



A6 - Scheme of Delegation

All Schools and Multi Academy Trust (MAT) Central Function

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SCHEME OF DELEGATION

Our Multi-Academy Trust

Forward Education Trust (FET) is a non-profit making group of Special Academies and Services working across the West Midlands.

Our collaborative practice and shared vision of ‘moving forward together’ has given us a strong sense of identity and all our academies support our commitment that we are all one team. As such, we establish consistency in our approaches, support each other to improve and always remain firmly focused on the challenges ahead. Improving both the personal and academic achievements of our children and young people is what drives our work.

The Trust also offers a range of other services to schools and Local Authorities via our consultancy arm, Forward Education Services.

The Way it Works

The Trust Board has overall legal responsibility for the operation of the MAT and the schools within it. However, the Trust Board intends to work in partnership with its family of schools. The Trust Board and its members have access to a Company Secretary and a professional clerking service, which is independent to the clerking arrangements for our Local Academy Councils.

This Scheme of Delegation applies to all schools/Academies within the MAT.

The purpose of the Scheme of Delegation is to control decision making, creating clarity on areas of accountability, responsibility and delivery and sets out how the Trust will exercise powers conferred on them by Article 105 and 137 of the Academy Trust’s articles of association.

The Scheme provides for certain functions to be carried out by one or more of the following:

- the Trust Board or nominated representative(s); and/or
- the Chief Executive Officer (‘the CEO’); and/or Central Team
- the Head Teacher/Principal of the school; and/or
- the Local Academy Council (LAC) of the school/Academy.

The Trust Board

Many of the Trust Board responsibilities fall within the remit of the Board or within the Terms of Reference for delegated committees.

Where functions are to be carried out by a committee this is identified in the Scheme of Delegation. If no Committee is mentioned the full Trust Board will deal with the matter.

Our Members

The Members have core functions: to amend the articles of association; appoint Members or remove members; appoint Trustees and approve new Trustees; appoint the trust auditors and receive the Trust annual account; issue directions to the Trustees and have the power to change the name of the company or wind up the company.

Forward Education Trust acts as one employer across all Academies.

Our Trustees

As directors of a charitable trust, our Board of Trustees ensure that they comply with charity and company law. The Board is also accountable in Law and to Ofsted for the Trust's performance.

The Board has two core functions: to set the strategic direction of the organisation to achieve excellence and to ensure financial probity. The Board is supported by four sub-committees.

- Audit: Risk and Finance (ARF)
- Education
- Strategy, Growth and Infrastructure (SGI)
- HR and Pay

The Board sits, in person or virtually, at least 3 times per year and the sub-committees sit as per published schedule.

As a multi academy trust, the Board is responsible for all academies in the Trust. We exercise this responsibility by delegating specific functions to the local governing body (Local Academy Council) of each academy through our scheme of delegation.

Our Local Academy Councils

Each Local Academy Council (LAC) is made up of nine representatives for each Academy who meet formally at least half termly and report to the Trust:

- Head teacher
- Trust Appointed Chair of LAC
- Parent Representative (x 2)
- Staff representative (up to 2 members)
- Trust appointed representatives (up to 3 members)

Each Local Academy Council will appoint a vice-chair annually, who must not be the Head Teacher or staff representative of the school.

The Local Academy Council members appointed by the School have a term of office of 2 years. Those members appointed by the Trust have a term of office of 2 years. The Head Teacher is appointed by virtue of being the post holder and their term of office will continue for the duration of their employment with the school.

The chair has opportunity to meet with the CEO (Chief Executive Officer) and the Chair of Trust Board at least termly.

The Local Academy Council will work to the Trust's scheme of delegation which outlines their powers and relationship with the Trust and its other employees.

The Local Academy Councils must take due regard to staff and parental consultations for improvement within their settings.

The Local Academy Council are charged with the following key areas of accountability:

- Keep the school educationally sound and safeguard all pupils.
- Ensure all pupil groups, whatever their social or ethnic diversity, receive at least a good standard of education and are prepared for their next stage of education or life.
- Be aware of their allocated school budget.
- Comply with all legal and mandatory duties on schools conferred to them or the Head Teacher by duty of their post.
- Take due regard of the Trust ethos and vision and values and work in partnership with other settings within and outside the Trust.
- Provide school related and education reports as required.

- Support and comply with all Trust regulatory duties.
- Take note of all Advice Notes from the Trust relating to improvements or actions as directed.
- Undertake analysis of need within their school, and work with the Trust to address any gaps in provision.

The Local Academy Council may present evidenced based business cases to the Trust for its consideration, if any request falls outside of delegated powers or financial limits.

The CEO / Central Team

A considerable number of responsibilities under the Scheme of Delegation lie with the CEO. It is recognised that the CEO may choose to delegate some of their duties to other senior staff within the Central Team.

Delegated functions

The Scheme of Delegation covers the following areas:

- Growth, Acquisition & Reorganisation
- Finance
- Operations
- Education
- Estates

Funding

The Trust has legal responsibilities to the DfE (Department for Education) and ESFA (Education and Skills Funding Agency), in order to meet these responsibilities. Funding will be allocated as part of the annual budget setting process. Academies are authorised only to incur grant eligible expenditure up to the amounts authorised in the annual expenditure budget.

Investment proposals

The Trust manages investment and assesses business case requests in line with the requirements of the current Academy Trust Handbook. The Handbook requires clear roles and processes and documented decision making in line with Trust interests and strategy, financial and reputational delegated approvals, Value for Money and that the Trust exercise care and skill in decision making. Business cases would normally be expected to show a positive Income and Expenditure impact unless there are overriding Regulatory or Health and Safety drivers. ESFA prior approval is required for any novel, contentious and /or repercussive investments. Exposure to investment products is tightly controlled with

security of funds taking precedence over revenue maximisation.

Investments/business cases will be considered as part of the annual Budget setting process or alternately as ad hoc requests, or emergency spends throughout the year. All proposals will require support from CEO and Finance Director before consideration by Trust Board or delegated Trust committee. For further details of Investment policy please see 'B1 Finance Policy Forward Education Trust'.

Working together as a family of schools

In addition to the school improvement programme, all academies within the MAT family will be asked to contribute to one or more of the following:

- development and maintenance of school policies
- development and maintenance of school premises
- sharing of best practice
- provision of emergency cover
- recruitment and induction of school staff
- training, mentoring and coaching of staff; and
- recruitment, training and mentoring of Governors for the Local Academy Council

Adoption of this policy

This Scheme of Delegation was adopted by the Forward Education Trust at incorporation and is subject to review at a Trust Board Meeting to be held in **July or September of each year**. The scheme will be reviewed on an **annual** basis by the Board of Directors in consultation with the CEO, Trust Central Team and Local Academy Council members, or as needed.

Scheme of Delegation

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
GROWTH, ACQUISITION & REORGANISATION				
Business Plan – Before conversion of a new academy	<p>The first Business Plan will be based on the Pre-Academy Report and must be agreed by the Trust Board before the school converts.</p> <p>The Business Plan will then be reviewed and updated once a term, or at such other intervals as the Trust Board may from time to time determine.</p> <p>The Business Plan is to be prepared in such form as the Trust Board may from time to time determine.</p> <p>The Business Plan is to cover three principal areas, namely buildings, finance and school improvement.</p> <p>The Business Plan must also include both a revenue and capital forecast covering a 3 year period.</p>	<p>The CEO/Finance Director will carry out a review of the draft Business Plan submitted by the incoming school.</p> <p>The CEO will then pass the Business Plan (incorporating any amendments, additions or deletions) to the Trust Board for approval.</p>	N/A	N/A
Business Plan: New Schools	<p>The <i>first</i> Business Plan must be agreed by the Trust Board before the school opens.</p> <p>The Business Plan will then be reviewed and up-dated once a</p>	<p>The CEO/Finance Director will carry out a review of the draft Business Plan submitted by the incoming school.</p>	N/A	N/A

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	<p>term, or at such other intervals as the Trust Board may from time to time determine.</p> <p>The Business Plan is to cover three principal areas, namely buildings, finance and school improvement.</p> <p>The Business Plan must also include both a revenue and capital forecast covering a 3 year period.</p>	<p>The CEO will submit the Business Plan (incorporating any amendments, additions or deletions) to the Trust Board for approval.</p>		
Expansion of existing facilities	<p>The Trust Board will review any proposal put to it by the CEO and may:</p> <ul style="list-style-type: none"> ● approve the proposal as submitted to it; or ● approve the proposal subject to any amendments it considers appropriate; or ● reject the proposal; or ● put the proposal on hold until a more appropriate time. 	<p>The CEO will assess any proposal, brought to them by the Operations or Finance Directors, or others, and make recommendations on expansion of existing facilities to the Board.</p> <p>Recommendations will consider implications on:</p> <ul style="list-style-type: none"> ● finance ● safeguarding and health and safety ● operations ● Trust and school strategy ● Any consultation outcomes. 	<p>The Head Teacher is to work with the LAC on any proposal to expand any existing facilities at the Academy.</p> <p>The Head Teacher will provide such further information and assistance as the CEO may need to make a decision concerning the proposal.</p> <p>Depending on the scope of the request this may need full board approval.</p>	<p>LAC to recommend proposals to expand any existing facilities at the school to CEO.</p> <p>The LAC will be consulted on any Board decision to expand existing facilities, and support and implement any agreed actions.</p> <p>The LAC will be made aware of any Board decision to expand existing facilities, and support and implement any agreed actions.</p>
Taking on new premises	<p>The Trust will review any proposal put to it by the CEO and may:</p> <ul style="list-style-type: none"> ● approve the proposal as submitted to it; or 	<p>The CEO will assess any proposal, brought to them by the Operations or Finance Directors, or others, to take on new premises and make recommendations to the Board</p>	<p>The Head Teacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the need for new premises.</p>	<p>The LAC will be consulted on any Board decision to take on new premises, and support and implement any agreed actions.</p>

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	<ul style="list-style-type: none"> approve the proposal subject to any amendments it considers appropriate; or reject the proposal; or put the proposal on hold until a more appropriate time. 	<p>Recommendations will consider implications on:</p> <ul style="list-style-type: none"> finance safeguarding and health and safety operations Trust and school strategy Any consultation process outcomes. 		The LAC will be made aware of any Board decision to take on new premises, and support and implement any agreed actions.
Business Plan - School reorganisation	The Business Plan for the reorganisation will be reviewed and approved or rejected by the Trust Board. The plan will include an impact statement covering buildings, finance and school improvement over a three year period.	The CEO, with the support of the Partnership Director and Education Director, will submit the Business Plan (incorporating any amendments, additions or deletions) to the Trust Board for approval.	The Head Teacher will be consulted on any proposal of reorganisation, and support and implement any agreed actions.	<p>The LAC will be consulted on any proposal of reorganisation, and support and implement any agreed actions.</p> <p>The LAC will be made aware of any Board decision to go through a school reorganisation process, and support and implement any agreed actions.</p>
Academy Hours	Academy hours will be determined by the Board, taking account of any consultation process, and any CEO recommendations and ensuring the requirements of the ESFA are met.	<p>The CEO, with the support of the Partnership Director and Education Director, will make recommendations on any proposal put forward by the Trust and/or Head Teacher.</p> <p>The Trust will be consulted on any proposal to amend Academy Hours, and support and implement any decision.</p>	<p>The Head Teacher will be consulted on any proposal to amend Academy Hours, and support and implement any decision.</p> <p>The Head Teacher may propose to LAC a change of Academy Hours.</p>	<p>The LAC will be consulted on any proposal to amend Academy Hours, and support and implement any decision.</p> <p>The LAC may request a review of Academy hours based on any proposal put forward by the Head Teacher.</p> <p>The LAC will be made aware of any Board decision regarding change of Academy hours.</p>
Term Times	Term times will be determined by the Board, taking account of any	The CEO, with the support of the Partnership Director and Education Director, will make	The Head Teacher will be consulted on any proposal to amend Academy	The LAC will be consulted on any proposal to amend Academy term

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	consultation process, and any Trust recommendations.	recommendations on any proposal put forward by the Trust and/or Head Teacher. The Trust will be consulted on any proposal to amend term times, and support and implement any decision.	term times, and support and implement any decision.	times, and support and implement any decision.

FINANCE

Budget and Accounts Set annual balanced budget.	Review and approve individual academy budgets and consolidated budget and 3 year forecast in line with statutory requirements	Recommend individual and consolidated budgets to the ARF initially and then to the Trust Board in consultation with the FD.	Provide information as requested to central Trust team to support the preparation of the school budget.	
School in deficit or setting a deficit budget when all school reserves are taken into account	Review and approve the deficit recovery plan. Review termly progress reports	Recommend, with the support of the FD, to directors that deficit recovery plan should be approved, and review termly reports		
Budget Monitoring	Review termly budget monitoring reports for the trust and individual school	Review and challenge, with the support of the FD, monthly budget monitoring reports for the trust and individual schools	Review monthly monitoring reports provided by the MAT finance team	Receive budgetary information
Amendments to approved budget	Receive report on Surplus reduced/deficit increased from approved budget at Trust level. If less than £30K this change is approved at Audit Risk and ARF committee.	CEO prepares recommendations to the ARF in consultation with FD in regard to any surplus reduced/deficit increased from the ESFA submitted approved budget.		

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
	Approve Surplus reduced/deficit increased from approved budget if more than £30k. Finance/Resource committee recommend to Trust Board for formal approval.			
Writing off bad debts	Greater than £5K: ARF committee	Up to £5K the CEO on recommendation of the FD	May propose write off bad debts to CEO for CEO approval.	Will be notified of proposals / approvals for write off of any bad debts
Staff appointments (permanent)	Authorise any unbudgeted staff posts	Make proposal to Trust ARF Committee for recruitment to an unbudgeted staff post, with the consultation and approval from the FD that budget is available/viable.	HT authorised to action any Trust approved budgeted vacancy subject to CEO, DoO and FD recruitment review. Make proposal to LAC to propose to CEO for Unbudgeted vacancy	LAC receive report on appointments and vacancies
Severance payments	Authorise < £50K. NB over £50 K non- contractual and all ex gratia payments require prior ESFA approval	Make proposal to Trust ARF Committee for Authorisation, with the consultation and approval from the FD that budget is available/viable.		
Authorisation of overtime or supply payments		Approves Central staff overtime and special payments if within budget delegated powers. MAT team will monitor the level of overtime payments and secondary contract payments at school level.	Authorises spend on Teaching and support staff in school if within budget delegated powers.	
Authorisation of expenditure relating to:	For CEO the FD signs monthly expenses and report to Chair of board	CEO and FD set card limits and sets guidelines over type of expenditure incurred/ claimed.	Teaching and support staff in school may incur expenditure within scope of guidelines and budget.	

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
<ul style="list-style-type: none"> • Travel and transport expenses claims • Corporate Charge cards • Fuel Cards • Maintenance / building supplies cards 		<p>CEO /FD/ DoO review expenditure in central team and manage expenditure levels.</p> <p>CEO or FD can authorise the card expenditure of Head Teachers.</p> <p>CEO or FD approves expense claims of Head Teachers, and CEO approves expense claims for central staff for expenditure within guidelines and with valid receipts</p> <p>MAT team will oversee the school level expenditure.</p>	<p>HT approves expense claims of own staff for expenditure within guidelines, on an approved expense claim form and with valid receipts.</p> <p>All staff expenses must have written prior approval from Head Teacher through completion of expenses request form.</p> <p>No forms should be submitted without the necessary paperwork, including all evidence.</p>	
Monitoring and Reporting	<p>The ARF Committee will review the performance of the School against its Business Plan and its compliance with internal auditing requirements on an ongoing basis.</p> <p>Such reviews will take place once a term or at such other intervals as the ARF Committee may from time to time determine.</p>	<p>The CEO will ensure the FD monitors the monthly finance reports supplied to the Head Teacher.</p> <p>The CEO will report to the ARF Committee any concerns arising. This may be delegated to the FD by the CEO</p>	<p>The Head Teacher is to provide such information and assistance in relation to reporting and internal and external auditing.</p> <p>This will include reporting formally to the ARF Committee at regular intervals as specified.</p> <p>The Head Teacher will review the regular finance monitoring report providing necessary explanations for variances and plans to control spending where necessary.</p>	
Statutory Financial Submissions	<p>The MAT board of directors is responsible for approving the statutory accounts of the MAT and</p>	<p>CEO is responsible for ensuring the FD has prepared and approved the documents and ensured all</p>	<p>The Head Teacher is to provide such information and assistance in relation to statutory audit</p>	

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
	recommending them to the Trust members	statutory financial documents are appropriately filed.	procedures as the FD/ ARF may from time to time require.	
External Auditors	The Trust Board approves and appoints External Auditors	Directs FD to recommend / procure auditors as determined by the Trust Board	Supports audit sampling and data requests as required	Supports audit sampling and data requests as required
Internal Audit Requirements	The Trust Board approves and appoints Internal Auditors ARF approves or initiates proposals for Internal Audit priorities and frequency	Directs FD to recommend / procure auditors as determined by the Trust Board FD and CEO recommend to the Board areas of focus for Internal Audit	Supports audit sampling and data requests as required	Supports audit sampling and data requests as required
Purchasing Requisitions for orders/invoice approval (excluding expenditure from IC, capital reserves or sinking funds) NB Transactions must not be artificially split The full values of the contract must be used when applying this policy. Therefore, if a contract is for 5 years, it is the total value across all five years that is applicable	Authorise Purchase Order spend above £30K and any amendment to budget level. The ARF Committee has authority to approve spend up to £200,000. Orders over £200,000 require full board approval. Any orders over OJEU limits will go through a full tender process, in line with OJEU regulations and Trust Procurement Policy.	CEO authorises spend per Item up to £10K within approved budget. CEO and FD may jointly authorise spend per Item up to £30K within approved budget and with specific exclusion of severance payments. Any such approval will be notified to the Chair of ARF within 48 hours. Pre - Authorises any cumulative agency spend per post > £10k. All POs for centralised spend to be raised centrally at FET offices and approved by DoO up to value £2k. No authority for spend above total budget until budget increase is	Budget holder: Head Teacher: may authorise up to £2K per purchase order within approved budget for all expenditure areas where they are budget holder including subscriptions.	

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
<p>Procurement See below for requirements for required procurement procedures.</p>		<p>approved (see 'amendments to budgets' above) New agency suppliers to be approved by FD/DoO following due diligence processes and placed on approved supplier list.</p>	<p>No authorisation at HT level for spend on centralised items which include some Memberships, Contracting, Building works, ICT licensing or networked hardware and capital items. See Procurement section below. All new contracts require authorisation from DoO.</p> <p>All Agency staffing spend to cover special leave to be agreed in advance with DoO.. Cumulative spend on agency cover for any individual post to be within budget and within total £10k spend or prior CEO approval is required. All agency staff to be secured from the Trust approved supplier list.</p>	
<p>Expenditure for ICT hardware and other potentially networked equipment including photocopiers, projectors, printers etc.</p>	<p>Authorise spend above £30K within budget and in line with approved ICT program.</p> <p>Authorises ICT program including changes to and budget.</p>	<p>CEO authorises spend on ICT and related equipment up to £10k (within budget and in line with Trust Board approved ICT program). CEO and FD may jointly authorise spend per Item > £10k < £30K within approved budget and with specific exclusion of severance payments.</p> <p>All purchase orders for ICT items are raised at FET central office based on advice from ICT provider.</p>	<p>No Purchase Orders raised at School level for ICT and related equipment. Raises POs per normal authorisation limits for related consumables.</p> <p>HT contributes to development of ICT strategy and replacement program. HT directs any ad hoc requirements for repairs/replacement to the outsourced ICT Provider who will</p>	

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
		Spend up to £2k can be approved by the DoO in line with the agreed IT plan.	advise FET central office of requirements.	
Expenditure for other capital spend including SIP bids but excluding ICT	<p>Authorise spend above £30K within budget and in line with approved Capital program.</p> <p>Authorises Capital program including changes to and budget.</p>	<p>CEO authorises spend on capital items up to £10k (within budget and in line with Trust Board approved Capital program).</p> <p>CEO and FD may jointly authorise spend per Item > £10k < £30K within approved budget and with specific exclusion of severance payments.</p> <p>Director of Operations has authority to spend on capital items within budget up to value of £2k and also has independent emergency spend approval for Health and Safety reasons up to the value of £2k</p> <p>All purchase orders for Capital items are raised at FET central office.</p>	<p>No Purchase Orders raised at School level for capital items.</p> <p>Contributes to capital works/CIF proposals for Trust consideration.</p> <p>Capital here mainly refers to 'Warm Safe and Dry' initiatives.</p>	
<p>Quotations and Tendering</p> <p>NB</p> <p>Transactions must not be artificially split</p> <p>The full values of the contract must be used when applying this policy.</p>	<p>May give formal authorisation to waive VFM procedures in exceptional circumstances – see procurement policy.</p> <p>ARF may approve orders up to the value of £200,000.</p>	<p>In line with purchasing terms delegated powers above</p> <p>Up to £10K one quote or preferred supplier or DFE framework</p> <p>£10K - £25K three written quotes or DFE framework supplier</p>	<p>In line with purchasing terms delegated powers above</p> <p>HT to request any new suppliers proposed to be set up through Director of Operations whose approval is required.</p>	

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Therefore, if a contract is for 5 years, it is the total value across all five years that is applicable	<p>Orders over £200,000 must be approved by Board.</p> <p>Any orders over OJEU limits will go through a full tender process, in line with OJEU regulations and Trust Procurement Policy.</p>	<p>Above £25K formal tendering process (unless authority provided by FD / CEO / Trust Board to use a specialist supplier etc.)</p> <p>CEO approves proposals for preferred/new suppliers. This can be delegated to the Operations Director for any proposals under £5k.</p> <p>Central finance team will set up new suppliers with standard forms and supplier letters in advance of supply</p>		
Bank account payments BACS, cheques, direct debits	According to Bank mandate Two signatories	According to Bank mandate Two signatories	N/A	N/A
Petty Cash Journals	[no petty cash permitted]			
Credit cards including fuel cards, FM cards and corporate charge cards.		<p>CEO together with FD approves all new charge card holder applications.</p> <p>CEO and named FET Administrator each hold a corporate charge card with maximum spend £2000 per month for CEO and DoO and CEO PA.</p> <p>CEO and FD to set limits for fuel and FM charge cards as appropriate.</p>	<p>1 corporate charge card held per school location (Head Teacher). Cards held in school safe. Maximum permitted spend per card per month on urgent and low value items to support curriculum activities. Not used for personal expenses, ICT or capital purchases.</p> <p>Maintenance team named card holders</p>	

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			Only named individuals can hold fuel cards.	
Grant Income		Documents agreed contracts with consultancy customers and informs FD. Initiates customer invoicing to recover the related income. FD monitors spend against contract.	HTs to share any proposed bid applications prior to permission	
Cash for charitable donations			<p>Schools administrator to provide pre numbered remittance advice for all receipts.</p> <p>Donations for other than FET schools (e.g. Children in Need) to be banked by school directly into the relevant external charity's accounts</p> <p>Donations received for the benefit of FET schools should be banked weekly into the designated school account.</p> <p>In any event each school safe should not hold more than the lesser of £500 or insured value at any one time.</p> <p>Charitable funds should be raised in line with Charitable funds policy.</p> <p>The main auditors for FET will conduct annual audits for each school charitable receipts.</p>	
Safes at School level		No Safe at FET level	2 keys will be held to the school safe, 1 by the HT and one by a designated member of staff.	

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			Simple records will be maintained of paying in slips and remittances. The levels of cash within that safe will be audited termly by the central finance team.	
Journals		Recoding (within the income statements) school finance lead approved by the Trust's finance team	Request re – coding	
Financial Risk management	Review key risks and measures implemented to mitigate	Identify and implement measures to mitigate. To be managed by the FD and reported on regularly to the CEO and ARF.		
Insurance	Review insurance arrangements	With FD procure appropriate insurance for the trust. Appoints legal advisors for claims subject to agreement from the Chair of ARF		
OPERATIONS				
Whistle blowing Policy	Approve policy and receive reports of any incidents of whistle blowing. Investigate any whistle blowing allegation involving CEO, Trustees or Members.	Receive and investigate any incidents of whistle blowing. If the whistle blowing alleges wrong doing by the CEO then the Chair of the Board should be informed rather than the CEO.	Inform LAC and CEO of any incidents of whistle blowing.	Receive reports on incidents of whistle blowing

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
Pay and performance management	<p>Approval of whole Trust Pay Policy, Performance Management Policy, pay scales and benefits.</p> <p>Set the pay ranges of HT at each school.</p> <p>Performance management and related pay progression of CEO.</p>	<p>Performance Management (PM) of centrally employed Trust Directors and HT of schools, including approval of pay progression, in line with Trust Pay Policy.</p> <p>Moderate Performance Management and pay progression data for schools annually.</p> <p>Formally notify staff of outcome of PM review in writing by 31/10 each year (31/12 each year for HTs).</p> <p>Process any performance management increases.</p>	<p>Review teacher and support staff performance management outcomes and approve any recommendations for pay progression, in line with Trust Pay Policy.</p> <p>Inform the CEO of all staff PM outcome by no later than 31/09 each year</p>	<p>Receive statistical information regarding performance management of both teaching and non-teaching staff.</p> <p>Receive the Trust Pay Policy.</p>
<p>Head Teacher Appointment</p> <p>For the avoidance of doubt, all appointments identified under this Human Resources section, whether internal or external, are subject to the same procedures. There is to be no distinction between the two.</p>	<p>Nominate two representatives to sit on appointment panel.</p> <p>Receive information at Board level on any appointment.</p> <p>Approve the Trust Recruitment and Policy.</p>	<p>The CEO and Director of Education will establish the Appointment Panel and determine the process to be followed, as per the Recruitment Policy.</p> <p>Once the Appointment Panel has decided who to appoint for the Head Teacher post it is to notify the Trust Board and the LAC.</p>	N/A	<p>Provide such support and assistance to the Trust as may be needed from time to time.</p> <p>Receive Trust Recruitment and Policy.</p>
Senior Leadership Team appointments	<p>The Trust Board will be informed of the decision concerning the filling of any vacancies in the School Senior Leadership Team.</p>	<p>The Director of Education and CEO will lead on the process for filling any vacancies in the School Senior Leadership Team, as per the Recruitment Policy.</p>	<p>The Head Teacher is to notify the Director of Education and CEO as soon as the HT becomes aware of any potential vacancy in the Senior Leadership Team.</p>	<p>Provide such support and assistance to the Trust as may be needed from time to time.</p> <p>Receive Trust Recruitment and Selection Policy.</p>

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
			The Head Teacher will support the Trust with any recruitment of senior leaders as requested.	
Teacher/ Support Staff Appointments	Receive statistical information on recruitment.	Receive information about the appointment of any individual at school level.	The Head Teacher will support the process for filling teacher and support staff vacancies (within the structure agreed) in conjunction with the Senior Leadership Team and Trust HR, as per the Recruitment Policy.	Chair of LAC will be made aware of any recruitment activities in advance. Representative(s) of the LAC will form part of the interview panel, as per the Trust Recruitment and Selection policy
Central Team Appointments	Representative(s) from the Board will form part of the interview panel for Central Team Directors. The Board will be informed of any other appointments at central team level.	The CEO will lead on the process for the recruitment of Central Team Directors, as per the Recruitment Policy. Relevant Trust Director will lead on the process for the recruitment of a member of Trust staff who will fall under their line management remit.	N/A	N/A
Contracting of External Consultant	Decisions concerning the contracting of external consultants, above CEO spending limit. Receive information regarding contracting of consultants.	Decisions concerning the contracting of external consultants will lie with the CEO (within delegated spending limits) and appropriate other executive director (Operations, Finance Education) as appropriate dependent upon area of expertise/duty.	The Head Teacher to make recommendations to the Trust. <i>NB: The Head Teacher does not have recourse to make recommendations for the contracting of a Consultant for the purpose of Head Teacher performance management.</i>	Be informed of any consultant that will be working with individual school.
Salary Reviews (Outside of PM cycle)	Review and approve any request for salary review, taking note of	CEO to review and make a recommendation to the Trust Board for any request for salary review of	The Head Teacher is to submit a business plan to the Trust which	The LAC to recommend any HT salary review to CEO for consideration.

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
The same process applies for both temporary and permanent salary reviews.	recommendations from the Trust Team and CEO.	school staff, with support from FD with particular regard to any budget implications. CEO to submit business case to the Trust Board for the review of salary of any member of the Trust Central Team.	identifies any proposed salary reviews.	
Terms of Employment	Decisions concerning any change to the terms of employment of Trust staff (including both teaching and support) will lie with the Trust Board. The Board will consider any representations made by the CEO, the Head Teacher and/or the Local Academy Council.	The CEO is to review and comment on any proposals from the Operations Director that may involve a change to the terms of employment in consultation with the Trust HR Team.	The Head Teacher is to be consulted in connection with any proposed change to terms of employment.	The Local Academy Council is to be consulted in connection with any proposed change to terms of employment.
Redundancies	Approve redundancy policy and procedures. Decisions concerning the making of any redundancies will lie with the Trust Board. The Trust Board will consider any representations made by the CEO, the Head Teacher and/or the Local Academy Council.	The CEO will initiate a review if the CEO believes there is a need to do so. The CEO will work with Trust finance and HR teams throughout this process	The Head Teacher will provide such ongoing assistance the CEO may require in considering any redundancy proposals. The Head Teacher and CEO will work with Trust finance and HR teams throughout this process.	The Head Teacher is to consult the Local Academy Council about any redundancy proposals.
Disciplinary Measures: Misconduct	Approve disciplinary policies and procedures, including complaints and grievance policies.	If the employee concerned is the Head Teacher, or a member of the Central Team the CEO will appoint	The Head Teacher is to initiate the disciplinary procedures, identifying an appropriate person to conduct	Where appropriate, the Local Academy Council, will hear any case of misconduct (except for the Head

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
	<p>Notified of any disciplinary action concerning the Head Teacher and Central Team employees.</p> <p>Appoint an appropriate person to conduct an investigation into any allegation concerning the CEO. Where applicable, the Board will arrange a panel of Board members to hear any case of misconduct concerning the CEO and decide the appropriate level of action, as per the Disciplinary Procedures.</p> <p>Implement an Appeal panel, where appropriate, to hear any appeals against disciplinary action.</p>	<p>an appropriate person to conduct investigations.</p> <p>Where applicable, the CEO will arrange a panel of Trust staff and/or Board members to hear any case of misconduct concerning the Head Teacher or Central Team employee, or is related to safeguarding, and decide the appropriate level of action, as per the Disciplinary Procedures.</p> <p>Where an allegation concerns the CEO, this will be managed at Trust Board level.</p>	<p>relevant investigations, and decide whether there is a case to answer, as per the Disciplinary procedures.</p> <p>The Head Teacher is to notify Trust HR Team of any disciplinary investigation as soon as they become aware. The disciplinary process will be supported by the Trust HR Team. The outcome of any disciplinary investigation must be reported to the Trust HR Team.</p> <p>Any recommendation for suspension must be reported to the Trust HR Team as soon as possible and before any suspension is instructed. Decision will be taken in consultation with Trust HR as to whether this is appropriate.</p> <p>Where an allegation relates to staff and the safeguarding of children, the CEO will lead the process.</p> <p>Where an allegation concerns the Head Teacher, this will be managed at Trust level.</p>	<p>Teacher) and decide the appropriate level of action, as per the Disciplinary Procedures.</p> <p>Implement an Appeal panel, where appropriate, to hear any appeals against disciplinary action.</p> <p>The processes around misconduct or staff absence are not to be discussed at LAC to avoid tainting any potential hearing</p>
<p>Disciplinary Measures:</p> <p>Gross Misconduct</p> <p>And</p>	<p>Approve disciplinary policies and procedures, including complaints and grievance policies.</p>	<p>The Trust will instruct an appropriate person to conduct an investigation.</p>	<p>The Head Teacher is to notify Trust HR as soon as possible after becoming aware of any circumstances that result in an allegation of Gross Misconduct. NB.</p>	<p>The Local Academy Council is to be notified of any gross misconduct investigation resulting in dismissal by the board.</p>

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
SoSR (Some other Substantial Reason)	<p>Decisions concerning dismissal of the CEO and Head Teacher will lie with the Trust Board.</p> <p>Where appropriate, the Board will appoint an appropriate person to conduct an investigation.</p> <p>The Trust Board will be informed of any disciplinary action resulting in dismissal.</p>	<p>Where applicable, the CEO will arrange a panel of Trust staff and/or Board members to hear any case of gross misconduct.</p> <p>Where an allegation concerns the CEO, this will be managed at Trust Board level.</p> <p>In cases of urgency, where it is not possible for the Trust Board to be consulted, the CEO will have authority to sanction a dismissal. In such circumstances the CEO will be expected to take all reasonable steps to consult with and agree the necessary course of action with the Chair of the Trust Board.</p>	<p>This may be in the middle of a misconduct investigation, where the severity of any allegation escalates as part of the findings of the investigation.</p> <p>Any recommendation for suspension must be reported to the Trust HR Team as soon as possible and before any suspension is instructed.</p> <p>The Head Teacher will provide such ongoing assistance the CEO may require in considering such circumstances.</p> <p>Where an allegation concerns the Head Teacher, this will be managed at Trust level</p>	<p>The processes around gross misconduct or staff absence are not to be discussed at LAC to avoid tainting any potential hearing by the board.</p>
Capability both teaching and support staff	<p>Approve capability policies and procedures.</p> <p>Decisions concerning the imposition of any capability measures in respect of the CEO will lie with the Board.</p> <p>The Board will hear any cases of capability relating to the CEO, Head Teacher and Centrally employed Directors.</p>	<p>The CEO or where deemed appropriate, other relevant executive director as determined by the CEO, is to consider any circumstances involving the potential imposition of any capability measures concerning the Head Teacher and Centrally employed staff, as per the Capability procedures.</p> <p>Where appropriate, the CEO will arrange for a panel to hear any cases of capability.</p>	<p>The Head Teacher will implement the capability procedures, maintaining oversight of any support measures.</p> <p>Inform the CEO of any formal capability measures.</p> <p>Where capability measures relate to the Head Teacher, this will be managed at Trust level.</p>	<p>Informed of statistical information regarding capability measures.</p> <p>Informed of any capability measures that eventually result in dismissal.</p>

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
	Informed of any capability measures that eventually result in dismissal.			
Continuous Professional Development ('CPD')	<p>Approve Trust CPD Policy.</p> <p>Approve any requests over CPD budget allocations, over £1,000.</p> <p>Receive information regarding CPD for centrally employed staff.</p>	<p>Implement CPD Plan for Central Trust Team, with the support of the FD, within agreed budget.</p> <p>Approve CPD for centrally employed staff.</p> <p>Approve any additional CPD over allocated budgets (either on one item or in aggregate), up to £1,000.</p>	<p>The Head Teacher is to include in the draft annual budget / business plan appropriate proposals for CPD.</p> <p>The Head Teacher may spend that part of the school's budget for CPD in accordance with:</p> <ul style="list-style-type: none"> the agreed Business Plan; and any general guidelines from time to time notified by the CEO. Any statutory requirements. Agreed level of delegated spend. <p>Request trust approval for CPD above delegated spending power.</p> <p>Request CPD, via a business case to the Trust, for requirements outside of annual CPD budget allocation.</p>	Receive reports on any CPD received by school staff.
<p>Policy Review and Implementation</p> <p>See policy summary document for details of which are Trust led and which are school led policies</p>	Approve any Trust led policies as per review timelines outlined in Policy summary document.	<p>Executive Directors, as determined by the CEO, will develop and review Trust led Policies as per Summary document timeline and submit to Trust Board for approval.</p> <p>Implement and advise schools on approved Trust led policies.</p>	<p>Receive and Implement Trust led policies, ensuring school staff are aware and understand these.</p> <p>Develop and review Policies as per Summary document timeline and submit to LAC for approval.</p>	<p>Receive and implement Trust led policies.</p> <p>Adopt school level policies as per Policy Summary document.</p>

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
		Monitor the implementation to Trust led policies a school level.	Implement and advise on approved school led policies. Inform the Trust of any policy updates.	
<p>Negotiation and renegotiation of contracts (non employment)</p> <p>NB (read in conjunction with above section relating to purchasing)</p>	Approve any contracts above CEO delegated limit.	<p>The CEO will delegate to the DoO/FD the work to finalise the terms of any significant contracts that may have a material impact on a School or the wider MAT family.</p> <p>CEO will approve contracts that fall within the remit of delegated spend.</p>	The Head Teacher will take such action as the CEO/DoO may reasonably require in connection with the negotiations or renegotiations.	Receive information regarding the arrangements of contracts, where these link to LAC remit.
HP, Leasing, Services and other Agreements	Approve any contracts above CEO delegated limit.	<p>The CEO may authorise contractual commitments within usual scheme of delegation. The Director of Operations will notify and brief the CEO of any proposed contracts.</p> <p>All POs for HP/Leasing, Services and Other agreements will be raised by FET Central Office.</p> <p>The CEO will delegate to the FD and the Director of Operations the work to finalise the terms of any standing order, contract, hire-purchase, leasing, hire-purchase, services or similar agreement.</p>	<p>The Head Teacher may not contract/ enter into any standing order, contract, leasing, hire-purchase, services or similar agreement on behalf of the Trust.</p> <p>The Head Teacher may initiate and will input to decisions on contracting and will take such action as the CEO/DoO may reasonably require in connection with the entering into, variation or termination of any such agreement.</p>	Receive information regarding the arrangements of leasing and/or other agreements, where these link to LAC remit.
Inventory	Ensure that a Trust Inventory exists.	Delegate to FD to review whole Trust inventory at least annually.	Maintain an inventory of assets held in school.	N/A

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
Disposal of Assets (Non-land and buildings)	<p>Authorise disposal of assets over £10K</p> <p>The ARF Committee will review any proposals for asset disposals made by the Head Teacher.</p> <p>It will take into account any recommendation made by the CEO.</p>	<p>The CEO will authorise any disposals to the market value of £10k with support of the FD.</p> <p>The CEO and FD will report any asset disposals to the ARF Committee.</p>	The Head Teacher will recommend to FD and CEO any disposals for consideration.	The LAC will be made aware of any disposals proposed.
Disposal of Assets (land and buildings)	Disposal of any land and buildings must be authorised by the ARF committee and full Board. If required by the Academies Trust Handbook.	Make recommendations to the Board on the disposal of assets.	N/A	N/A
Premises Maintenance Programme	<p>The ARF committee will review the FM contract as required and may decide to:</p> <ul style="list-style-type: none"> • accept it as drawn; or • accept it with such modifications as it believes are appropriate; or • call for the Programme to be revisited and revised before further consideration is given 	The CEO with reference to the DoO/FD and the Head Teacher will work together to prepare and present an annual Premises Maintenance Programme to the Board.	The Head Teacher will provide such assistance as the Trust may require in connection with the preparation, presentation and maintenance of the Premises Maintenance Programme for the school.	N/A
Legal Claims	The Board may instruct the CEO and/or the Head Teacher and/or the Local Academy Council to take such action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings.	<p>The CEO is to assess the likelihood of the claim or proceedings succeeding and the likely impact on both the school and the MAT should this happen.</p> <p>If the CEO considers the matter sufficiently serious to merit it, the</p>	The Head Teacher is to notify the CEO of any actual or potential claims or proceedings affecting the school as soon as becoming aware of them.	The Local Academy Council will act on any instructions received from the Executive Board and/or the CEO.

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
		<p>CEO may report the claim or proceedings to the Executive Board.</p> <p>The CEO will act on any instructions received from the Executive Board.</p>	<p>The Head Teacher will act on any instructions received from the Executive Board and/or the CEO.</p>	
Health and Safety	<p>Approve overarching Trust health and safety policy.</p> <p>The MAT finance and Resources committee to agree Health and Safety statement of intent and delegate individual school's responsibilities to maintain their own Health and Safety policy and adhere to it.</p> <p>Receive annual reports from CEO to ensure MAT and schools are adhering to responsibilities.</p>	<p>Ensure that all schools have a Health and Safety policy and receive termly reports from LAC to ensure statutory duties are being carried out.</p> <p>Develop an overarching Trust health and safety policy, in conjunction with the Operations director, which will inform individual school policies.</p> <p>Maintain oversight of health and safety systems across the schools and Trust.</p> <p>Report to the MAT ARF committee annually.</p>	<p>Carry out the Health and Safety statutory duties and report to the LAC termly.</p> <p>The Head Teacher is the designated Duty Holder for each school and must maintain their certification within required timescales.</p> <p>Ensure that school staff have the relevant training/certification to enable them to carry out duties as required by H&S Policy.</p>	<p>Ensure school has legally compliant H and S policy and carries out its statutory duties.</p> <p>Ensure that school staff have the relevant training/certification in order to meet the requirements of the H & S Policy.</p> <p>Ensure the Head Teacher carries out duties as the nominated Duty Holder.</p> <p>Receive a termly H&S report from the HT.</p> <p>Ensures the school reports to the Trust as requested.</p>
School Closure	<p>Receive information about any school closure, regardless of the reason.</p>	<p>Develop and review Trust School Closure Protocols.</p> <p>Take a decision on any school closure that is not related to inclement weather.</p>	<p>Develop snow closure procedures and methods of communication with stakeholders, which will form part of the Trust School Closure Protocols.</p> <p>Take a decision on any school closure related to inclement weather and inform the Trust.</p>	<p>Approve snow closure procedures and methods of communication with stakeholders, which will form part of the Trust School Closure Protocols.</p> <p>Receive Trust School Closure Protocols.</p> <p>Chair to be informed of any school closure, regardless of the reason.</p>

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
			Make a request to the Trust for school closure that is not related to inclement weather.	
EDUCATION				
School Improvement Programme (including curriculum and standards)		The Education Director will present School Improvement Programmes to the CEO for approval, subject to any modifications the CEO considers appropriate.	The Head Teacher is to draw up a draft School Improvement Programme. The School Improvement Programme is to contain any proposals the school wishes to make to carry out school improvement work for other Academies within the MAT family.	The Local Academy Council will receive the SIP and are responsible for monitoring the implementation of the approved School Improvement Programme.
Admissions and Appeals Policies	The Board will approve all such policies and any amendments to them. Receive information on admission numbers.	Develop and review the Admission policy. Receive information on admission numbers.	Implement the Admissions Policy Review any admission requests and decide on action. Comply with statutory timelines for return of statutory paperwork to the referring Local Authority Challenge and appeal any LA admission directions where it is clear that the school cannot meet pupil need.	Receive Admission policy. Receive information on admission numbers.
Statutory Staff Training	Receive a regular report on training undertaken within the Central Team, and schools.	CEO is responsible for ensuring any Central team staff member (permanent, fixed term and agency	Head Teacher is responsible for ensuring any staff member (permanent, fixed term and agency	Receive a report from the HT of how many staff have completed which elements of training.

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
		<p>workers) receives statutory training as follows:</p> <p>Safeguarding: Up to and including level 2</p> <p>GDPR: As soon as practicably possible.</p> <p>First Aid: At least one First Aid at Work trained staff member to be onsite at all times.</p> <p>Fire Marshall: As soon as practicably possible.</p> <p>Health & Safety Awareness, including General Fire Safety, at least annually.</p> <p>The CEO must ensure that staff training is renewed within statutory timescales.</p> <p>The Central Team will maintain appropriate CPD records for each individual staff member.</p>	<p>workers) receives statutory training as follows:</p> <p>Safeguarding: Up to and including level 2 within 24 hours of start date.</p> <p>GDPR: As soon as practicably possible.</p> <p>Moving & Handling: As required but must be prior to and Moving and handling being undertaken.</p> <p>Legal Physical Restraint: As required but must be prior to any potential physical restraint.</p> <p>First Aid: At least one Paediatric First Aid trained member of staff, as appropriate, on site at all times. At least one First Aid at Work trained staff member to be onsite at all times.</p> <p>Designated Safeguarding Lead (DSL): At least one Senior Leader trained to undertake the role of DSL within the school.</p> <p>Designated Person Looked After Children (DLAC): At least one Senior Leader trained to undertake the role of DLAC within the school.</p> <p>Fire Marshall: As soon as practicably possible.</p> <p>Mental Health First Aider: As soon as practicably possible.</p> <p>Health & Safety Awareness, including General Fire Safety, at least annually.</p>	

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
			<p>The Head Teacher must ensure that staff training is renewed within statutory timescales.</p> <p>The Head Teacher must report any training completed by each individual staff member to the Trust Central Team so that appropriate CPD records can be maintained.</p>	
Curriculum Delivery	Determine whether to seek overarching or specific pupil disapplication arrangements from the RSC, taking account of the impact any such request may have on the Funding Agreements of the Academy	<p>With the Education Director, the CEO will determine the boundaries for curriculum to be delivered across each individual school setting.</p> <p>Review any disapplication put forward by the school.</p>	<p>Ensure the delivery of the curriculum to pupils, as per the established policy.</p> <p>Ensure the school delivers the National Curriculum</p> <p>Consider any disapplication for pupil(s) for referral to CEO, documenting any decisions and informing relevant parties.</p>	<p>Establish and implement curriculum policy.</p> <p>Ensure the school follows the National Curriculum in line with the ESFA funding agreements</p> <p>Ensure the delivery of the national curriculum to pupils.</p> <p>Receive information on any disapplication for any pupil(s).</p>
Education and Teaching Standards	Receive reports on the effective delivery of teaching standards across all schools	Monitor effective delivery of teaching standards across all schools and report to the Trust Board.	<p>Maintain education standards across the school.</p> <p>Provide necessary support to the Trust to enable the effective monitoring of teaching standards.</p> <p>Ensure effective use of directed time for both teaching and support staff.</p>	<p>Ensure standards of education are maintained across the school.</p> <p>Receive information on strategies to improve teaching standards.</p>

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
			Report annually to parents on pupil progress/outcomes and statutory reports in line with the Annual Review of the EHCP for those pupils with them.	
Provision of sex and religious education	Receive information regarding the provision.	Monitor the provision set out in each school.	Establish and implement sex / RE education provision policy.	Approve sex / RE education provision policy and monitor implementation.
Pupil Discipline	Receive statistical information regarding pupil discipline.	<p>Monitor the pupil discipline policy.</p> <p>Ensure exclusions are implemented as per policy and consistently across the Trust.</p> <p>Approve HT request to progress a fixed term exclusion of 10 days or more.</p> <p>Approve HT request to progress any permanent exclusion.</p> <p>Convene an exclusion panel for those pupils requiring permanent exclusion or those of ten days or more.</p> <p>Lift fixed term exclusion decisions at appeals stage as appropriate</p>	<p>Design and implement a school specific pupil discipline policy.</p> <p>Establish exclusion panel and appeals panel for any potential exclusion, providing the necessary evidence to support the exclusion decision.</p> <p>Implement the reinstatement of any excluded pupil.</p> <p>Seek prior approval from the CEO to progress any exclusion of 10 days or more.</p> <p>Seek prior approval from the CEO to progress any permanent exclusion.</p>	<p>Receive pupil discipline policy.</p> <p>Receive statistical information regarding pupil discipline.</p>
School Meals	Approve any supplier of school meal services.	Oversight and management of school meal contract, with the support of the Operations Director.	Ensure nutritional standards and needs of individual pupils are met, reporting any concerns to the Trust.	Receive information on delivery of school meals.

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
		Recommend any new supplier to the Trust Board.	Ensure provision of free school meals for eligible pupils. Provide support to the Trust as needed to review school meal provider and be consulted on new provider proposals.	
Parental Communication	Approve parental communication strategy.	Develop a parental communication strategy. Provide necessary platform for chosen methods of parental communication.	Prepare and publish information for parents, in line with parental communication strategy. Prepare and publish school prospectus. Develop and implement home-school agreement.	Adopt home-school agreement.
STRATEGY				
Membership of MAT Board	Trust Board to seek the approval for the appointment of new Trustees			
Membership of Local Academy Councils		The CEO will appoint Trust appointed members to the Local Academy Councils	The Head Teacher is a member of the Local Academy Council by virtue of their office. The Head Teacher should support the LAC to recruit parents and staff	Parent and Staff appointments to a Local Academy Council may be undertaken by the Head teacher on behalf of the LAC subject to transparent published recruitment rounds to the relevant groups.

Responsibility	Trust Board	CEO / Trust Team	Head Teacher / School	Local Academy Council
Collaboration and Partnering Arrangements	<p>The Trust's Board / Committee will review any proposal put to it by the CEO and may:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it considers appropriate; or • reject the proposal. 	<p>The CEO will assess any proposals put forward by the Head Teacher or Executive Director</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to the CEO; or • approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or • refer the proposal to the Trust's Board / Committee for a decision. 	<p>The Head Teacher is to notify the CEO of any proposals to enter into, renew, amend or terminate any collaboration or partnering arrangement.</p> <p>The Head Teacher will provide such further information and assistance as the CEO may need to make a decision concerning the arrangement.</p>	
Other major strategic decisions i.e. the restructure of the central MAT team, the taking on of another school into the MAT, the growth plan of the MAT)	<p>The Trust's Board / Committee will review any proposal put to it by the CEO and may:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it considers appropriate; or • reject the proposal. 	<p>The CEO will assess any proposal put forward by Executive Directors/Head Teacher.</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to the CEO; or • approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or • refer the proposal to the Trust's Board / Committee for a decision. 	<p>The Head Teacher is to notify the CEO of any proposal of a major strategic nature.</p> <p>The Head Teacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal.</p>	<p>The LAC will make its views known to the CEO regarding any major strategic decisions the MAT is considering through a formal consultation period.</p>