



## **Scheme of delegation**

**Reviewed by SEEAT Board: December 2025**

**Next Review Date: December 2026**



## CONTENTS

|                                                        |    |
|--------------------------------------------------------|----|
| The Purpose of our Scheme of Delegation .....          | 3  |
| Functions of Governance .....                          | 3  |
| Governance Structure .....                             | 4  |
| Key roles .....                                        | 5  |
| Members .....                                          | 5  |
| Board of Trustees .....                                | 5  |
| Chair of Trustees .....                                | 5  |
| Trust Board Committees .....                           | 5  |
| Chief Executive Officer (CEO) and Executive Team ..... | 5  |
| Headteacher/Head of Academy .....                      | 6  |
| Local Governing Bodies (LGBs) .....                    | 6  |
| Intervention Boards .....                              | 6  |
| Delegation of Responsibilities .....                   | 7  |
| GOVERNANCE FRAMEWORK .....                             | 8  |
| STRATEGY AND GROWTH .....                              | 13 |
| QUALITY OF EDUCATION PROVISION .....                   | 15 |
| FINANCIAL PROBITY .....                                | 18 |
| HR AND OPERATIONS .....                                | 23 |



## The Purpose of our Scheme of Delegation

This scheme of delegation has been developed to:

- Ensure clarity about the responsibilities and powers of Members, Trustees, the CEO and Executive team members, Headteachers and Local Governing Bodies (LGBs) in respect of key aspects of the leadership and management of the Trust and its Academies and to ensure compliance with legal and statutory requirements.
- Ensure SEEAT operates in a manner that is fit for purpose for a Multi-Academy Trust
- To support the delivery of ethical governance
- To prevent confusion that may lead to a loss of trust with stakeholders

It sits alongside the Trust's Financial Regulations, which explicitly covers all financial delegations and the suite of policies and procedures through which the Trust operates, to further define individual and collective roles and responsibilities.

As the Trust matures, both in terms of governance and operational leadership, the scheme of delegation is likely to change. This recognises the need to be responsive to the evolving context and circumstances of South East Essex Academy Trust (SEEAT) and ensures that SEEAT continues to best meet the needs of its academies and students. Thus, this scheme of delegation is intended to be a working document that will be reviewed by Trustees annually. In line with our values, it is vital that this scheme of delegation defines lines of responsibility and accountability within SEEAT.

### Functions of Governance

There are **three core functions of effective governance**:

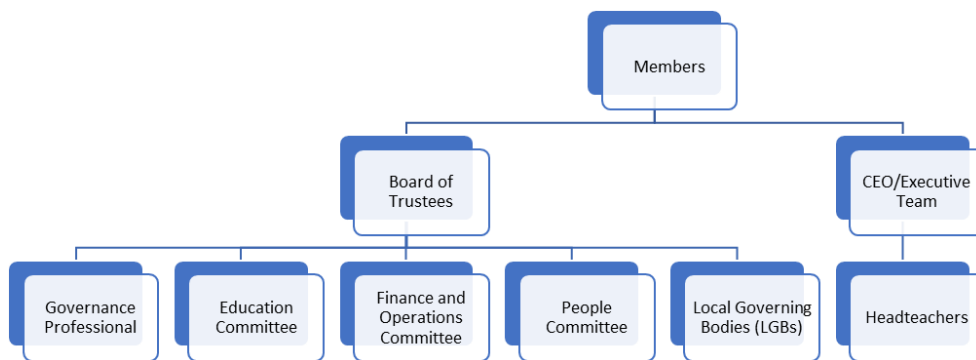
1. Ensuring clarity of vision, ethos and strategic direction.
2. Holding the executive to account for the educational performance of the Trust, its pupils and the performance management of staff.
3. Overseeing the financial performance of the Trust and making sure its money is well spent.

The eight elements that will enable delivery of effective governance are:

- The right people around the table
- Understanding their role and responsibilities
- Strong chairing
- Professional clerking
- Positive relationships based on trust
- Knowing our academies and enabling access to all relevant data
- Commitment to asking challenging questions
- Confidence to have courageous conversations in the interests of children and young people

## Governance Structure

SEEAT is a Multi-Academy Trust (MAT). The MAT is a charitable company and is responsible for the strategic direction of the Trust. It has three layers of governance: Members, Board of Trustees, Local Governing Bodies (LGBs). The Chief Executive Officer (CEO), Executive Team and Headteachers are held to account through this governance structure.



In a Multi Academy Trust (MAT) there is one legal entity accountable for all the academies (schools) in the Trust. This means that the MAT has one set of articles of association: this governs all the academies in the Trust. The MAT also has a Master Funding Agreement with the Secretary of State for Education. In addition, each individual academy has a Supplemental Funding Agreement. In a MAT, the Trust Board is accountable for all the major decisions about its academies. This does not mean that the Board will make every decision within the Trust - it will delegate some governance and decision-making responsibilities to:

- The CEO and Executive team
- Headteachers
- Trust Board Committees
- Local Governing Bodies (LGBs)

**Note on terminology:** Trustees are both charity Trustees (within charity law) and Company Directors (within company law). To avoid confusion with any executive roles across the Trust that include the title 'Director' but are not held by Company Directors, SEEAT refers to 'Trustees' in relation to its governance structure.

### Key Roles

The key roles for each layer of governance are summarised below. In addition, Members, Trustees and LGBs (including any associated committees) must review and adopt Terms of Reference (ToRs) specific to their remit, and which reflect the Terms of Office, required constitution and quorum for each.



### **Members**

The Members are guardians of the governance of the Trust. The Members appoint Trustees to ensure that the Trust's charitable objects are carried out. Thus, Members are able to remove Trustees if they fail to fulfil their responsibility. Members appoint the Trust's external auditors and receive the audited annual accounts. The Trust must have at least three Members and at least three Trustees.

### **Board of Trustees**

The Trustees have responsibility for the three functions of effective governance across the Trust. They are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its Funding Agreement, it is legally bound. The Trust Board is permitted to exercise all the powers of the Trust.

### **Chair of Trustees**

The Chair of Trustees should be elected annually by the Board of Trustees. The Chair must not be an employee of the MAT. The Chair or, in the absence of the Chair, the Vice Chair, has the power to carry out the functions of the Trust Board in extreme circumstances where a delay in exercising a function is likely to be seriously detrimental to the interests of the Trust, a student or their parents/carers, or an employee. However, this power does not include matters relating to the alteration or closure of an academy, a change of school category/significant change, approval of budget, discipline policies and admissions.

### **Trust Board Committees**

SEEAT has three Trust Board Committees:

- People Committee
- Finance & Operations Committee
- Education Committee

The constitution and membership of each and any Trust Board Committee must be reviewed every 12 months by Trustees, alongside the approval of associated ToRs. Each committee shall have a minimum of three members. Trust Board Committees are not legally responsible or accountable for statutory functions – the Trust Board retains overall accountability and responsibility for SEEAT governance.

### **Chief Executive Officer (CEO) and Executive Team**

The CEO has overall responsibility for the delivery of the vision and strategy of the MAT. The Board of Trustees will hold the CEO to account for the performance of SEEAT, including the performance of the academies within SEEAT. The CEO will delegate executive management functions to the SEEAT Executive Team and is accountable to the Trust Board for the performance of that team. The CEO is also the MAT's accounting officer, so has overall responsibility for the operation of SEEAT's financial responsibilities. Working with the CFO, the CEO must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money.

### **Headteachers**



The Headteachers of individual Academies are responsible for the day-to-day management of their individual academy. They are managed by the CEO and report to the LGB on matters delegated to the LGB. In the absence or incapacity of the Headteacher/Head of Academy, the delegations to the Headteacher stand delegated to the Deputy Headteacher unless otherwise directed or agreed by the Trust Board.

**Local Governing Bodies (LGBs)**

Trustees will establish a Local Governing Body (LGB) for each academy, and the composition of each LGB is at the discretion of Trustees. The LGB's role is to provide scrutiny and support on behalf of SEEAT in the running of the individual academy.

## Delegation of Responsibilities

The following matrix sets out each responsibility as delegated by Trustees. Delegations cannot be exercised other than by the designated board or individuals unless otherwise directed or agreed by the Trust Board. Instead of exercising their delegated powers, a post holder or a committee may refer the matter to the appropriate committee or LGB. For the avoidance of doubt, the Trust Board may, at its discretion, exercise any of the powers delegated by this scheme to a committee or post holder.

### KEY:

|                   |          |                                                                                                                              |
|-------------------|----------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Approves</b>   | <b>A</b> | Provides final authorisation.                                                                                                |
| <b>Recommends</b> | <b>R</b> | Proposes (e.g. a policy or procedure) for approval.                                                                          |
| <b>Implements</b> | <b>I</b> | Puts in place the necessary actions across the Trust, or within individual academies, following approval.                    |
| <b>Develops</b>   | <b>D</b> | Supports, and/or is consulted during, the development of items for approval.                                                 |
| <b>Monitors</b>   | <b>M</b> | Reviews actions taken, and the impact of these, in achieving the vision, objectives and statutory requirements of the Trust. |

### KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within ‘Governance Framework’ are monitored through the work of the committees.

| Area                             | Decision                                   | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|----------------------------------|--------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>Governance Framework</b>      |                                            |         |           |                 |     |             |
| <b>Appointments and removals</b> | Members                                    | A       | R         |                 |     |             |
|                                  | Trustees                                   | A       | A/R       |                 |     |             |
|                                  | Trust committee members (including chairs) |         | A/I       |                 |     |             |
|                                  | Governors (including LGB chairs)           |         | A         |                 | R   | I           |
|                                  | Governance Professional to Trustees        |         | A/I       | R               |     |             |
|                                  | Governance Professional to governors       |         |           | R/M             | A/M |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

| Area                          | Decision                                                                            | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-------------------------------|-------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>Governance Framework</b>   |                                                                                     |         |           |                 |     |             |
| <b>Systems and structures</b> | Review and agree articles of association (including changes)                        | A       | R/M/I     | D/I/M           | I   |             |
|                               | Review and agree scheme of delegation (annually, including governance structure)    |         | A/M/I     | D/R/I/M         | I   |             |
|                               | Review and adopt Terms of Reference for Trust Board and committees (annual)         |         | A/M/I     | D/R/M/I         | I   |             |
|                               | Review and adopt Terms of Reference for LGBs (annual)                               |         | A         | M               | I   | I           |
|                               | Complete skills audit and address required training or recruitment needs identified |         | I         | M               | I/M |             |
|                               | Complete self-evaluation of Trust Board/committee performance (annual)              |         | I         | M               |     |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

| Area                                  | Decision                                                                   | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|---------------------------------------|----------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>Governance Framework</b>           |                                                                            |         |           |                 |     |             |
| <b>Systems and structures (cont.)</b> | Complete self-evaluation of LGB performance                                |         | I         | M               | I   |             |
|                                       | Complete 360 review of Chair's performance (including succession planning) |         | A/I       | M               | I   |             |
|                                       | Review and agree annual calendar of business for Trust Board               | M       | A         | D/R/M           |     |             |
|                                       | Review and agree SEEAT calendar of business for LGBs                       |         | A/I       | D/R/M           |     |             |
|                                       | Agree Trustee monitoring processes and roles                               | M       | A/I       |                 |     |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|  |                                                                   |   |     |       |     |  |
|--|-------------------------------------------------------------------|---|-----|-------|-----|--|
|  | (including safeguarding)                                          |   |     |       |     |  |
|  | Agree LGB monitoring processes and roles (including safeguarding) |   |     | M/R   | A/I |  |
|  | Establish and adopt governance Code of Conduct                    | I | A/I | D/R/M | I   |  |



| Area                            | Decision                                                                                                            | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>Governance Framework</b>     |                                                                                                                     |         |           |                 |     |             |
| <b>Compliance and reporting</b> | Ensure accurate SEEAT governance details on Trust and academies' websites in compliance with statutory requirements |         | A/M       | I               |     | I           |
|                                 | Ensure accurate academy governance details on academies' websites in compliance with statutory requirements         |         |           | M               | M   | A/I         |
|                                 | Publish and maintain register of all interests, business, pecuniary, loyalty, for Members/Trustees/governors        |         | A         | D/I             | A   |             |
|                                 | Review register of interests to ensure compliance and to identify any declarations                                  |         | M         | I/R             |     |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|  |                                                                                                                                         |   |     |     |   |   |
|--|-----------------------------------------------------------------------------------------------------------------------------------------|---|-----|-----|---|---|
|  | pertinent to specific areas of business                                                                                                 |   |     |     |   |   |
|  | Publish and submit report and accounts including statement on regularity, propriety and compliance (incorporating governance statement) | M | A/M | D/R | M |   |
|  | Publish on academies' website, annual report of work of LGB, and submit to Trustees                                                     |   | M   | M   | I | M |



| Area                        | Decision                                                                                                                                                  | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>Governance Framework</b> |                                                                                                                                                           |         |           |                 |     |             |
| Policies                    | Develop and approve Trust-wide policies which reflect the Trust's ethos and values (including finance, HR policies and Trust wide safeguarding statement) |         | A/I       | D/R/I           | M/I | I           |
|                             | Develop and approve academy level policies, in particular: safeguarding; curriculum; teaching, learning and assessment; pastoral policies                 |         |           | M               | A/M | D/R/I       |
|                             | Adherence to agreed policies (including finance and HR policies, and safeguarding                                                                         |         | R/M       | I/M             | I/M | I/M         |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|  |            |  |  |  |  |  |
|--|------------|--|--|--|--|--|
|  | statement) |  |  |  |  |  |
|--|------------|--|--|--|--|--|



| Area                          | Decision                                                                                                                                                                                            | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>STRATEGY AND GROWTH</b>    |                                                                                                                                                                                                     |         |           |                 |     |             |
| <b>Vision and development</b> | Determine Trust's strategy vision, mission and aims, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured              |         | A/D/M     | D/I/R           |     |             |
|                               | Determine academies' long-term strategy vision, mission and aims, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured |         | M         | M               | D/A | D/I/R       |
|                               | Establish and monitor Trust growth plan                                                                                                                                                             | M       | A         | D/R/I           |     |             |
|                               | Approve admission of new schools to the Trust                                                                                                                                                       | M       | A         | D/R/I           |     |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

| Area                            | Decision                                                                                                                                             | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>STRATEGY AND GROWTH</b>      |                                                                                                                                                      |         |           |                 |     |             |
| <b>Priorities and provision</b> | Agree reporting arrangements for, and monitor progress against, key Trust priorities                                                                 |         | A/M       | D/I/R           |     |             |
|                                 | Agree reporting arrangements for, and monitor progress against, academy priorities (including Academy Development Plans and School Evaluation Forms) |         |           | M               | A   | D/I/R       |
|                                 | Review Pupil Premium and Sports Premium strategies and impact                                                                                        |         | M         | M               | A/M | D/I/R       |
|                                 | Agree applications for significant change in provision (temporary or permanent)                                                                      |         | A         | R               | R   | D/I/R       |
|                                 | Agree admissions arrangements, including any increase in PAN                                                                                         |         | A         | R               | M   | D/I         |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

| Area                                    | Decision                                                                                  | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-----------------------------------------|-------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>QUALITY OF EDUCATIONAL PROVISION</b> |                                                                                           |         |           |                 |     |             |
| <b>Curriculum and Standards</b>         | Establish and monitor the curriculum intent of each academy                               |         | M         | D/M             | A/M | D/R/I       |
|                                         | Review the implementation and impact of an academy's curriculum and its intent            |         | A/M       | M               | M   | D/I/R       |
|                                         | Set challenging student progress targets                                                  |         | A/M       | R               | M   | D/I         |
|                                         | Monitor student progress against targets                                                  |         | A/M       | R               | M   | D/I         |
|                                         | Evaluate academy's impact on student progress against targets                             |         | A/M       | M               | M   | D/I         |
|                                         | Agree curriculum policy in line with regulatory and statutory requirements                |         | A/M       | M               | M   | D/R/I       |
|                                         | Promote British Values and balanced political views to avoid radicalisation and extremism |         | A/M       | M               | M   | D/I         |
|                                         | Approve high risk and residential trips/visits                                            |         | M         |                 | A   | D/I/R       |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

| Area                                    | Decision                                                                                       | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-----------------------------------------|------------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>QUALITY OF EDUCATIONAL PROVISION</b> |                                                                                                |         |           |                 |     |             |
| <b>Behaviour</b>                        | Establish and keep under review academy behaviour system                                       |         | M         | M               | A   | D/R/I       |
|                                         | Monitor impact of academy behaviour system                                                     |         | M         | M               | A/M | D/R/I       |
|                                         | Monitor attendance                                                                             |         | M         | M               | M   | D/I/R       |
|                                         | Establish a disciplinary policy                                                                |         | A/M       | M               | A   | D/I/R       |
|                                         | Permanently exclude a student (or exclude for a cumulative period in one term of over 15 days) |         | M         | M               | A   | D/R/I       |
|                                         | Exclude a student for a fixed-term period less than 15 days in one term                        |         | M         | M               | M   | A           |
|                                         | Direct reinstatement of a student                                                              |         |           | M               | A   | I           |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

| Area                                    | Decision                                                                      | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-----------------------------------------|-------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>QUALITY OF EDUCATIONAL PROVISION</b> |                                                                               |         |           |                 |     |             |
| <b>Operations</b>                       | Set times of school day and term dates                                        |         | A/R       | M               | A/M | D/I/R       |
|                                         | Consider changes to the category or admissions status of academies            |         | A/M       | D/R/I           | M   |             |
|                                         | Ensure the school contributes to community cohesion                           |         | M         |                 | M   | D/I/R       |
|                                         | Offer extended academy/community lettings provision and manage such provision |         | M         |                 | M   | D/I/R       |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

| Area                                    | Decision                                                                                   | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-----------------------------------------|--------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>QUALITY OF EDUCATIONAL PROVISION</b> |                                                                                            |         |           |                 |     |             |
| <b>Safeguarding</b>                     | Undertake Safeguarding audits                                                              |         | A/M       | I               | M   | D/I         |
|                                         | Ensure actions from safeguarding audits are completed                                      |         | A/M       | A               | M   | D/I         |
|                                         | Ensure the Trust-wide safeguarding statement is reflected in academy policies and practice |         | M         | M               | M   | M           |
|                                         | Report safeguarding and child protection concerns                                          |         | M         | M               | M   | D/I         |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

| Area                             | Decision                                                      | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|----------------------------------|---------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>FINANCIAL PROBITY</b>         |                                                               |         |           |                 |     |             |
| <b>Appointments and removals</b> | Appoint external auditors                                     | A       |           |                 |     |             |
|                                  | Appoint internal auditors                                     |         | A         | R               |     |             |
|                                  | Appoint the Chief Financial Officer (CFO)                     |         | A         | R               |     |             |
| <b>Audit</b>                     | Set out Internal audit control framework, scrutiny and policy |         | A/M       | R/D             | M   | I           |
|                                  | Receive and respond to external auditors' report              |         | A/R/M     | D/I             |     |             |
|                                  | Receive and respond to internal auditors' reports             |         | A/R/M     | D/I             |     |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.



| Area                            | Decision                                                                                                                                                          | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>FINANCIAL PROBITY</b>        |                                                                                                                                                                   |         |           |                 |     |             |
| <b>Funding Model and Budget</b> | Responsibility for Trust remaining a going concern, including adherence to master and supplementary funding agreement (as per statutory guidance and regulations) |         | A/M       | R/I             |     |             |
|                                 | Responsibility for cashflow management, reserves management, capital investment and intercompany loans between entities                                           |         | A/M       | D/R/I           |     |             |
|                                 | Set a consolidated Budget and 3 Year Financial Plan to support delivery of Trust priorities                                                                       |         | A/M       | R/M/I           |     |             |
|                                 | Set an annual budget for each entity that sets                                                                                                                    |         | A/M       | D/R/M           | M   | I/D/R       |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|  |                                                                                                                     |  |     |       |   |   |
|--|---------------------------------------------------------------------------------------------------------------------|--|-----|-------|---|---|
|  | priorities and financial targets (including benchmarking and value for money)                                       |  |     |       |   |   |
|  | Submit statutory accounting returns including accounts, budget forecast, pensions, payroll, as required by DfE/ESFA |  | A/M | D/R/I |   |   |
|  | Establish and review MAT central charge                                                                             |  | A/M | D/R/I | M | D |



| Area                                    | Decision                                                             | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-----------------------------------------|----------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>FINANCIAL PROBITY</b>                |                                                                      |         |           |                 |     |             |
| <b>Funding Model and Budget (cont.)</b> | Review and approve major unbudgeted expenditure - capital or revenue |         | A/M       | R/M             |     | R           |
|                                         | Monitor the performance of annual Trust                              |         | A/M       | D/I/R           |     |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|  |                                                                                                                             |  |     |       |   |   |
|--|-----------------------------------------------------------------------------------------------------------------------------|--|-----|-------|---|---|
|  | budget (including benchmarking and value for money)                                                                         |  |     |       |   |   |
|  | Manage cashflow and reserves for the Trust and individual academies                                                         |  | A/M | I/R/M | M | I |
|  | Manage Trust Capital Investment Plan                                                                                        |  | A/M | I/R/M | M | I |
|  | Establish a clear and transparent process for academies to apply for School Condition Allocations and other capital funding |  | A/M | D/R/I | M | I |



| Area | Decision | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|------|----------|---------|-----------|-----------------|-----|-------------|
|      |          |         |           |                 |     |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

| FINANCIAL PROBITY |                                                                                                                                                          |  |     |       |  |   |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----|-------|--|---|
| Risk and Controls | Establish and monitor Trust strategic risk register, including prior to implementation of any new strategy at Trust level                                |  | A/M | I/R   |  |   |
|                   | Uphold the integrity of financial controls within the Trust and individual academies, including investigating and responding to financial irregularities |  | A/M | I/R/M |  | I |
|                   | Ensure all corporate insurances are in place                                                                                                             |  | A/M | I/R   |  |   |



| Area              | Decision                                              | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-------------------|-------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| FINANCIAL PROBITY |                                                       |         |           |                 |     |             |
| Transactions      | Register and review all related party transactions    |         | A/M       | I/M             |     | M           |
|                   | Approval of expenditure within budget and authorities |         |           | M/A             |     | A           |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|                                     |                                                                                                                                                            |  |     |       |  |   |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----|-------|--|---|
|                                     | Approval of expenditure outside budget (subject to authorisation and delegated limits)                                                                     |  | A/M | R     |  |   |
|                                     | Develop and implement an estates strategy alongside the Trust Capital Investment Plan                                                                      |  | A/M | D/I/R |  |   |
| <b>Estates, Premises and Assets</b> | Ensure strategic asset management and compliance (e.g. acquiring and disposing of Trust Land, changing use of assets)                                      |  | A   | R     |  |   |
|                                     | Ensure all operational estate plans (i.e. statutory inspections, risk assessments, testing, and health and safety policies and procedures) are implemented |  | M   | A/M   |  | I |



| Area                               | Decision                                     | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|------------------------------------|----------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>HR AND OPERATIONS</b>           |                                              |         |           |                 |     |             |
| <b>Appointments and dismissals</b> | The CEO                                      |         | A         |                 |     |             |
|                                    | SEEAT Exec Team                              |         | A         | R               |     |             |
|                                    | Academy headteachers/ Executive Headteachers |         | A         | R               | R   |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|  |                                                             |  |  |   |   |   |
|--|-------------------------------------------------------------|--|--|---|---|---|
|  | Head of School/ Deputy Headteacher / AHT / Business Manager |  |  | A | R | R |
|  | Academy teachers (permanent posts)                          |  |  |   | A | R |
|  | Other academy staff                                         |  |  |   | M | A |



| Area                                                     | Decision                                                                            | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|----------------------------------------------------------|-------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>HR AND OPERATIONS</b>                                 |                                                                                     |         |           |                 |     |             |
| <b>Performance Management (Including target setting)</b> | Chief Executive Officer (CEO)                                                       |         | A         |                 |     |             |
|                                                          | Academy Headteachers                                                                |         | M         | A/R             | R   |             |
|                                                          | Academy staff (associate and teaching)                                              |         |           | M               | A/M | R/I         |
|                                                          | Executive Team (except CEO and governance professional)                             |         | M         | A               |     |             |
|                                                          | Governance professional                                                             |         | A         |                 | A   |             |
|                                                          | Monitor and agree staff appraisal system, pay progression and changes to pay scales |         | A         | R               | I   | D/I         |
|                                                          | Appoint External Advisors for CEO Appraisal                                         |         | A         |                 |     |             |
|                                                          | Appoint External Advisors for Headteacher                                           |         |           | A               |     |             |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|  |           |  |  |  |  |  |
|--|-----------|--|--|--|--|--|
|  | Appraisal |  |  |  |  |  |
|--|-----------|--|--|--|--|--|



| Area                     | Decision                                                                                                                           | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>HR AND OPERATIONS</b> |                                                                                                                                    |         |           |                 |     |             |
| <b>Personnel</b>         | Determine Trust employment Terms and Conditions (including contracts of employment) and HR policies                                |         | A         | D/R/M/I         |     | I           |
|                          | Determine the organisational structure of the academy                                                                              |         |           | A               | M   | R           |
|                          | Approve non-contractual payments or arrangements e.g. severance or settlements, early retirements or significant changes in policy |         | A         | A/R/I           | M   | R           |

Commented [JB1]: Was I - this is not accurate

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|  |                                                                                                                                              |  |   |       |   |     |
|--|----------------------------------------------------------------------------------------------------------------------------------------------|--|---|-------|---|-----|
|  | Ensure statutory training is completed by all staff, including safeguarding                                                                  |  | M | A     | M | I   |
|  | Ensure all statutory safeguarding checks are satisfactorily completed, including Enhanced DBS checks and completion of Single Central Record |  | M | D/R/M | M | I/M |



| Area                          | Decision                                                                | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|-------------------------------|-------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>HR AND OPERATIONS</b>      |                                                                         |         |           |                 |     |             |
| <b>Procurement</b>            | Establish framework for procurement and efficiency savings              |         | A         | D/I             |     | I           |
|                               | Maintain contract schedule (Trust and academy level)                    |         | M         | D/R/I           |     | I           |
| <b>Central Services</b>       | Monitor effectiveness of central Trust services                         |         | A/M       | R               | M   |             |
| <b>Information Management</b> | Establish communications strategy                                       |         | A         | D/I             | M   | D/I         |
|                               | Consultation and engagement with stakeholders, including parents/carers |         |           | D/I             | M   | D/I         |
|                               | Establish information Framework                                         |         | A         | D/I/R           |     | D/I         |
|                               | Implement Data Protection Regulations                                   |         | M         | A/D/I/R         |     | I           |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.

|  |                |  |  |  |  |  |
|--|----------------|--|--|--|--|--|
|  | and Procedures |  |  |  |  |  |
|--|----------------|--|--|--|--|--|



| Area                                   | Decision                                                                                 | Members | Trustees* | CEO / Exec Team | LGB | Headteacher |
|----------------------------------------|------------------------------------------------------------------------------------------|---------|-----------|-----------------|-----|-------------|
| <b>HR AND OPERATIONS</b>               |                                                                                          |         |           |                 |     |             |
| <b>Information management (cont'd)</b> | Ensure website compliance (Trust and academies)                                          |         | A         | A/D/I/R/M       |     | I/M         |
|                                        | Ensure practices remain compliant and reflect Trust-wide information management policies |         | M         | M               |     | I           |
|                                        | Implementation of Freedom of Information (FOI) Policy and Procedures                     |         | A         | A/D/I/R         |     | I           |
|                                        | Implementation of Complaints Policy and Procedures                                       |         | A         | D/R/M/I         | M/I | I           |

**KEY: A – Approves; R – Recommends; I – Implements; D – Develops; M – Monitors**

\* Although the Board of Trustees retains ultimate accountability, it may delegate some monitoring responsibilities to its Committees, as set out in the corresponding Terms of Reference for each. These committees may make recommendations to the Board of Trustees for consideration. Areas within 'Governance Framework' are monitored through the work of the committees.