve the capacity and condition of the Trust's academies.</li> <li>● Ensure that commercial interests, insurances, warranties, risk assessments, design and build are executed to secure the interests of the Trust and its educational vision.</li> <li>● Work with architects and project managers to support capital bids for EFA funding.</li> <li>● Manage delivery of IT contracts locally.</li> <li>● Monitors academy H&amp;S by arranging inspections / audits.</li> <li>● Coordinates all Freedom of Information and other information requests.</li> </ul>

Academy LGB	<p>The LGB will:</p> <ul style="list-style-type: none"> <li>• Designate a Local Governor for Health and Safety;</li> <li>• Receive from Headteacher DEMAT Health and Safety site inspection reports and review any health and safety issues arising;</li> <li>• Review, monitor and approve the risk register of the Academy for submission to the Trust Board ensuring RAG ratings are accurate and mitigating controls are appropriate and operating effectively;</li> <li>• Review and provide assurance to the Trust Board of the implementation of the Trust Health and Safety policy and that appropriate risk assessments are being carried out in the Academy;</li> <li>• Provide assurance to the Trust Board that actions from any Trust audits provided to the LGB are completed in a timely manner;</li> <li>• Provide assurance to the Trust Board that the academy is compliant with all stated Trust requirements and systems in terms of health, safety and estates.</li> </ul>
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### ***Version control***

<i>Version date</i>	<i>Summary of changes made</i>	<i>Approved by</i>
August 2020		Board of Trustees
June 2022	Various changes to reflect structural changes in DEMAT	Board of Trustees
December 2023	Various changes to reflect structural changes in DEMAT and refinements to the objectives of LGBs following consideration by Trustees.	Board of Trustees