



Middlesex Learning Trust – Scheme of Delegation

Last reviewed: July 2024

Next review: July 2025

Middlesex Learning Trust’s Board is accountable in law for all decisions about the Trust and its schools. It is vital to ensure that there are systems in place so that the Board is assured of the quality of education, adherence to the Articles of Association and the safety and good practice of activity within the Trust. This scheme of delegation:

- sets out the delegated functions within MLT’s governance structure
- confirms which powers and functions are reserved to the Trustees
- supports transparency of information
- should be read in conjunction with the Trust’s Terms of Reference
- is reviewed annually to be agreed by trustees in the summer term
- may only be altered or revoked by the Trustees.

The Trust’s Scheme of Financial Delegation, which the Trust is required to have under the Academy Trust Handbook, is set out in a separate document (Financial Leadership Policy) and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The intentions of this document are to:

- set our delegations for activity and decision making in a clear, usable format
- provide clarity, consistency and avoid duplication or overlap in governance.

The full scheme is divided into sections as follows:

1. Being Strategic
2. Governance
3. Education, Curriculum & School Performance
4. Stakeholder Engagement
5. Financial Management
6. Estates, IT, Cyber Security and Health & Safety
7. Staffing, HR and Pay
8. Legal Matters
9. Policies and Procedures (including a policy list)

Definitions:

Trust Board

Legally accountable body for MLT. Trustees fill the duties of company directors and trustees. It is recognised that while the board can choose to delegate some of its functions, it cannot delegate its responsibilities.

Committees

The Board has established a local governing body (LGB) for each school within the Trust. Their key role is to provide local input into school plans, budgets, community and stakeholder engagement and review alignment with MLT strategy, approach, vision and values.

In addition, there are Business & Audit (BA), Personnel (PC) and Standards and Students (SS) committees which have been established to enable review, scrutiny and discussion of key areas to ensure the board has sufficient understanding and oversight. Detailed committee roles are set out in the terms of reference.

CEO

The CEO is responsible for delivering the educational and operational outcomes for MLT as set by the board. The CEO is also the accounting officer and responsible to the ESFA and DfE.

Executive Team

This comprises of the members of the central team senior staff.

Headteachers

The individual who has ultimate responsibility for a school, in line with MLT strategy, approach, vision and values.

In addition to the delegations set out in this document, some functions may be further delegated, for example by the CEO to members of the Executive Team.

It is recognised that MLT also has Members. This document sets out delegations from the Trust Board to other governance stakeholders and as such it does not detail the role of the Trust's Members. Members are the custodians of governance playing an 'eyes on, hands off' role.

Members have specific roles which include:

- Amending the articles of association
- Appointing or removing Members or trustees
- The power to change the Trust's name and, ultimately wind it up

The main approval levels used in this document are:

Approve

Responsible for approving a document or process and, where appropriate, determining how the task will be undertaken including defining appropriate milestones and targets to be reported against. Where it relates to appointments, for example a lead trustee role, this is included in the delegation 'appoint'.

Consulted

Will be consulted as part of the process of completing a task. Their contribution *may* inform the approach or decision.

Deliver

Operationally responsible for undertaking a task and reporting on its delivery at suitable intervals. It is recognised that the person responsible for delivering specific areas of work may draw on other resources or work with colleagues. For example, Headteachers 'deliver' the budget for their school, but will work with other colleagues including those in finance to do this.

Informed

Will receive one-way information on decisions or approaches.

Monitor

Will consider actions being planned or taken or progress made as part of the process of completing a task.

Prepare

Responsible for developing documents or information, processing and collating information for approval and review. It is recognised that the person responsible may draw on other resources or work with colleagues.

Recommend

Will make recommendations on how a task, decision or approach should be undertaken or completed. The recommendation will *usually* inform the decision or approach.

Report

Responsible for reporting on the delivery of tasks. The scheme of delegation refers to internal reporting and does not seek to capture external reporting, e.g. to ESFA or Companies House.

Review

Responsible for reviewing whether a task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.

The following acronyms are used in this document:

Articles	MLT's Articles of Association
BA	Business & Audit Committee
CEO	Chief Executive Officer
CIAG	Careers Information Advice and Guidance
DfE	Department for Education
DSL	Designated Safeguarding Lead
ESFA	Education and Skills Funding Agency
HR	Human Resources
H&S	Health and Safety
HT	Headteachers
IT	Information technology
KPIs	Key Performance Indicators
LAC	Looked After Children
LGB	Local Governing Body
MLT	Middlesex Learning Trust
PC	Personnel Committee
SEF	School Evaluation Form
SEND	Special Educational Needs and Disability
SENDCo	Special Educational Needs and Disability Coordinator
SIP	School Improvement Plan
SS	Students & Standards Committee
TEF	Trust Evaluation Form

1. BEING STRATEGIC						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
1.1	Trust strategic plans, including growth or significant change	Prepare (i.e. develop high level thinking and approach) and approve Deliver an annual review of the strategic plan through a working party	Consulted and recommend to the Board	Prepare (i.e. develop detail and documentation including consulting), then recommend . Deliver and review to ensure vision and strategy inform including at school level	Informed and may be consulted as part of significant review	Informed and may be consulted as part of significant review
1.2	Trust vision, ethos and values	Prepare (i.e. develop high level thinking and approach) and approve	Informed on approved approach	Prepare (i.e. develop detail and documentation including consulting), then recommend . Deliver and review to ensure vision, ethos and values reflected across Trust and schools	Informed and may be consulted as part of significant review	Informed and may be consulted as part of significant review. Deliver for school. Report to CEO on implementation
1.3	Trust Improvement Plan, including key priorities, input from school plans and KPIs	Informed and approve	Review	Prepare and deliver in line with vision and strategy and meeting external expectations or requirements	Contribute through school improvement plans which inform Trust plan. Informed on Trust plan	Contribute through school improvement plans which inform Trust plan. Informed on Trust plan
1.4	Trust Evaluation Form (TEF)	Deliver annually to inform priorities for improvement plans	Informed	Deliver annually to inform priorities for improvement plans	Informed	Informed
1.5	Risk Management and control	Review and approve risk register informed by BA committee and Executive reports	BA: Approve Risk Management Policy. Review regular updates.	Prepare, deliver, review and report on risk management, risk register and controls for Trust and schools. Recommend	Informed on key risks and related issues with school. Review key school risks	Review and deliver risk register for school, Update and report to Executive Team. Report to LGB

1. BEING STRATEGIC						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
			BA/PC/SS: Review key risks relevant to the committee	Risk Management Policy to BA committee		risks and issues for school
1.6	Potential new schools to join the Trust	Approve in line with Trust vision and strategic plan. Approve timeline, due diligence and delivery plan for any new school being considered	Convene due diligence committee with representatives from all committees Review due diligence for any new school and make recommendations to the board.	In line with the vision and strategic plan, review and recommend possible schools to join the Trust to Board. Deliver decision made	Informed on decisions made	Informed on decisions made

2. GOVERNANCE						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
2.1	Establish a high performing Trust governance structure, with clear delegations, including terms of reference	Approve annually	Deliver for committee delegations	Prepare, review and recommend proposed approach informed by compliance and Trust practice. Deliver delegations for CEO & Exec Team	Informed and deliver LGB delegations	Informed on overall approach and LGB delegations. Deliver at HT level
2.2	Recruitment, skills audit and diversity report of trustees	Review Executive Team reports and review need for future reports, audits or recruitment, ensuring that there is a financial skill set on the board as well as a focus on building a diverse board	Consulted on skills gap for committee	Prepare annual skills audits, diversity indicator reports and deliver induction and training. Deliver support and report to Board (and Members) on Trustee recruitment and eligibility	Informed	Informed
2.3	Appointment or removal of trustees in line with Articles, ensuring appointment checks are in place	Recommend appointments or removal or Trustees to Members in line with the Articles. Contribute to appointment process	Informed	Deliver support and report to Board and Members regarding any possible need to suspend or disqualify a trustee in line with the Articles	Informed	Informed
2.4	Appointment of the Chair of Trustees, Vice Chair, Committee	Appoint	Informed	Consulted , may be asked to make	Informed	Informed

2. GOVERNANCE						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
	Chairs and Link Trustee roles (safeguarding and SEND)	(Chair and Vice Chair to appoint Committee Chairs and Link roles)		recommendations to the Board		
2.5	Establishing and appointing to Board committees (Business & Audit , Personnel, Standards & Students)	Deliver (Chair and Vice Chair of Trustees)	–	Consulted	Informed	Informed
2.6	Appointment of LGB Chairs and Vice Chairs	Appoint , following recommendation from the Executive Team	Informed	Consulted . Make recommendation to the Board	Consulted . Make recommendation to the Board	Consulted . Make recommendation to the Board
2.7	Appointment of Local Governors	Informed on process of election for staff/parent local governors Consulted on LGB membership	Informed	Approve appointments	LGB Chair/Vice Chair: Appoint with Headteacher	Appoint and inform Board of the process
2.8	Appointment of governance professional/clerk to the Trust Board, committees and LGBs	Appoint governance professional/clerk to the Board Informed of appointments of clerks to committees and LGBs	Informed	Recommend governance professional/clerk to Board. Deliver and approve appointments of committee and LGB clerks	Informed on appointment of LGB governance professional/clerk	Consulted on appointment of LGB governance professional/clerk
2.9	Governance Review	Approve approach	Approve priorities	Prepare, recommend and deliver	Consulted on LGB involvement in the review	Consulted on LGB involvement in the review

2. GOVERNANCE						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
2.10	Schedule and agenda of meetings and business	Approve schedule and agendas	Approve schedule and committee agendas	Prepare, recommend and deliver	Approve school priorities, business and dates to fit with Trust schedule	Prepare and recommend to LGB and deliver in line with Trust schedule
2.11	Induction and training programme for trustees and governors	Informed of practice and procedures	PC: Approve practice and procedures, review report on provision and impact	Prepare, recommend and deliver	Review and monitor implementation of school-based practice and procedure	Deliver for LGB
2.12	Establish, review and implement a code of conduct for trustees and local governors	Informed	PC: Review and approve code of conduct annually	Prepare, recommend and deliver	Consulted on LGB Code of Conduct	Consulted on LGB Code of Conduct

3. EDUCATION, CURRICULUM & SCHOOL PERFORMANCE						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
3.1	School Improvement Plans (SIPs)	Informed	SS: Review Executive Team	Prepare overall approach, consulting	Consulted on SIP. Monitor progress	Consulted on approach. Prepare

3. EDUCATION, CURRICULUM & SCHOOL PERFORMANCE						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
			reports on SIPs and actions/progress	with schools. Approve and review each SIP. Review progress including from HT reports and reports to SS committee		and deliver SIP in line with Trust approach, consulting with LGB and CEO. Report progress to LGB and CEO
3.2	Trust and school academic targets	Informed	SS: Review targets and progress towards meeting them	Prepare overall approach through consultation with schools. Approve and review Trust and school targets. Receive termly report from HTs on progress and report to SS committee	Monitor progress	Consulted on approach. Deliver approved targets and report to CEO and LGB on progress
3.3	School evaluation form (SEF)	Approve overall approach	SS: Review a summary of aspects of the SEF and actions/progress	Prepare overall approach through consultation with schools. Approve and review cycle for SEF and actions/progress.	Monitor actions/progress	Consulted on approach and template. Prepare, deliver and report to CEO and LGB on SEF actions/progress
3.4	Ensuring Trust and school readiness for inspection, including Ofsted	Review reports from SS committee. Chair of Board expect to participate in inspections	SS: Review reports from CEO on readiness for inspection and report to the Board. SS committee expect some involvement in inspections	Prepare and deliver Trust plans. Approve, review and support school plans. Report to SS committee. CEO expected to attend and participate in inspections	Consulted on school plans. Monitor actions and progress. Deliver LGB role for plans and inspections. LGB expect to participate in inspections	Prepare and deliver plans including LGB consultation. Report to CEO and LGB on plans, inform and support LGB on their role

3. EDUCATION, CURRICULUM & SCHOOL PERFORMANCE						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
3.5	Trust curriculum intent, policy and provision, including RSHE, Religious Education, PSHE and careers information, advice and guidance (CIAG)	Informed by SS committee	SS: Review, approve and inform the Board	Prepare and deliver in line with the Trust vision and recommend to the SS committee	Informed	Consulted on Trust curriculum intent and policy
3.6	School curriculum intent and provision, including RSHE, Religious Education, PSHE and careers information, advice and guidance (CIAG)	Informed by SS committee	SS: Review CEO reports on implementation in schools	Prepare overall approach. Approve, monitor and review in each school. Report to SS committee	Consulted on approach and informed on implementation	Consulted on approach. Prepare and deliver in line with approved approach
3.7	Policies and practice for teaching and learning	Review reports from SS committee	SS: Approve policy, review approach, effectiveness and reports on implementation. Inform the Board	As per policy schedule, prepare and recommend policies and practice across the Trust, consulting with schools. Deliver on Trust-wide basis. Review implementation and report to SS committee	Review and approve school-based policies in line with Trust approach and practice. Review and monitor implementation of relevant policies for school	Consulted on Trust-wide approach. Deliver for school in line with approved approach. Report to CEO and LGB including any issues with policies or implementation

3. EDUCATION, CURRICULUM & SCHOOL PERFORMANCE						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
3.8	Strategy for Pupil Premium and other grants; admissions, behaviour and pastoral care, attendance, complaints, equalities and suspensions/exclusions	Informed by SS committee	SS: Approve Trust-wide approach, review effectiveness and reports on implementation or changes required. Inform the Board.	As per policy schedule, prepare and recommend policies and practice across the Trust, consulting with schools. Deliver on Trust-wide basis. Review implementation and report to SS committee	Review and approve school-based policies in line with Trust approach and practice. Review and monitor implementation of relevant policies for school	Consulted on Trust-wide approach. Deliver for school in line with approved approach. Report to CEO and LGB including any issues with policies or implementation
3.9	Safeguarding oversight, policies and procedures (including audits and reviews)	Appoint link safeguarding trustee Informed by SS committee and link trustee	SS & link trustee: Review reports from CEO on implementation, compliance or changes required. Inform the Board	Prepare and make recommendations to link trustee and SS committee on Trust policies and procedures, DSL and LAC designated teachers. Deliver on Trust-wide basis. Review implementation (consulting DSL) and report to SS committee	Review and monitor school implementation. Approve school elements and appoint link safeguarding governor. Informed on DSL and LAC teachers for school	Consulted on Trust-wide approach. Deliver in own school, including appointing a designated safeguarding lead (DSL). Deliver any recommendations from audits or reviews). Report to CEO and LGB

3. EDUCATION, CURRICULUM & SCHOOL PERFORMANCE						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
3.10	Strategy for SEND provision and relevant policies and practice (including audits and reviews) ensuring compliance with the SEND Code of Practice	Appoint link SEND trustee Informed by SS committee and link trustee	SS & link trustee: approve and review approaches and progress. Inform the Board	Prepare and make recommendations to the SS committee on policies and procedures. Deliver on a Trust-wide basis. Informed of school approach	Review and monitor school implementation. Approve school elements and appoint link SEND governor. Informed on SEND staffing for school	Consulted on Trust-wide approach. Deliver in own school. Deliver any recommendations from audits or reviews). Report to CEO and LGB
3.11	Setting the school day and school year	-	SS: Informed of compliance and any changes	Set expectations and review implementation in schools and monitor compliance	Review implementation in schools and monitor compliance	Informed of Trust expectations and deliver in own school.

4. STAKEHOLDER ENGAGEMENT						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
4.1	Publication of information on Trust website	Informed requirements are met across the Trust	PC: Informed Trust and school requirement are met and any related issues	Prepare and deliver information and its publication in line with requirements. Report to LGBs and Board requirements are met	Informed requirements are met for school	Deliver for school and report to Executive Team
4.2	Trust communication strategy and branding	Approve strategy and branding	PC: Review reports on implementation of approved plans.	Prepare and recommend to the Board. Deliver on Trust-wide basis	Informed	Consulted on school perspective. Deliver for school

4. STAKEHOLDER ENGAGEMENT						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
				implementing the approved approach		
4.3	Stakeholder engagement including partners, parents, students and local communities	Informed by the SS committee	SS: Approve approach. Review reports on implementation of approved plans, including feedback	Prepare, recommend and deliver. Report to SS committee on implementation of plans including feedback received	Review and monitor communication with local school stakeholders including parent community and report to Board	Deliver for school and report to LGB and Executive Team

5. FINANCIAL MANAGEMENT						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
5.1	Financial regulations, financial and asset management policies and procedures to ensure compliance	Review reports from BA committee	BA: Approve policies and practice across the Trust, including setting delegated authority limits for	Prepare and recommend approach informed by consultation, compliance	Informed on and may be asked to monitor any material issues or non-compliance and actions/progress	Deliver compliance in school. Report any material issues or non-compliance to

5. FINANCIAL MANAGEMENT						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
	with EFSA requirements across Trust and schools		financial transactions. Review Executive Team reports on financial management and compliance	requirements and Trust practice Review implementation and provide relevant reports to BA committee		Executive Team and LGB
5.2	Setting budgets within the Trust	Approve annual budget and longer-term budgets for the Trust and schools	BA: Recommend budgets for Trust and schools to the Board	Prepare budgets for Trust and support schools to prepare their budgets. Deliver Trust-wide budget assumptions. Review Trust and school budgets. Recommend to BA committee. Expect iterative process with HTs to prepare school budgets	Consulted on school budget	Prepare budget for own school - with discussion and support from Executive Team
5.3	Monitoring and reporting on Trust and school budgets	Review monthly management accounts and monitoring reports on performance against budgets from BA committee	BA: Review monthly management accounts, cash position and reports on central services; report to the Board on key issues or deviation from the budget SS: Review use of Pupil Premium, report	Prepare and report to the BA committee and circulate monthly management accounts to the Board Deliver and report on Pupil Premium strategy and spend to SS committee.	Appoint link finance governor. Review on delivery of school budget monitoring to inform understanding or resources and delivery of school plans, including Pupil Premium Strategy	Deliver approved school budget and report to LGB and Executive Team, or for any deviation from budget, in line with financial delegations

5. FINANCIAL MANAGEMENT						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
			to Board on key issues and budget			
5.4	External auditors and audit: internal auditors and audit and controls; and bankers for the Trust	<p>Approve: appointment of bankers, policies and procedures and any appointments or reports for internal controls and audit; internal audit plan.</p> <p>May recommend, will be informed on appointment of external auditors (note appointment is by Members)</p>	BA: Review reports from external auditors and bankers, report or recommend to the Board. Review reports and recommend to the Board on policies and procedures, appointments or internal audit	Report to BA committee on actions to review performance of internal or external auditors; deliver process for auditors' appointment, for external auditor's report to Members; prepare and recommend policies, procedures, appointments, reports for internal controls/audit, report information from internal auditors. If required, recommend change in bankers	Informed and may be asked to monitor any reports of internal non-compliance in school in line with internal controls	Deliver in school. Report on progress, including highlighting any concerns to Executive Team. Report any non-compliance in line with internal controls
5.5	External audit reports, annual report and accounts	Review external audit reports. Review and approve annual report and accounts. Informed on completion of process with Members	BA: Review annual accounts including against budgets and monitoring and recommend to the Board. Review reports from auditors and CEO	Report information from auditors and progress of actions to BA committee. Prepare info for audit and annual report with schools' and external input. Recommend to BA committee and	Informed on and monitor any areas of non-compliance in school	Prepare any detail required for school. Informed on any actions from audit reports relevant for school. Deliver identified actions and report on progress

5. FINANCIAL MANAGEMENT						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
				once approved deliver accounts for Members		
5.6	Register of business interests and procedure to deal with any conflicts of interest and related third party transactions	Informed of policy, procedures and compliance	BA: Approve policy and procedures and review report on compliance	Prepare and deliver Trust policies and procedures	Informed and monitor school completion and compliance	Deliver in school

6. ESTATES, IT, CYBER SECURITY AND HEALTH & SAFETY						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
6.1	Trust policies and property strategy, insurance, estate management strategy, priorities from premises maintenance and	Informed by BA committee	BA: review and approve policies, plans and priorities including major capital projects, report to the Board. Review	Prepare and deliver Trust policies, plans, priorities and associated budgets, make recommendations to BA committee and	Consulted on priorities for school. Monitor delivery of school priorities and consulted on capital projects delivered by the Trust	Prepare school priorities, report to CEO and LGB and, where required by CEO, contribute to development/delivery. For capital projects

6. ESTATES, IT, CYBER SECURITY AND HEALTH & SAFETY						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
	development including accessibility plan		reports on implementation	report on progress towards implementation		delivered by the Trust, consulted for school
6.2	Health and Safety	Informed on approach and compliance by BA committee	BA: approve Trust-wide policies. Review plans, priorities and actions; review reports, audit findings and compliance	Prepare and deliver Trust policies, plans priorities and actions. Deliver H&S audits and monitor Trust and school action plans. Report to BA committee	Appoint H&S link governor to oversee action plans and report to LGB. Informed on school action plans	Prepare for school H&S audit. Deliver action plans for school
6.3	IT and Cyber Security services and resources	Informed on delivery plans and routine replacement IT in line with budgets. Approvals as required in line with delegations	BA: Review reports from Executive Team and report to the Board on plans and progress. Approvals as required in line with delegations	Prepare, recommend and deliver plans for routine replacement IT and major investment informed by school priorities and budgets. Report to BA committee. Monitor Trust and school projects	Informed on major projects delivered by the Trust and may be asked to monitor any actions in school	Prepare detail on school priorities and report to Executive Team. Approve and deliver projects, or where delivered by the Trust informed and consulted for school perspective

7. STAFFING, HR AND PAY						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
7.1	HR Policies and practice	Informed by Personnel committee (PC)	PC: Review and approve HR policies and practice to ensure compliance including with statutory requirements (including DBS checks)	As per policy schedule, prepare , recommend and approve policies and practice across the Trust. To include consultation with Headteachers. Deliver across the Trust and report to PC	Monitor implementation in school. In line with policies, will be consulted for specific elements, for example sitting on pay and interview panels	Consulted on policies and practice. Deliver policy and procedures for staff in school and inform Executive Team on issues to inform development of policies and practice
7.2	Staff structure and proposals for restructuring or redundancy	Approve structure of core executive team. Informed of material changes in MLT staff structure	PC: Review reports from Exec Team and report to the Board on plans and progress. Informed of relevant restructuring or redundancy at Trust schools	Prepare reports for and recommend policies and practice to the PC. Deliver central Trust staff structure in line with the budget. Review HT reports on delivery of schools' staffing structure. Approve/recommend school changes informed by consultation with HTs	For any material changes in staff structure, consulted for school and informed for Trust	In line with budgets, approve and deliver school staffing; recommend to Executive Team proposals for restructuring or redundancy (in line with 'Managing Change' LA documentation, as per TUPE academisation process)
7.3	Appointment of CEO and Accounting Officer	Deliver and approve drawing on external expertise as considered necessary and make recommendations on pay and conditions	Informed of decision PC: Review approach, process and succession plan	-	Informed of decision	Informed of decision

7. STAFFING, HR AND PAY						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
7.4	Appointment of central Trust staff, including Chief Financial Officer	For Executive Team: approve appointments - expect Chair (or delegated trustee) to be part of the panel For Staff not on Executive Team: Informed by CEO of decision	Informed of appointment decisions PC: may be involved in the appointment process	For Executive team: CEO deliver recruitment process including sitting on the panel and make recommendations to the board For staff not on Executive Team: Deliver and approve appointments in line with policy, budget, approved staffing structure and strategic plan	Informed of appointment decisions	Informed of appointment decisions
7.5	Appointment of Headteachers	Informed of appointment decisions	PC: Approve recruitment processes Informed of appointment decisions	CEO delivers process for and appointment of HT in consultation with Chair of LGB	Chair of LGB consulted on process and appointment decision. Expect LGB Chair to sit on panel	-
7.6	Appointment of school senior leadership and other staff	-	PC: Approve recruitment processes	In line with budgets and agreed staffing structure, CEO will approve appointments of school senior leaders, e.g., deputy headteachers in consultation with HTs	Informed on staffing appointments Consulted on appointment decision of senior leaders. Expect LGB Chair to sit on panel	In line with budgets and agreed staffing structure, will deliver and approve appointments

7. STAFFING, HR AND PAY						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
7.7	Appraisal for CEO and Executive Team	Approve and deliver appraisal and pay, drawing on external expertise for CEO appraisal	PC: Approve and review policy and practice Chair of PC, Chair and Vice Chair of trustees: deliver process (with external advisor for CEO)	For Executive Team: CEO deliver appraisal and make recommendations to the Chair of PC, Chair and Vice Chair of trustees	–	–
7.8	Appraisal of other central team staff	Approve appraisal and pay decisions	PC: Approve and review policy, process and pay decisions	Deliver and approve and report to the Chair of PC, Chair and Vice Chair of trustees	–	–
7.9	Appraisal of Headteachers	Approve appraisal and pay decisions	PC: Approve and review policy, process and pay decisions (with Chair and Vice Chair of Trustees) Expect to sit on panel	CEO deliver appraisal of HTs and make recommendation to the Chair of PC, Chair and Vice Chair of trustees	Consulted Expect LGB Chair to sit on appraisal panel	–
7.10	Appraisal of other school staff	–	PC: Review high level outcomes	Informed of process, completion summary of HT decisions. Report on outcomes and provide a high-level summary to the PC	Informed on process, completion and high-level outcomes. LGB Chair may be consulted	Deliver and approve in line with policy

7. STAFFING, HR AND PAY						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
7.11	Staff development	Informed	PC: Approve Trust-wide approach. Review report on staff development plans across the Trust	Prepare, deliver and report to the PC	Informed by HT for school	Report on plans and delivery to LGB

8. LEGAL MATTERS						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
8.1	Take legal advice on any matter	Informed of any legal advice that relates to a possible risk to the Trust	BA: Informed of any legal advice that relates to a possible risk to the Trust	Approve seeking legal advice from MLT legal partners at Trust and/or school	Recommend legal advice is sought to Executive Team	Recommend legal advice is sought to Executive Team
8.2	Legal action that is not linked to reputational matters	Informed of any legal actions	BA: Informed of any legal actions that do not pose reputational or financial risk to the Trust	Approve seeking legal advice from MLT legal partners at Trust and/or school	Recommend legal advice is sought to Executive Team	Recommend legal advice is sought to Executive Team
8.3	Legal action that could be linked to the reputation of the Trust	Informed of any legal actions	BA: Approve actions that may pose a risk or financial cost to the Trust outside of normal financial delegations	Recommend seeking legal advice from MLT legal partners at Trust and/or school to the BA committee	Recommend legal advice is sought to Executive Team	Recommend legal advice is sought to Executive Team

9. POLICIES AND PROCEDURES						
Ref	Area	Trust Board	Committees	CEO & Executive Team	Local Governing Bodies (LGBs)	Headteacher (HT)
9.1	Trust policies and procedures	Consulted, deliver, informed, prepare, recommend, report or review in line with the policy review schedule approved by the Board. The policy schedule sets out responsibility for policy review and approval. The table below sets out the responsible for each committee (including local governing bodies)				
9.2	Governance policy and procedure	Informed of policy schedule, review and compliance	Review reports on policy compliance and approve updated and new policies as per policy schedule	Prepare, deliver and review policies and procedures and their implementation and report to each committee	Review reports on policy compliance and approve updated and new policies as per policy schedule	Consulted on policies and procedures. Deliver in own school

	Business & Audit Committee	Personnel Committee	Standards & Students Committee	Local Governing Bodies
Policies	Buildings Lockdown	Attendance Management (staff)	Admissions	Accessibility Plan
	Business Continuity Plan	Conduct Policy	Complaints	Anti-bullying
	Charging and Remissions	Flexible Working	Curriculum policy	Attendance (students)
	Data Protection: CCTV, Data breach, Data retention, Consent form from staff, Freedom of Information, Privacy notices, Subject Access Request	Governance Code of Conduct	Early Career Teacher Induction	Careers Education
	Financial Leadership	Grievance policy and procedure	Equalities*	Cover
	Fraud	Induction	Equalities Objectives*	Directed Time Budget
	Gifts and Hospitality	Leave of Absence	Online Safety	Education Visits
	Health and Safety	LGPS Discretions policy	Relationship, Sex & Health Education	Exam Contingency Plan
	IT and Cyber Security	Menopause	Safeguarding & Child Protection	Fire Evacuation
	Register of Business Interests	Overtime and addition payments	SEND	Home School Agreement
	Reimbursement of Expenses	Safer Recruitment	Student Wellbeing	Lettings

	Reserves	Social Media	Teaching & Learning Handbook, including adaptive teaching	Looked After Children
	Risk Management	Staff Code	*Shared with the Trust Board	Medical
	Site Security/Lockdown	Staff Probationary Assessment		NEA Assessment
	Whistleblowing	Staff Wellbeing		Positive Behaviour
		Support Staff Appraisal		Pupil Premium Strategy & Statement
		Support Staff Capability		SEND Information Report
		Support Staff Pay		Suspensions and permanent exclusions
		Teaching Staff Pay		Uniform
		Teaching Staff Capability		
		Teaching Staff Appraisal		