

ASHMOLE TRUST

SCHEME OF DELEGATION

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20.09.23	New SoD	Ratified at Full Trust Board Meeting (20.09.23)
08.11.23	Trust vision diagram, Governance Structure & Membership of Committees updated - KDA	Ratified at Full Trust Board Meeting (29.11.23)
09.11.23	Additional line added into SoD table – Reporting of revenue streams & capital projects	Ratified at Full Trust Board Meeting (29.11.23)
21.03.24	Change of title from Executive Head to CEO	Ratified at Full Trust Board Meeting (04.12.24)
11.06.24	Updated made to include Osidge Primary School • Governance Structure • Membership of Committees	Ratified at Full Trust Board Meeting (04.12.24)
05.02.25	Updated LGC Terms of Reference: • Remove reference to LA Governors • Update information on No. Of Meetings per year	Ratified at Full Trust Board Meeting (02.04.25)
18.11.25	Change in delegated authority for Stakeholder Engagement - Head Teacher now provides support and CEO is responsible Changed delegated authority for Set strategic objectives of the Trust Changed delegated authority of Develop the mission, ethos etc of Trust and schools Number of Full Trust Board meetings updated from 2 per term to 1	Ratified at Full Trust Board Meeting (03.12.25)
25.03.26	Change in delegated authority for Determine School Level Policies – CEO becomes accountable & responsible and Trustees are informed Further clarification made on the policies the Trust review to include all Statutory policies	Ratified by Full Trust Board via written resolution on 15.04.26
17.09.26	Updated the Trust Structure and Membership of Committee to reflect Tim Sullivan stepping down as Trustee and new Trustee joining – Mrs M Sergides <i>This will be being reviewed at the December 2026 Full Trust Board Meeting</i>	Not yet approved

Trust Vision

“Excellence, Aspiration & Care in Partnership”

The Trust has a tradition of excellence, in partnership with its pupils, teachers, schools and communities, encapsulated in its motto:

“Excellence, Aspiration & Care”

It has the highest expectations of all involved with its schools.

Its vision is to be a centre for excellence, creating a lifelong love of learning among all children and helping them discover and develop their own strengths and potential. The Trust will fulfil its vision through:

Excellence – Provide an outstanding academic, creative and sporting education with children at its heart, built on excellence in teaching and warm, positive relationships with pupils and their families. Value effort, success, achievement and good mental health and tackle underachievement through support and effective interaction. Enrich curriculum subjects with cultural, creative and competitive opportunities to inspire and motivate pupils, enhancing their educational experiences.

Aspiration – Foster qualities of hard work, resilience, determination, initiative, respect and personal and social responsibility among all pupils. Ensure pupils understand British values including democracy, the rule of law and tolerance of those of different faiths, beliefs and abilities.

Partnership – Commit to using its strong leadership structure and educational expertise to take on new schools without impacting on the quality of its existing schools. Develop sustainable partnerships with communities and businesses and constructive relationships with neighbouring schools to maximise opportunities for children and staff.

Care – Create a welcoming, inclusive, caring environment in which pupils can develop, ensuring excellent pastoral and individual support. Offer inspiring leadership, career opportunities, high-quality training and development to staff, enabling them to grow professionally and provide outstanding safeguarding and teaching to our pupils.

The Nolan Principles

All Members, Trustees and Governors must adhere to the 'Nolan Principles' of public life which are:

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so to gain financial or other benefits for themselves, their family or their friends

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate in their office

Openness

Holders of public office should be as open as possible about all the decision and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it

Honesty

Holders of public office have a duty to declare any private interest relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest

Leadership

Holders of public office should promote and support these principles by leadership and example

Member Responsibility & Function

The Ashmole Trust Members are equivalent to shareholders of a trading company but as the Trust is a charity with no power to trade or distribute profit to shareholders, the Members are viewed as the guardians of the constitution, ensuring that the charitable object is fulfilled. Each Member's liability is limited to £10. In view of this, they have limited governance and no day-to-day management responsibilities.

The powers and duties of the Ashmole Trust Members are primarily:

- To appoint and remove Trustees
- To maintain the membership and to appoint Ashmole Trust Members
- To approve any proposed changes to the Articles of Association
- To receive the annual accounts

Member Composition

Academy Trusts must have at least three Members but the DfE advises that its strong preference is that Trusts have at least five.

There must be a majority of Members who are not also Trustees.

Trustee Responsibility & Function

The Trustees are the Directors of the Trust. The Trust Board has overall accountability for the operation of its schools. It delegates functions that are specific to the individual schools to the Local Governing Committees.

As Company Directors, their duties are:

- To ensure compliance with any legal obligations
- To fulfil the charitable object of the charity as set out in the Articles of Association
- To act with integrity and to avoid any personal conflicts or interests and not to misuse any charity funds or assets
- To promote the success of their Company
- To exercise independent judgement
- To declare any interest in proposed transactions or arrangements
- To intervene as appropriate in any Academy at risk of underperformance

Trust Board Composition

Up to 13 Trustees (as listed in the Articles of Association):

- The CEO/Accounting Officer if the Trustees so determine and the CEO/Accounting Office agrees to act
- A minimum of two Parent Trustees (where Trustees have not appointed LGCs)

Term of Office – each Trustee term of office is four years and the NGA recommends that Trustees serve no more than two consecutive terms at one Trust.

Quorum for meetings – one third of the total number of Trustees or 3 if higher.

Number of meetings per year – a minimum of three per year (once per term)

Trust Board Committees – The Trust Board has the following committees not including the LGCs:

- Finance, Audit & Risk Committee
- Education Committee
- Chairs Committee Meeting

All committees meet once per term

Chair's Role & Responsibility

As 'first among equals' the Chair doesn't have any individual power, except in cases of urgency. However, they do have a key leadership role on the board.

The Chair's role is to:

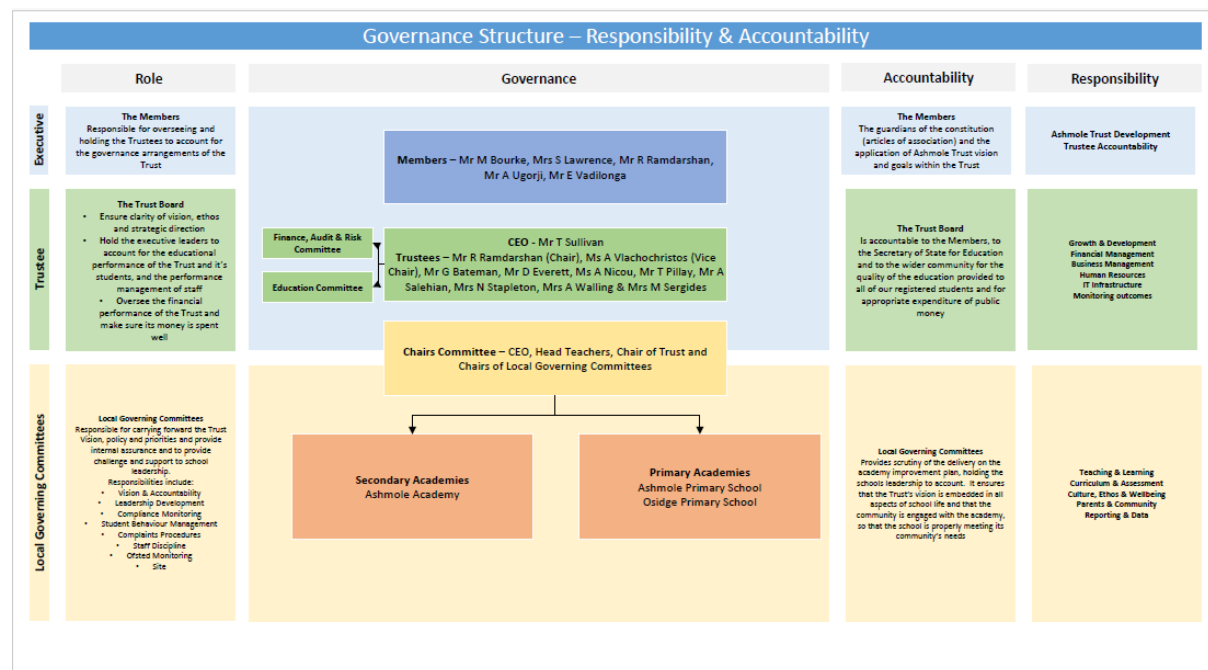
- Work with school and Trust leaders to promote and maintain high standards of educational achievement
- Make sure that the board sets a clear vision, ethos and strategic direction for the school or Trust
- Work with the Board to hold the Headteacher or CEO to account for educational performance and the performance management of staff
- Ensure financial oversight and value for money

Chair's Emergency Powers/Chairs Action

The Chair, or in absence of the Chair the Vice-Chair, may take such action as the Chair may think fit to protect the interests of the Trust, any school within the Trust, any pupil or employee of the Trust or any other member of the school community as the Chair may think fit in circumstances where, in the opinion of the Chair, it would not be reasonably possible to convene a Trust Board meeting (or relevant committee) in the time necessary to protect such interests.

Chair actions are completed in writing and are submitted to the next committee of Full Trust Board meeting to ensure that all members of the Board are aware of the action taken and the Chairs actions is ratified.

Governance Structure – Responsibility & Accountability



Membership of Committees



Membership of Committees and Trustee Panels 2025.26

Members
Rudi Ramdarshan
Anthony Ugorji
Mike Bourke
Sarah Lawrence
Emanuele Vadilonga

Full Trust Board	
Rudi Ramdarshan	Chair of Trust
Tim Sullivan	CEO
Anna Viachochristos	Vice Chair of Trust
Allison Walling	Trustee/Governor
David Everett	Trustee/Governor
Nicola Stapleton	Trustee
Al Salehian	Trustee
Thashan Pillay	Trustee
Androulla Nicou	Trustee
Gary Bateman	Trustee
Marina Sergides	Trustee

Finance, Audit & Risk Committee	
David Everett	Committee Chair
Tim Sullivan	CEO
Androulla Nicou	Trustee
Al Salehian	Trustee
Gary Bateman	Trustee
Marina Sergides	Trustee

Education Committee	
Thashan Pillay	Committee Chair
Tim Sullivan	CEO
Anna Viachochristos	Vice Chair of Trust
Nicola Stapleton	Trustee
Androulla Nicou	Trustee
Gary Bateman	Trustee
Marina Sergides	

Designated Safeguarding & SEND Trustee – Allison Walling
 Designated Careers Trustee – Al Salehian
 Designated Whistleblowing Trustee – Marina Sergides

CEO/ Head Teacher Performance Development Meeting		
Whose PM?	Name	Title
CEO	Rudi Ramdarshan	Chair of Trust
	Thashan Pillay	Trustee
Executive Head Teacher – Primaries	Tim Sullivan	CEO
	<u>Nitsa Sergides</u>	Chair of Primary LGC
Ashmole Academy Head Teacher	Tim Sullivan	CEO
	Allison Walling	Chair of Academy LGC
Osidge School Head Teacher	Tim Sullivan	CEO
	Hasip Mahir	Chair of Primary LGC

Head Teacher & Deputy Head Teacher Appointments	
Name	Title
Tim Sullivan	CEO
Rudi Ramdarshan	Chair of Trust
Nicola Stapleton	Trustee
Allison Walling/ <u>Nitsa Sergides</u> /Hasip Mahir	Chair of LGC
AND – one other Trustee	

Terms of Reference – Finance, Audit & Risk Committee

The Trust must appoint a Finance, Audit and Risk committee, which meets a minimum of three times a year, appointed by the Board of Trustees, to provide assurance over the suitability of, and compliance with, its financial systems and operational controls. The Accounting Officer and CFO, should attend to provide information and participate in discussions but should not be members of this committee.

Oversight of risk and the risk register:

The Trust must manage risks to ensure its effective operation and must maintain a risk register:

- Overall responsibility for risk management, including ultimate oversight of the risk register, must be retained by the Board of Trustees, drawing on advice provided to it by the Finance, Audit and Risk Committee
- Other committees may also input into the management of risk at the discretion of the Board
- Aside from any review by individual committees, the Board should review the risk register frequently and must conduct a full review of it at least annually
- Risks management covers the full operations and activities of the Trust, not only financial risks.
- The Trust's management of risks must include contingency and business continuity planning

Oversight must ensure that information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims completed by the Trust by constituent schools, is accurate and in compliance with funding criteria.

The outcome of the Committee's work should inform the governance statement that accompanies the Trust's annual accounts and, so far as is possible, provide assurance to external auditors.

Responsibilities:

External Audit oversight and findings:

The Board of Trustees, taking advice from the Finance, Audit and Risk Committee, must ensure there is an appropriate, reasonable and timely response by the Trust's management team to findings by external auditors, taking opportunities to strengthen systems of financial management.

Specifically, the Finance, Audit and Risk Committee must;

- review the terms of the external auditor's engagement, and the appropriateness and reasonableness of the proposed audit fees
- review the external auditor's plan each year
- review the external auditors' findings detailed in the Management Letter and review management's response and subsequent follow up to all identified weaknesses
- determine whether the performance of the external audit is satisfactory and effective and meets the requirements of all schools within Ashmole Trust
- assess the effectiveness and resources of the external auditor to provide a basis for decisions by the Trust's Members about the auditor's reappointment or dismissal or retendering. (Retendering to be done not more than every 5 years)

Through the year end audit the auditors will review the following and discuss with Trustees where necessary

- review the Multi Academy Trust's arrangements in respect of whistleblowing and anti-fraud and corruption and make recommendations as necessary;
- ensure that all allegations of fraud and irregularity are properly followed up and control weaknesses addressed, including being notified of all cases;
- review the status of pending or threatened material litigation;
- ascertain whether the financial results and condition satisfy the criteria for lenders, material agreements, applicable laws and insurers;
- draw to the attention of the Trustees all financial matters of which may materially affect the current or future position of all school within Ashmole Trust;
- determine whether systems are in place to identify and monitor major business risks.
- verify the establishment of policies and procedures for monitoring compliance with applicable laws and with the Trust's policies as to authorisation of expenditures, leases and contracts and otherwise, and ascertain their adequacy and levels of compliance;
- endeavour to identify to the Board matters that expose Trustees to claims for which Trustees could be held personally liable; and
- Check all business and pecuniary interests for Members, Trustees and Local Governors declarations are renewed and updated annually by all parties.

- Check any related party transactions are fully disclosed and in line with the requirements of the ESFA and Academies Financial Handbook.

Internal Scrutiny:

Oversee and approve the Trust programme of internal scrutiny

- ensure that risks are being addressed through internal scrutiny
- Report to the Trust Board on the adequacy of the Trusts internal control framework, including non-financial controls and management of risks

Internal Scrutiny

The Finance, Audit and Risk Committee is responsible for directing internal scrutiny (Responsible Officer)

- i) Schools in the Trust are required to conduct checks to ensure systems are effective and compliant, this is done through the Responsible Officer.
- ii) The Trust must have a programme of internal scrutiny to provide independent assurance to the Board of Trustees that its financial and non-financial controls and risk management procedures are operating effectively

Internal Scrutiny must focus on:

- Evaluating the suitability of, and level of compliance with, financial and non-financial controls. This includes assessing whether procedures are designed effectively and efficiently and checking whether agreed procedures have been followed
- Offering advice and insight to the Board on how to address weaknesses in financial and non-financial controls, acting as a catalyst for improvement, but without diluting managements responsibility for day to day running of the Trust
- Ensuring all categories of risk are being adequately identified, reported and managed

Specifically, the Finance, Audit and Risk Committee:

- Must have written terms of reference
- Must oversee and approve the Trusts programme of internal scrutiny
- Must report to the Board on the adequacy of the Trusts internal control framework, including financial and non-financial controls and management of risk
- Must review the ratings and responses on the risk register to inform the areas it will review each year

- Should consider the reports of the RO, and advise the board of any material control issues

Should monitor the implementation of agreed recommendations relating to RO report

- The RO's work is spread over the year and generally visits three times per year – once in each term
- Each visit includes producing a report to the Audit and Risk Committee including findings and recommendations where appropriate to enhance financial and non-financial controls and risk management in the schools in the Trust
- The RO must also produce an annual report to the Finance, Audit and Risk Committee at the end of each financial year, outlining the areas reviewed, key findings, recommendations, and conclusions, to help the committee consider actions and assess on year on year progress (this report must also be submitted to the ESFA by 31st December of that year).

Both the Internal and External Audit should be viewed by the Trust Board as a tool to help them improve the financial controls of the schools in the Trust. The audit report produced at the end of each audit will provide an evaluation of the current controls and possibly a list of improvements that should be implemented. It will categorise the potential risks related to any weaknesses identified.

Terms of Reference – Education Committee

The Education Committee will complete a report and send it to the Full Trust Board for review at their next full meeting and their duties shall be:

- To ensure that the highest possible educational standards and provision are set and maintained across the Academy Trust
- Advise and input on the development of an education strategy for the Academy Trust and consider policies, procedures or plans required to realise such strategy
- To review and monitor the effectiveness of education plans and policies for securing school improvement and educational standards
- To ensure that the Academy Trust's curriculum is balanced and broadly based and makes effective use of available resources and technology
- To receive on a regular basis a Trust wide report on exclusion data
- To receive a termly report from the Executive Team regarding standards and performance of the Academy Trust against key performance indicators
- To identify any areas of concern in respect of standards and performance and to advise and support on the implementation of an action plan with the Executive Team
- To scrutinise and review Academy Trust policies and the Trust policy table for recommendation to the Trust Board
- To ensure that effective processes are in place for the quality assurance and self-evaluation of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Academy Trust
- To support the Chief Executive Officer in the creation, implementation and monitoring of the Academy Trust's self-evaluation development plan and any post-Ofsted action plan
- To advise the Trust Board with respect to targets for student achievement across the Academy Trust
- To ensure that effective arrangements are in place across the Academy Trust for pupil support and representation, for monitoring pupil attendance and for pupil discipline & behaviour
- To monitor the use and impact of statutory grants and ring-fenced monies in relation to education
- To ensure appropriate strategies, policies and provision are implemented and impactful across the Trust for vulnerable, disadvantaged & SEND pupils
- To monitor the implementation and impact of interventions for those schools judged transformation schools or those in special measures
- To approve the establishment and disbanding and monitor the impact of any formal governance interventions

- To review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Terms of Reference – Local Governing Committees

The LGC is constituted in accordance with the requirements set out by the Trust which shall include, as a minimum:

- Headteacher x1
- Staff Governor x1
- Parent Governor x2
- Community or Co-Opted Governor x1

Community or Co-Opted Governor as required with no maximum.

Parent Governors and Staff Governors will be sought through the process of nomination and election procedures.

The Chair of the LGC will be recommended by the LGC to the Trust Board who will appoint this position. The Chair of the LGC cannot be a staff member.

Term of Office – each Governor term of office is four years and the NGA recommends that Trustees serve no more than two consecutive terms at one Trust.

Quorum for meetings – one third of the total number of Governors or 3 if higher.

Number of meetings per year – a minimum of three LGC Meetings per year and three Governor Engagement visits per year

LGC Committees – There are no sub committees as LGC level

Ashmole Trust have established Local Governing Committees (LGCs) with delegated powers agreed within the Scheme of Delegation. All decisions made therefore must be in line with the agreed Scheme of Delegation. The Board of Trustees retain the overall responsibility for governance within Ashmole Trust academies.

The Board of Trustees are responsible for ensuring that Local Governing Committees are running effectively and have the ability to replace any Local Governing Committee with an Interim Executive Board (IEB) in one or more of the following circumstances:

- Identification of weak governance (this is identified as not adhering to the Nolan principles;
- In response to the outcome of an annual review of governance or Ofsted inspection;

- In response to the outcome of an Ofsted inspection where there is a rating decline or the Academy moves into a category of serious weakness or requiring improvement, or;
- Any identified serious safeguarding failures within the Academy.

The Board of Trustees will be responsible for determining the members of the IEB and in some instances, where their skills will add to capacity may include some members of the existing Governing Body.

The Local Governing Committee must adhere to the Trust Financial Procedures document (see section 9)

The LGC will play a crucial role in driving forward attainment and progress in the school and offer appropriate challenge to the Headteacher.

Monitoring the performance of academies:

- To monitor assessment targets and data in line with Local and National standards;
- To monitor progress made in their individual school ensuring they are in line with Local and National standards as well as monitoring identified groups e.g. Sex, FSM, SEN etc.;
- Ensure that all pupils' SEN requirements are being met;
- To monitor and review the information about school performance and reporting to parents according to statutory requirements;
- Through the role of Link Governor to monitor the implementation of the curriculum within their school.;
- To monitor the pastoral care of all pupils in line with policies related to pastoral care; and
- To provide effective support and challenge to school leaders.
- Reporting to the Trust Board on the overall performance of the school and specifically on any aspects of concern either to the LGC or Trust Board
- Dealing with the regulatory requirements of pupil exclusions through a designated panel
- Liaising with the Trust Board and CEO on all aspects of policy setting as they may respectively require

Consider and Address Complaints:

- To consider and handle complaints strictly in line with the Complaints Policy.

Consider and Address Cases of Pupil Discipline:

- To consider cases referred by the Headteacher; and
- To consider any permanent exclusions made by the Headteacher.

ASHMOLE TRUST

SCHEME OF DELEGATION

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Member Business:

Member Business	Members		Trustees		CEO	LGC	Head Teacher
Appoint/remove Members	Accountable	Responsible					
Appoint/remove Trustees	Accountable	Responsible					
Articles of Association – ratify	Accountable	Responsible					
Complete local review of governance	Consult		Accountable		Responsible	Consult	Consult
Commission external review of board effectiveness every three years	Consult		Accountable	Responsible			
Appoint and remove external auditors	Accountable	Responsible	Consult				
Receive external auditors report	Accountable	Responsible					

Board Business:

Board Business	Trustees		CEO	LGC	Head Teacher
Elect Chair of Trustees	Accountable	Responsible	Provides support		
Appoint/remove board committee Chairs	Accountable	Responsible			
Establish and review Trust Governance structure	Accountable	Responsible	Provides support		
Agree named Careers Trustee lead	Accountable	Responsible	Provides support		
Appoint/remove school committee Chairs	Accountable		Responsible	Consult	Consult
Articles of Association - review	Accountable	Responsible	Provides support		
Complete annual review of Scheme of Delegation	Accountable		Responsible		
Complete annual trust board self-review	Accountable	Responsible	Provides support		
Publish governance arrangements on Trust and schools' websites	Accountable		Responsible		
Ensure Trust website is compliant and effective	Accountable		Responsible		
Ensure schools' websites are compliant and effective	Accountable		Accountable		Responsible
Submit annual report on the performance of the Trust to Members and publish	Accountable		Responsible		

Strategy & Leadership:

Strategy & Leadership	Trustees	CEO		LGC		Head Teacher	
Set strategic objectives of the Trust	Provides support	Accountable	Responsible	Consult	Inform	Consult	Inform
Set strategic objectives of the schools	Accountable	Responsible		Consult	Inform	Provides support	
Develop the character, mission, vision and ethos of the Trust and the schools	Provides support	Accountable	Responsible	Consult		Consult	Provides support
Apply Trust vision and strategy to individual schools	Accountable	Responsible		Consult		Responsible	
Determine trust-wide policies which reflect the Trust's ethos and values including all statutory policies	Accountable	Responsible					
Determine school level policies	Inform	Accountable	Responsible	Consult		Responsible	
Establish risk register and conduct regular review	Accountable	Responsible					
Scrutiny: performance – review & challenge progress of the Trust against its strategic objectives and KPIs	Accountable	Responsible		Provides support		Provides support	
Scrutiny: Ethos – operation of the Trust and its schools against the agreed character, mission and ethos	Accountable	Responsible		Provides support		Provides support	
Compliance: funding agreement – comply with all obligations including the Academies Financial Handbook	Accountable	Responsible		Provides support		Provides support	
Compliance: regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law & health and safety)	Accountable	Responsible		Provides support		Provides support	

Strategy & Leadership	Trustees		CEO	LGC	Head Teacher
Compliance: financial oversight – ensuring there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Accountable		Responsible	Provides support	Provides support
Compliance – completing the register of Trustees’ business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Accountable		Responsible		
Compliance – completing the register of Local Governors’ business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Accountable		Responsible	Provides support	Provides support
MAT risk register	Accountable		Responsible	Provides support	Provides support
Appointment of Trustees – ensuring processes are in place for appointment of Trustees (including ensuring that the Trustees have the skills to run the Trust – inc. Safeguarding & SEND)	Accountable	Responsible	Provides support		
Appointment and removal of LGC members – ensuring processes are in place for appointment of LGC members (including ensuring that the Trustees have the skills required - Trust – inc. Safeguarding & SEND)	Accountable	Responsible	Provides support	Provides support	Provides support
Register of interest	Accountable		Responsible	Provides support	Responsible
Appointment of Governance Professional – Trust Board	Accountable	Responsible	Provides support		

Strategy & Leadership	Trustees		CEO		LGC	Head Teacher
Appointment of Governance Professional – LGC	Provides support		Accountable	Responsible	Consult	Provides support
Policies – review and approval of Trust wide statutory policies (including admissions, charging and remissions policies, safeguarding & health and safety)	Accountable		Responsible		Provides support	Provides support
Prepare terms of reference for LGCs and all committees	Accountable	Responsible	Provides support		Consult	Consult
Training programme for Trustees and LGC members	Accountable	Responsible	Provides support			
Academy development plan – for each school in line with the strategic aims of the Trust	Accountable		Provides support		Consult	Responsible
Key performance indicators – setting and reviewing performance of the Trust and its schools	Accountable		Responsible		Provides support	Inform
Quality of teaching – ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Accountable		Responsible		Provides support	Responsible
Curriculum – setting the curriculum for the schools and reviewing its effectiveness	Accountable		Responsible		Provides support	Responsible
Pupil Premium – reviewing and challenging the value for money/ROI of the pupil premium in terms of educational outcomes and narrowing the achievement gap	Accountable		Responsible		Provides support	Responsible

Education & Leadership:

Education & Leadership	Trustees	CEO	LGC	Head Teacher
Set admissions policy	Accountable	Responsible	Inform	Inform
Admissions decisions	Accountable	Responsible	Consult	Consult
Review – considering and evaluating performance of the schools by: - Review progress against agreed KPIs - Holding each school's leadership to account for academic performance, quality of care and quality of provision - Monitoring the overall effectiveness and efficiency of leadership and management at the schools - Receiving reports on the quality of teaching and learning and making recommendations to the Trust Board	Accountable	Responsible	Provides support	Provides support
Self-evaluation – carrying out the self-evaluation process to identify areas for improvement with regard to outcomes and success criteria for Trust and LGCs	Accountable	Responsible	Provides support	Responsible
Review priorities – considering the aims and priorities for raising standards of achievement in each of the school's strategic plans	Accountable	Responsible	Provides support	Responsible

Education & Leadership	Trustees	CEO	LGC	Head Teacher	
Report – termly to Trust board on performance	Accountable	Responsible	Provides support	Provides support	
Pupil issues (including attendance, exclusions, punctuality and disciplinary matters for each school)	Accountable	Accountable	Provides support	Accountable	Responsible
Stakeholder engagement - Promoting partnerships working between parents/carers and the schools to promote high standards of attendance, behaviour and learning by pupils - Undertaking consultation with pupils, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the schools to assess its performance against its aims and objectives - Ensuring that such feedback is used to support the development of best practise and to promote the quality of the overall pupil experience - Ensure openness and transparency around school wide decisions.	Accountable	Responsible	Provides support	Provides Support	
School hours, term dates and length of school day – setting the opening and closing times for the schools	Accountable	Responsible	Consult	Provides support	

Education & Leadership	Trustees	CEO	LGC	Head Teacher
School lunch – ensure they meet appropriate nutritional standards	Accountable	Provides support	Provides support	Responsible
Provision of free school meals to those meeting criteria	Accountable	Provides support	Provides support	Responsible
Safeguarding – including ensuring each school has appointed a DSL, ensuring compliance with statutory guidance and maintenance of single central record	Accountable	Responsible	Provides support	Responsible
Ofsted inspections (Trust support) - Trust Board will liaise with Ofsted where MAT is inspected and will assist with a school inspection - CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review CEO will support LGCs and Head teachers for individual school inspections	Accountable	Responsible	Provides support	Provides support
Ofsted inspections: Academies	Accountable	Provides support	Provides support	Responsible

Finance:

Finance	Trustees		CEO	LGC	Head Teacher
Appoint & performance manage CFO	Accountable		Responsible		
Produce Trust's scheme of financial delegation	Accountable		Responsible		
Appointment of the Trustee committees	Accountable	Responsible			
Recommend appointment of external auditor to the Members	Accountable	Responsible	Provides support		
Action recommendations made by external auditors	Accountable		Responsible		
Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice	Accountable		Responsible		
Submit ESFA required reports and returns	Accountable		Responsible		
Agree reporting and monitoring arrangements for Trust and school budgets	Accountable		Responsible		Consult
Appointment of internal auditors	Accountable	Responsible	Provides support		
Approve annual accounts	Accountable	Responsible	Provides support		
Scheme of financial delegation and financial policies – establishing policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Accountable	Responsible	Provides support	Inform	Provides support
Bank accounts – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust/Schools	Accountable	Responsible	Provides support		

Finance	Trustees		CEO	LGC	Head Teacher
Funding model – agreeing a funding model across the Trust and develop an individual funding model for the schools to secure the Trust’s financial health in the short and long term	Accountable	Responsible	Provides support	Inform	Provides support
Trust annual budget – formulating and setting the Trust wide budget	Accountable	Responsible	Provides support	Inform	Provides support
Academy annual budgets – formulating and determining the proportion of the overall budget to be delegated to each school and how this is reported (including uses of contingency funds/balances)	Accountable		Responsible	Inform	Responsible
Expenditure and ensuring delivery on annual budgets	Accountable		Responsible	Inform	Responsible
Investments – agreeing the investment policy in line with the Academy Trust Handbook and scheme of financial delegation	Accountable		Responsible		
Reporting of revenue streams & capital projects	Accountable		Responsible	Inform	Consult

HR & Operations:

HR and Operations	Trustees		CEO		LGC	Head Teacher	
Appointing the CEO/ Accounting Officer	Accountable	Responsible					
Performance manage CEO	Accountable	Responsible					
Agree CEO pay and reward	Accountable	Responsible					
Appointing and performance manage the Chief Financial Officer	Accountable		Responsible				
Conduct Executive Team performance management	Consult		Accountable	Responsible			
Appointing/dismissing the Head Teacher at each school	Accountable		Responsible		Consult		
Conduct Headteacher performance management			Accountable	Responsible	Consult		
Agree Headteacher pay and reward			Accountable	Responsible	Consult		
Appointing of Trust staff (in line with recruitment policy)	Consult		Accountable	Responsible			
Appointing school SLT (excluding Head Teacher)	Provides support		Accountable	Responsible	Inform	Accountable	Responsible
Appointing school staff (excluding SLT & Head Teacher) – see section 8.1 (Financial Procedures document)	Inform		Consult		Inform	Accountable	Responsible
Review and agree staff appraisal procedure and pay progression	Accountable		Responsible			Consult	
Determine Executive Team staffing structure	Accountable		Responsible				
Determine school staffing structure			Accountable		Consult	Responsible	

HR and Operations	Trustees		CEO	LGC	Head Teacher
Establishing Trust wide HR policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with appropriate regulations	Accountable		Responsible	Inform	Provides support
Trust wide pay policy, terms and conditions of employment	Accountable		Responsible		
Setting appraisal performance management policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Accountable		Responsible	Inform	Provides support
Setting terms and conditions of employment & pay policy	Accountable		Responsible	Inform	Inform
Approval of exit payments/early retirement/pension discretion (above a certain threshold)	Accountable		Consult		
Dismissing CEO/ Accounting Officer/CFO (in accordance with the Trust disciplinary and capability policies)	Accountable	Responsible			
Dismissing Trust staff (in accordance with the Trust disciplinary and capability policies)	Accountable		Responsible		Provides support
Dismissing Head Teachers (in accordance with the Trust disciplinary and capability policies)	Accountable		Responsible	Provides support	

HR and Operations	Trustees		CEO	LGC	Head Teacher
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)	Inform		Accountable		Responsible
Reviewing discipline and grievance policy	Accountable	Responsible	Provides support	Inform	Inform
Setting Trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academy Trust Handbook and the Trust's procurement policy	Accountable		Responsible	Inform	Inform
Determine complaints policy	Accountable	Responsible	Provides support	Consult	
Implement complaints policy	Accountable	Responsible	Responsible	Responsible	Responsible
Determining and allocating central services provided to the schools by the Trust	Accountable		Responsible	Inform	Inform
Overseeing the effectiveness of services provided centrally by the Trust	Accountable		Responsible	Consult	Consult
Asset and premises maintenance strategy – determining use of school's premises and ensuring premises are adequately maintained	Accountable		Responsible	Inform	Responsible
Acquiring and disposing of Trust land	Accountable		Responsible		Consult
Changing use of assets	Accountable		Responsible		Consult

HR and Operations	Trustees	CEO	LGC	Head Teacher
Media and PR – overseeing public relations activities to project the activities of the Trust and the schools to the wider community	Accountable	Responsible	Provides support	Provides support
Information Management – including adopting and following policies for information security and compliance with FOI and data protection legislation and maintaining accurate staff and student records	Accountable	Responsible	Provides support	Provides support
Enter into contracts – up to limit of delegation set out in scheme of financial delegation	Accountable	Responsible	Inform	Responsible
Arranging Trust insurance/access to risk protection arrangement (RPA)	Accountable	Responsible		
School prospectus and website	Accountable	Consult	Inform	Responsible
Trust prospectus and website	Accountable	Responsible	Inform	Inform

