



**“Every child in every school,
will confidently grasp the challenges of tomorrow.”**

Scheme of Delegation

The Board of Trustees is accountable in law for all major decisions about the Trust and its schools. However, this does not mean that the Board is required to carry out all the Trust’s governance functions and many can and should be delegated, including to the Chief Executive Officer and the Chief Financial Officer, Headteachers and the Board’s Committees. The decision to delegate a function is made by the Board of Trustees at their sole discretion and is recorded. Without such delegation, the Committee or individual has no power to act.

The Scheme of Delegation is the key document defining the lines of responsibility and accountability in our Multi-Academy Trust. It is a simple yet systematic way of ensuring that the Members, Trustees, Board Committees, Trust and School Leaders are all clear about their roles and responsibilities. Our Local Governing Committee functions are different to those of a maintained school governing body and are consequently reduced.

It is a working document that the Trust Board and Trust Leaders are able to revise and adapt in response to context and circumstance. The Scheme is reviewed annually, with changes made as the context changes, if necessary, each year. This is not a failure, but recognition of the need to be responsive to changing circumstances and to adapt accordingly. It is, however, important to ensure that all involved in governance are made aware of any changes and what these mean in practice. For the avoidance of doubt, where a power is not expressly delegated by the Trustees it will be deemed to have been retained by the Trustees regardless of whether it is, or is not, specified in the Scheme.

We believe, as a Trust, our Scheme:

- *Promotes a culture of honesty and accountability*
- *Ensures the Trust Leadership is clear about which decisions the Trust Board remain in control of*
- *Identifies responsibility for the appointment and appraisal of the Executive and School Leaders*
- *Ensures that the role of the Trust Leadership is fully understood throughout the Trust*
- *Identifies responsibility for policy and practice in each school*
- *Identifies responsibility for oversight of each school’s budget*
- *Identifies responsibility for assessment of risk in each school*

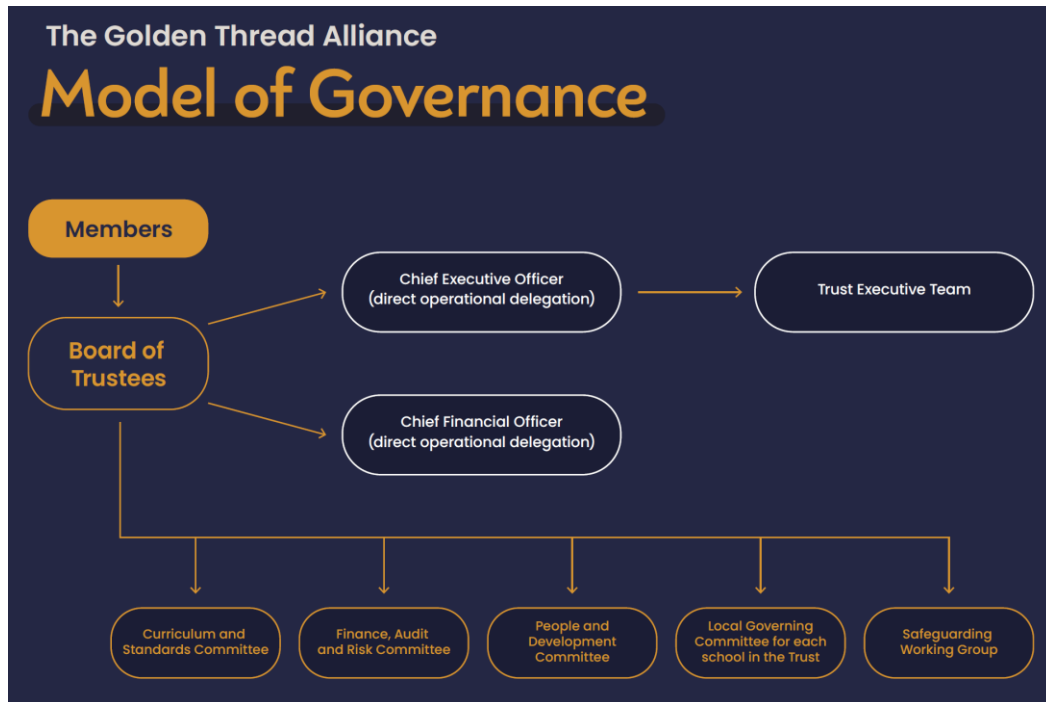
All actions must be carried out and adhere to the Funding Agreements, Academy Trust Governance Guide, Academy Trust Handbook and established and approved policies of the Trust.

The Scheme of Delegation covers the following areas:

1. Strategy
2. Education
3. Safeguarding
4. Governance
5. Finance, Audit and Risk
6. Land and Asset Management
7. People

**This document was reviewed and approved by the Board of Trustees on 17 July 2025.
The date for the next Review is Summer 2026.**

Roles and Responsibilities



Role of the Members

Role

Members play a limited but crucial role in safeguarding the integrity of our Trust's governance. While they must ensure they do not stray into undertaking the Trustees' role, they should assure themselves that the governance of the Trust is effective, that Trustees are acting in accordance with the Trust's charitable object(s) and that they, the Members, use their powers to step in if governance is failing. Trusts are founded by Members, who may then appoint additional Members to join them. The first Members are the signatories to the Memorandum of Association which is drawn up when the Trust is first established. These first Members agree the Trust's first Articles of Association, which include the Trust's charitable purpose.

Members should not be involved in the day-to-day business of the Trust and must ensure they do not assume the powers of the Trustees. However, they do have an important role in the Trust, based on a number of key powers set out in the Articles of Association and in company law. These include powers to appoint and remove the Board and direct the Trustees to act in certain circumstances.

Members have a general duty to exercise their powers to further the Trust's charitable object, which is "to advance for the public benefit education in the United Kingdom". It is essential that Members are aware of the powers available to them and know when and how to use those powers effectively.

The powers of Members

Members help to ensure that Trustees are exercising effective governance by utilising a range of powers including:

- **Appointing and removing Members:** Members can appoint new Members or remove existing Members.
- **Appointing and removing Trustees:** Members can appoint Trustees and remove any or all serving Trustees.
- **Directing Trustees:** Members can, by special resolution, direct Trustees to take a specific action where Trustees are unable, or unwilling to act in the best interests of the Trust. Members should consider using this power if they believe the Trust Board is failing to carry out its core functions, or is acting unlawfully. Other examples of when Members might consider issuing a direction to Trustees include where they believe an external review of governance should be carried out and

the Trustees have not done so, where the Board has failed to act on child safeguarding or where the Trust is in breach of its Funding Agreement.

- **Amending the Trust's Articles of Association:** Members can amend the Articles of Association (including the objects clause), subject to any restrictions in the Articles, the Funding Agreement or charity and company law. Members can also change the name of the Trust and wind it up. Trusts must gain permission from the Charity Commission for changes to some clauses and these are known as "regulated amendments". These clauses relate to the Trust's charitable object, benefits, and arrangements on dissolution or winding up of the Trust.
- **Appointing and removing Auditors:** Members appoint the Trust's auditors and will receive and review (but do not have to sign off) the Trust's annual audited accounts (subject to the Companies Act).

Structure

The Academy Trust **must** have at least three Members, although the Department for Education's preference is for Trusts to have at least five Members. Having more Members increases the range of perspectives represented and ensures that Members can take decisions via special resolution without requiring unanimity. Employees of the Trust must not be Members.

Independence from the Board of Trustees

As the responsibility to conduct the Trust's business sits with the Trustees, it is important Members do not overstep their powers or undermine the Trust Boards' discretion when exercising its responsibilities. The Department for Education's strong preference is therefore for at least the majority of Members to not sit on the Trust Board.

It is important for Members to be kept informed about Trust business so they can be assured that the Trust Board is exercising effective governance. This must include providing the Members with the Trust's audited annual report and accounts.

Role of the Board of Trustees

The Trust is a charitable company and so Trustees are both Charity Trustees [within the terms of section 177(1) of the Charities Act 2011] and Company Directors. As Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. Our Trust uses the term "Trustee".

As set out in the Academy Trust Governance Guide, the purpose of governance is to provide:

1. Strategic Leadership
2. Accountability and Assurance
3. Strategic Engagement

Role

The Trust Board is the decision-making body of the Trust and is accountable and responsible for all of the schools equally in the Trust. The Trust is also the employer of all employees both those carrying out central team roles and school staff.

The "[Academy Trust Governance Guide](#)" outlines the knowledge, skills and behaviours needed by Trust Boards for effective governance. The Charity Commission's '[Essential Trustee](#)' gives further detail about the key duties of all Trustees of charities in England and Wales, and what Trustees need to do to carry out these duties competently. Companies House also publish '[Being a Company Director](#)' which gives further details on the duties of all Company Directors

Everyone in governance should be aware of and accept the Seven Principles of Public Life as set out by Lord Nolan:

1 Selflessness

Holders of public office should act solely in terms of the public interest.

2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4 Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5 Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.

6 Honesty

Holders of public office should be truthful.

7 Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

The Trust Board must operate and make decisions to further the Trust's charitable object and Trustees are responsible for the general control and management of the administration of the Trust. Subject to the provisions of the Companies Act, the Trust's Articles of Association and the Members' ability to direct the Trust Board by special resolution, the Trustees may exercise all the powers of the Trust. They have statutory duties to exercise care, skill and diligence and avoid conflicts of interest.

As a condition of the Funding Agreement, the Trust must also comply to all requirements and best practice as laid down in the "[Academy Trust Handbook](#)" which provides an overarching framework for the implementation of effective financial management and other controls consistent with the obligations of the Trust as a publicly funded body.

As the strategic leading body of the Trust, it is vital that the Trust Board is connected with, and engages, the communities and stakeholders it serves. Trust Boards should also have regard to the need for the Trust Leaders and all Trust staff to be able to achieve a satisfactory work life balance, and through their strategic role, should provide support and challenge to help reduce unnecessary burdens.

Decision making

The Board of Trustees is the Trust's key strategic decision maker. It may delegate certain responsibilities to Executive Leaders (in certain circumstances) and in accordance with this Scheme of Delegation, a Committee or an individual. However, the Trust Board remains accountable and is responsible for all decisions made. The Trust Board must make decisions in the best interest of pupils, not personal interests, and welcome a diverse range of viewpoints when debating decisions. Good decision making is well informed by both available evidence of what works or is likely to be effective, and by the views and needs of key stakeholders, particularly parents and carers.

Boards should play a strategic role and avoid routine involvement in operational matters. They should focus strongly on holding the Trust Leaders to account for exercising their professional judgement in these matters and all of their other duties. However, since the Board is responsible in law for the schools, it may need to intervene in operational matters if a circumstance arises where, because of the actions or inactions of the Executive Leaders, the school may be in breach of a statutory duty. Having advised the Board, Trust Leaders must comply with any reasonable direction given by Trustees.

Structure

The Trust Board must include at least two Parent Trustees unless there are at least two parent representatives on each Local Governing Committee. The Trust Board has constituted the Local Governing Committees to include up to two Parent Governors.

Role of the Committees

Structure

The Trust Board may establish Committees and may choose to delegate functions to them. Where the Trust Board does delegate functions, the Trust Board remains responsible and accountable for decisions made. The Articles of Association set out the reporting requirements that support Trustees to exercise their accountability where delegated powers are used.

Committee constitution is largely at the discretion of the Trust Board, but the Articles of Association set out that all Committees (with the exception of Local Governing Committees) must have a majority of Trustees on them. At meetings of the Committees (except the Local Governing Committees) a vote may only be taken when Trustees form the majority of members present.

The Academy Trust Handbook makes it clear that the Board of Trustees should have a Finance Committee to which the Board delegates financial scrutiny and oversight and which can support the Board in maintaining the Trust as a going concern along with an Audit and Risk Committee which is responsible for directing the Trust's programme of internal scrutiny. The Trust Board has established a Finance, Audit and Risk Committee.

The Board of Trustees has established the following Committees:

The Golden Thread Alliance

Committees/Working Groups

Curriculum and Standards Committee	The role of the Curriculum and Standards Committee is to hold the Trust Executive Leaders to account for the educational standards and performance of all schools in the Trust. The Committee evaluates educational standards in terms of pupil progress and achievement, the schools' priorities for improvements in pupils' learning and outcomes and the school's curriculums. The Committee will quality assure the degree of support, challenge and impact of LGCs in relation to their delegated roles and responsibilities, and particularly the holding of the Headteacher to account for pupil progress and attainment.
Finance, Audit and Risk Committee	The role of the Committee is to support the Board in maintaining the Trust as a going concern, in taking full responsibility for its financial affairs, stewardship of assets and use resources efficiently to maximise outcomes for pupils. The Committee has delegated responsibility from the Board for financial scrutiny and oversight of the systems and operational controls, advising the Board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and risk management arrangements, to direct a programme of internal scrutiny and consider the results and quality of external audit.
People and Development Committee	The role of the Committee is to ensure that HR arrangements across all of the schools support the strategic priorities of the Trust in terms of staff wellbeing and enabling the recruitment, motivation and retention of staff while complying with all regulatory requirements. The Committee oversees/facilitates formal staff processes pursuant to policies.
Local Governing Committee for each school in the Trust	The role of the LGC is to hold the Headteacher to account for the educational standards and performance of the school. Governors support the school in relation to pupil discipline, complaints and other formal processes as may be delegated to them. The LGC considers the school's strategic documents which set the aims and objectives for the school along with the policies and targets for achieving those aims and objectives. Governors monitor the progress the school is making and act as a source of challenge and support to the leadership.
Safeguarding Working Group	The Working Group supports the Board's duty to safeguard and promote the welfare of children by ensuring the Trust and its schools are facilitating a whole-school approach to safeguarding and ensuring safeguarding and child protection underpins all relevant aspects of process and policy development.

There are no staff members appointed to any of the Committees (with the exception of the elected Staff Governor on the Local Governing Committees).

The membership and responsibilities are set out in the Committee's Terms of Reference and can be viewed on the Trust website:

<https://www.golden-thread.org/page/?title=Committee+Terms+of+Reference&pid=36>

Role of the Local Governing Committees

The Trust Board has established a Local Governing Committee (LGC) for each of its schools to carry out some of its school level governance functions. The constitution, membership and proceedings of the LGCs, as with all Committees are determined by the Trustees.

LGCs function as school-specific Committees and include Governors who represent the community, including parents and staff. As Trustees are not required to sit on LGCs, decision making is limited. Individuals who sit on the LGCs are known as Governors and they are not Trustees, unless they also sit on the Board of Trustees.

Unless the Trust Board has at least two Parent Trustees each LGC must include at least two Parent Governors. Arrangements for the election of Parent Governors are laid down by the Trustees and follow the National Governance Association guidance. Parent Governors bring an important perspective but have the same responsibilities as all Governors and need the same skills. Their role is to support the school rather than act as parent representatives. Having parents on LGCs is not a replacement for engagement with parents more broadly and all Trust Boards should assure themselves that mechanisms are in place for the schools to engage meaningfully with all parents and carers.

The powers and responsibilities that an LGC has are also determined by the Trust Board who has complete discretion over what it delegates. Even where functions have been delegated to Governors, the Trustees remain accountable and responsible for those functions. Therefore, they must be satisfied and confident that the LGC has the skills and experience to be able to perform the tasks delegated to it. Details of what has been delegated to Governors is set out within this Scheme of Delegation and if there is any uncertainty over the constitution or responsibilities of an LGC, Governors should raise this with the Governance Professional and/or the Chair of the Board of Trustees.

The main purpose of the LGC is to hold the Headteacher to account for the educational standards and performance of the school and support the school in relation to pupil discipline, complaints and other responsibilities that may be delegated to them.

The LGC considers and approves the school's strategic documents which set the aims and objectives for the school along with the policies and targets for achieving those aims and objectives. They monitor the progress the school is making and act as a source of challenge and support to the leadership. In practice, this means:

- Holding School Leaders to account for the educational performance of the school through robust and appropriate support and challenge.
- Undertaking regular monitoring in school and providing all Governors with a written report.
- Monitoring the Headteacher data reports and Senior Leaders reports as part of their school education performance monitoring.
- Approving the draft School Development Plan and monitoring for impact and generating progress reports regularly to the Board of Trustees.
- Reviewing safeguarding arrangements in the school and receiving regular monitoring reports ensuring compliance and demonstrating good practice.
- Monitoring health and safety practice in the school through the review of internal and external health and safety monitoring visit reports.
- Monitoring the impact of funding streams: Special Educational Needs and Disability (SEND), Pupil Premium Grant (PPG) which focusses on closing the gap for disadvantaged pupils and the PE and Sports Premium Grant to ensure all vulnerable groups are making progress within expectation.

- Being consulted on any prospective significant changes to the staffing structure of the school.
- Convening a panel of Governors, where appropriate, to support the hearing and/or appeal process in relation to staff processes, pupils suspension and exclusion and parental complaints pursuant to policies as laid down by the Board of Trustees.
- Shortlisting candidates for Headteacher and Senior Leader position and providing a Governor to sit on interview panels for these appointments.
- Ensuring the Chair/Vice-Chair joins the appraisal review panel for the Headteacher.
- Reviewing and monitoring the impact of the range of strategies/initiatives in place to support staff wellbeing and workload in the school.
- Bring issues and risks to the attention of the Trust Board. It is important that the Board listens and responds to concerns the LGCs may raise.
- Provide constructive feedback to the Board where a policy may not be effective in the local context and suggest alternative approaches.
- Help ensure the Trust works as one entity in the interests of all its schools equally.

Role of the Chief Executive Officer and the Accounting Officer

The Trust's Chief Executive Officer (CEO) has the delegated responsibility from the Trust Board for the day-to-day operational management of the Trust including the performance of the Trust's schools.

The CEO is the Accounting Officer of the Trust and therefore has overall responsibility for the operation of the Trust's financial responsibilities. It includes a personal responsibility to Parliament, and to the Department for Education (DfE) for the Trust's financial resources. Accounting Officers must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money. The appointment of the Accounting Officer does not remove the Board of Trustees' responsibility for the proper conduct and financial operation of the Trust. The CEO is supported by the Chief Financial Officer (CFO).

The DfE's strong preference is for no employee other than the CEO to serve as a Trustee to secure clear lines of accountability through the Trust's single Executive Leader. No members of staff, including the CEO are appointed to either the Board of Trustees or any of its Committees (excluding the Local Governing Committees who have elected Staff Governors) in the Trust.

The CEO leads the Trust's centrally employed staff and delegates executive management functions to this team and is also accountable to the Trust Board for their performance. Appraisal of Trust Senior Leaders is supported by the governing body:

Staff Colleague	Appraisal Reviewers
Chief Executive Officer	Panel of Trustees
Chief Financial Officer	Chief Executive Officer Chair of the Finance, Audit and Risk Committee (Trustee)
Directors of Education	Chief Executive Officer Chair of the Curriculum and Standards Committee (Trustee)
Headteachers	James Kendall, Director of Education Chair/Vice-Chair of the Local Governing Committee (Governor)

Role of the CEO as an employee

The role of the CEO is to support the Board in developing and implementing the strategic framework. Crucially, it is the CEO, not the Trust Board, who is responsible for the operational and day-to-day running of the Trust, although the Trust Board may intervene in certain circumstances.

One of the CEO's responsibilities is to provide information so the Trust Board can meet their three core objectives. Trustees agree with the CEO the data and information they need in order to fulfil their duties. The aim should be to avoid duplication and unnecessary additional workload for Trust and School Leaders and teachers, while ensuring Trustees receive the information they need to assist them in meeting their legal duties. The CEO's report to the Board provides management information and data

relating to the whole Trust pupil performance, priority areas for improvement and staffing updates therefore supporting the Trust Board to undertake their strategic function. Trustees use the information to inform their discussions and challenge the CEO. All financial information is provided directly to the Board by the Chief Financial Officer.

Role of the Chief Financial Officer

The Trust's Chief Financial Officer (CFO) has direct responsibility for the Trust's detailed financial procedures in order that the Trust can run efficiently and effectively in delivering its vision, aims and objectives.

The CFO works with the Board, the Accounting Officer and the Headteachers to establish the vision for the future financial management of the Trust. The CFO contributes to the Board's strategic decision making, whilst taking advantage of economies of scale by centralising contracts and by rationalising the accounting function as appropriate to the Trust's structure.

The CFO ensures that sound and appropriate financial governance and risk management arrangements are in place across the Trust, that budgets are prepared and monitored and that annual accounts are delivered in accordance with the Academy Trust Handbook, the DfE guidelines and with all statutory requirements. The CFO leads the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

Trust Executive Team

The Trust Executive consists of the Chief Executive Officer, Chief Financial Officer and the Directors of Education.

Role of the Headteacher

The Headteachers are responsible for the day-to-day operational management of their individual schools. They report to their LGC on matters which have been delegated to it in relation to pupil performance and any other statutory reporting e.g. pupil suspensions/exclusions. The Business and Operations Partners are directly line managed by the Operations Director and their responsibilities are detailed within this Scheme of Delegation.

The Governance Professional

The Trust Board must appoint a Governance Professional whose role is to support the Board to understand its role, functions and legal duties and to provide clear impartial advice. The role is a discrete and independent function who receives direction from and remains accountable to the Trust Board.

The Governance Professional is responsible for supporting the Chair to enable and facilitate strategic debate and decision making. This is crucial in helping the Trust Board exercise its functions appropriately and confidently, so that it can stay focused on its core functions.

Delegated Operational Responsibilities in the absence of Trust and Senior Leaders

In the absence of the Chief Executive Officer, James Kendall (Director of Education) will assume full delegated operational responsibility for the Trust.

In the absence of the Headteacher, the Deputy Headteacher will assume full delegated operational responsibility for their respective school.

If there is no appointed Deputy Headteacher in the school’s Senior Leadership structure, then the most Senior Leader within the school will assume responsibility for the school.

Policies

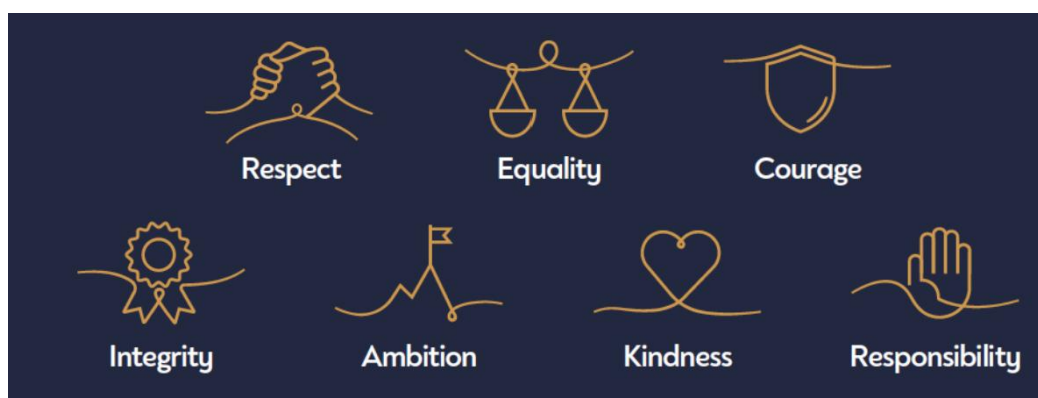
All tiers of governance, Trust and Senior Leaders must adhere to the policy cycle of review and approval as laid down by the Board of Trustees. The Board follows the Department for Education’s recommended cycle and delegations.

Acronyms

DfE	Department for Education
MAT	Multi-Academy Trust
ATH	Academy Trust Handbook
SoD	Scheme of Delegation
ToR	Terms of Reference
KPIs	Key Performance Indicators
LGC	Local Governing Committee
SEND	Special Educational Needs and Disability
CEO	Chief Executive Officer
AO	Accounting Officer
CFO	Chief Financial Officer
HT	Headteacher
DHT	Deputy Headteacher
SOM	School Office Manager

Clarification

“Term/Termly”	Any reference to “term” or “termly” refers to the seasonal terms e.g. three times per year – Autumn, Spring and Summer.
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1. STRATEGY

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Setting the overall vision and mission for the MAT, agreeing key priorities and KPIs against which progress towards achieving the vision can be measured		Determines and sets the vision and strategic direction of the Trust				Advises the Board on the vision and strategic direction of the Trust			
Budget plan to support the delivery of the Trust's key priorities		Approves the 3 year forecast Trust budget plan	Scrutinises the budget plan and submits a recommendation for approval to the Board of Trustees				Submits the 3 year forecast draft Trust budget plan to the Board of Trustees for approval		
Setting the school's vision and strategy, agreeing key priorities and KPIs within the framework set by the Trust Board against which progress towards achieving the vision can be measured and determined									Ensures the vision and strategic direction of the school within the framework set by the Board of Trustees Approves the School Development Plan on an annual basis
Trust Business Plan		Approves the Trust Business Plan followed by monitoring and regular review				Submits the Trust Business Plan to the Board of Trustees and provides regular updates			
Budget planning to support the delivery of school key priorities within the framework set by the Trust Board		Approves the 3 year forecast individual school budget plans	Scrutinises the budget plan and submits a recommendation for approval to the Board of Trustees				Submits the individual school forecast 3 year budget plans for submission to the Board of Trustees for approval		Ensures a Governor is invited to observe the budget setting process

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)LGC
Partnering arrangements		<i>Approves</i> the amendment or termination of partnering arrangements				<i>Recommends</i> to the Board of Trustees the amendment or termination of formal partnering arrangements			
Other major strategic decisions to include the adoption of new schools into the Trust		<i>Approves</i> any major strategic proposals				<i>Submits</i> recommendations to the Board of Trustees after carrying out due diligence and review of any strategic proposals			
Approval of statutory and non-statutory Trust-wide policies and school policies		<i>Approves</i> policies pursuant to the policy schedule of review	<i>Approves</i> policies pursuant to the policy schedule of review	<i>Approves</i> policies pursuant to the policy schedule of review	<i>Approves</i> policies pursuant to the policy schedule of review	<i>Approves</i> policies pursuant to the policy schedule of review	<i>Approves</i> policies pursuant to the policy schedule of review	<i>Approves</i> policies pursuant to the policy schedule of review	<i>Approves</i> policies pursuant to the policy schedule of review

2. EDUCATION

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Holding Executive and School Leaders to account for the educational performance of the Trust and its schools		Accountable for holding the CEO to account for the educational and overall performance of the Trust			Evaluates the overall standards and achievement of pupils and the impact of the quality of education and the equality of provision for all schools in the Trust	Submits key Trust performance outcomes and pupil achievement data to the C&S Cttee and Board of Trustees at agreed times throughout the year		Submits school performance and pupil achievement data to the LGC and C&S Cttee at agreed times throughout the year	Monitors school performance data and holds school leaders to account for the educational performance of their respective school
The Provision of Remote Learning/ Education		Accountable for holding the CEO to account for the quality and equality of the remote learning provision across the Trust			Evaluates all schools' remote education provision in the event of pupils accessing remote learning	Ensures a framework for remote learning provision is in place across all of the schools in the Trust		Ensures the quality of remote learning provision in each school and the equality of access for all pupils	Monitors the quality and effectiveness of the remote learning provision on offer by their respective school
Trust Pledges		Agrees the Trust Pledges			<p>Evaluates the data reports as part of their education standards evaluation across all schools in the Trust</p> <p>Evaluates pupil progress and levels of attainment for all schools and for all vulnerable groups within the Trust</p> <p>Evaluates the equality of provision across each school and across the Trust and ensuring that all pupils have equality of opportunity</p>	Submits regular pupil performance data reports for specific groups of pupils for all school in the Trust to the C&S Cttee at agreed times throughout the year		Submits school specific pupil performance data reports for specific groups of pupils to the LGCs at agreed times throughout the year	<p>Monitors the HT data reports as part of their school education performance monitoring</p> <p>Monitors pupil progress and levels of attainment for all schools and for all vulnerable groups within the Trust</p> <p>Monitors the equality of provision across each school and across the Trust and ensuring that all pupils have equality of opportunity</p>

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Pupil Admissions		<p>Determines the annual admission arrangements which fully comply with the School Admissions Code</p> <p>Ensures arrangements for admissions appeals are in line with the Admissions Code</p> <p>Approves any increase/decrease to the Published Admission Number</p>				<p>Submits the proposed school Admission Policies to the Board of Trustees for approval</p> <p>Ensures consultation takes place, if required, for a change to the Published Admissions Number and submits recommendations to the Board of Trustees</p>		<p>Ensures the Admissions Policy is published on the school website and provided to the Local Authority by the statutory deadline</p> <p>Consulted on any proposed changes to the Published Admission Number</p>	<p>Consulted on any proposed changes to the Published Admission Number</p>
Pupil Attendance					<p>Evaluates pupil attendance across all schools in the Trust</p>	<p>Ensures a Trust-wide strategy and policy is in place to support high pupil attendance</p>		<p>Ensures The Trust Attendance Strategy and supporting policies are implemented</p> <p>Reports to the LGC on a termly basis</p>	<p>Monitors pupil attendance data on a termly basis</p>
Pupil Discipline (fixed-term suspension and permanent exclusion)								<p>Ensures the school's Behaviour Policy promotes good behaviour, has clear rules and is applied, along with sanctions issued, consistently and fairly across the school</p>	<p>Monitors the number of suspensions/exclusions on a termly basis</p> <p>Convenes a panel of Governors to review any permanent exclusion or fixed-term suspension as directed by the DfE statutory guidance</p>

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Complaints		Chair of the Board of Trustees manages complaints pursuant to the Complaints Procedure Convenes a Panel of Trustees pursuant to the Complaints Procedure				Manages complaints pursuant to the Complaints Procedure		Carries out investigations pursuant to the Complaints Procedure	Chair of the LGC manages complaints pursuant to the Complaints Procedure Convenes a Panel of Governors pursuant to the Complaints Procedure
Term Dates and School Hours		Determines the terms dates and school hours and carries out consultation, when necessary				Recommends to the Board of Trustees any proposed changes to school hours and/or term dates taking into consideration the respective views of HTs and statutory and other requirements		Consulted on any proposed significant changes	Consulted on any proposed significant changes
Significant changes to the branding of a Trust school		Approves any proposed change and considers all recommendations and written representations made				Recommends to the Board of Trustees any proposed significant change after consulting the HT and LGC and after taking into account any statutory or other requirements		Consulted on proposed significant changes	Consulted any proposed significant changes
Parental Engagement		Receives reports on parental engagement activities in each school				Submits reports to the Board of Trustees on the parental engagement activities in each school		Engages with parents to gain a wide range of views	Reviews analysis of parental views through reports by the HT, questionnaires and convenes an open meeting on an annual basis
Information published on the Trust and school websites			Reviews the annual audit of the Trust website to ensure statutory compliance			Ensures the Trust website publishes all required statutory information		Ensures the school website publishes all required statutory information	Reviews the annual audit of their respective school website to ensure statutory compliance

3. SAFEGUARDING

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Safeguarding		<p>Ensures all safeguarding policies are fit for purpose and are implemented and reflected in each school's day-to-day practice</p> <p>Appoints the named Trustee for Safeguarding</p> <p>Ensures all Trustees attend safeguarding training and read the Trust Safeguarding Policy and Keeping Children Safe in Education (KCSIE) Parts 1 and 2</p> <p>Ensures the Chair and Vice-Chair attend safer recruitment training</p>				<p>Carries overall safeguarding responsibility across the Trust and specifically for the Trust's Executive and all centrally appointed employees</p> <p>Ensures all staff have access to, and have received, safeguarding training and have read Keeping Children Safe in Education (KCSIE) and the Trust Safeguarding Policy</p>		<p>Carries overall safeguarding responsibility for the overall safeguarding of the pupils and adults at the school</p> <p>Ensures a Designated Safeguarding Lead (DSL) is appointed</p> <p>Ensures the DSL has sufficient resources and has received training to enable them to successfully undertake their role</p> <p>Ensures all staff receive safeguarding training and have read Keeping Children Safe in Education [KCSIE] guidance as well as the Trust Safeguarding Policy</p> <p>Ensures the CEO and DSL are immediately notified of any allegation made against a member of the school's staff</p>	<p>Reviews safeguarding arrangements in the school and receives regular monitoring reports ensuring compliance and demonstrating good practice</p> <p>Appoints one of the LGC Governors to be the Link Safeguarding Governor</p> <p>Ensures all Governors attend safeguarding training annually and read the Trust Safeguarding Policy and the relevant parts of Keeping Children Safe in Education (KCSIE)</p> <p>Ensures the Chair and Vice-Chair attend safer recruitment training</p>

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Health and Safety (H&S)		<i>Carries</i> overall responsibility and accountability for approving and ensuring that H&S policies are in place and fully implemented	<i>Monitors</i> H&S practice across the Trust through the regular reports from the Operations Director <i>Investigates</i> any concerns raised by the LGC			<i>Provides</i> model H&S procedures to assist the HT/SOM with the implementation of specific school H&S practice <i>Provides</i> regular H&S reports to the FAR Cttee		<i>Develops</i> a H&S culture throughout the school and ensures that staff are fully aware of their responsibilities in relation to H&S (SOM) <ul style="list-style-type: none"> • With the support of the Central Team draws up robust H&S procedures • Updates documentation and facilitates regular H&S Governor monitoring visits • Provides regular H&S reports to the LGC 	<i>Monitors</i> H&S practice in school through the review of internal and external H&S monitoring visits and reports <i>Reports</i> any concerns to the appropriate Cttee and/or Board of Trustees
Educational Visits						Trust-wide visits: <i>Ensures</i> adherence to the Trust Educational Visits Policy and DfE guidance <i>Ensures</i> best value to parents and the school for all visits <i>Identifies</i> any cases of hardship or disability that would otherwise prevent any pupil from participation		<ul style="list-style-type: none"> • <i>Approves</i> all school visits (including residential/ adventurous) • <i>Reports</i> the arrangements for all residential/ adventurous visits to the LGC • <i>Adheres</i> to the Trust Educational Visits Policy and DfE guidance • <i>Approves</i> all risk assessments, following Trust Policy • <i>Ensures</i> best value to parents and the school for all visits and approves the cost • <i>Identifies</i> any cases of hardship or disability that would otherwise prevent any pupil from participation • <i>Informs</i> through the HT report the success and impact of such visits to the LGC 	<i>Monitors</i> the success and impact of all school visits/educational trips through HT reports <i>Gains</i> assurance that all residential/adventurous trips are robustly planned and risk assessed <i>Gains</i> assurance that no child will be prevented from attending because of hardship or disability

4. GOVERNANCE

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Articles of Association	<i>Approves and adopts</i> the Articles subject to DfE ratification	<i>Submits</i> recommendations to Members to amend, approve and adopt the Articles of Association							
Model of Trust Governance		Annually <i>reviews and approves</i> the overall governance structure of the Trust							
Scheme of Delegation		Annually <i>reviews and approves</i> the Scheme of Delegation or immediately when there has been a significant change in Trust Management or organisational structure							
Annual Plan of Governance		<i>Agrees</i> the annual plan and cycle of governance meetings							
Annual Governance Statement		<i>Approves</i> the annual statement for submission alongside the financial accounts							
Publication of the Trust's Governance Arrangements		<i>Ensures</i> the Trust's governance arrangements are published in line with the requirements of the Academy Trust Handbook							
Committees of the Board of Trustees		<i>Constitutes</i> Committees of the Board (including Local Governing Committees) <i>Appoints</i> Trustees to Committees (including Local Governing Committees) Annually <i>reviews and approves</i> the Terms of Reference for all Committees							
Appointments to the Board of Trustees	<i>Appoints</i> and can <i>remove</i> Trustees	<i>Appoints</i> and can <i>remove</i> Trustees pursuant to the Articles of Association							

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Appointments to the Board of Trustees	<i>Appoints</i> and can <i>remove</i> Trustees	<i>Appoints</i> and can <i>remove</i> Trustees							
Appointment of a Governance Professional		<i>Appoints</i> a Governance Professional in consultation with the CEO <i>Carries</i> out the annual appraisal of the Governance Professional				<i>Supports</i> the Board of Trustees in the recruitment, appointment and appraisal of the Governance Professional			
Appointment of Chairs, Vice Chairs and Governors		Annually <i>appoints</i> the Chair and Vice Chair of the Board of Trustees Has the power to <i>appoint</i> and <i>remove</i> Governors from the LGC <i>Establishes</i> processes for Parent Trustees in the absence of Parent Governors							Annually <i>appoints</i> the Chair and Vice Chair of the LGC <i>Appoints</i> Governors within the parameters laid down by the Board of Trustees <i>Ensures</i> that elections for Parents and Staff Governors take place and conform to a process as laid down by the Board of Trustees
Evaluation of Governor and Trustees attendance and contribution		<i>Conducts</i> regular self-evaluation of its performance and evaluating the performance of all tiers of governance across the Trust							<i>Conducts</i> biennially (or when there are significant membership changes within the LGC) self-evaluation of its performance with the outcome formally communicated to the Board

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Training and Development of Governors		<i>Ensures</i> a core CPD programme of training is in place for Trustees and Governors			<i>Facilitates</i> and <i>evaluates</i> support and training for Local Governing Committees particularly in relation to internal and external reports <i>Ensures</i> that all Trustees and Governors have an improved understanding of pupil progress and attainment across the Trust and within individual schools				<i>Ensures</i> strong attendance and engagement with all training opportunities
Emergency decisions undertaken by the Chair of the Board of Trustees and the Chair of the LGC (“Chair’s Action”)		Chair’s action can take place where the Chair of the Board of Trustees is clear that a matter of urgency exists, an emergency meeting of the Board is not possible and any delay would be seriously detrimental to the interests of the Trust, its staff, parents/carers and pupils. The Board of Trustees is required to ratify such a decision as soon as is practicable							Chair’s action can take place (after consultation with the Chair of the Board) where the Chair of the LGC is clear that a matter of urgency exists, an emergency meeting of the LGC is not possible and any delay would be seriously detrimental to the interests of the Trust, its staff, parents and pupils. The LGC is required to ratify such a decision as soon as is practicable
General Data Protection Regulation [GDPR]		<i>Carries</i> ultimate responsibility and accountability for data protection and is legally responsible for the processing of personal data and lawful data protection compliance	<i>Ensures</i> that schools conform to statutory and Trust policy and guidance by receiving annual reports from the Central Team			<i>Ensures</i> the external Data Protection Officer (DPO) provides an annual report and submits to both the Board of Trustees (Trust level) and the LGC (school level)			<i>Receives</i> the annual report and raises any concerns with the Board of Trustees

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Data Protection Regulation [GDPR] [cont'd]						Ensures the Data Protection Lead (DPL)] oversees day-to-day data protection issues and escalates such issues to the Data Protection Officer [DPO] for the Trust as and when appropriate			

5. FINANCE, AUDIT AND RISK

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Appointment of the Accounting Officer (AO)		<i>Appoints</i> a Senior Executive Leader as Accounting Officer of the Trust							
Appointment of a Chief Financial Officer (CFO)		<i>Appoints</i> a CFO who must be appropriately qualified and/or experienced <i>Obtains</i> DfE approval if the appointed CFO is not an employee of the Trust							
Financial controls ensuring regularity, probity and value for money in relation to public funds		<i>Ensures</i> the Trust is financially viable, that public money is used appropriately through robust monitoring, agreed financial delegation, clear processes and systems ensuring financial probity				<i>Conforms</i> to all requirements of the Academy Trust Handbook and other requirements <i>Works</i> within the parameters set by the Board of Trustees <i>Provides</i> the Board of Trustees with regular financial reports both internal and external	<i>Conforms</i> to all requirements of the Academy Trust Handbook and other requirements <i>Works</i> within the parameters set by the Board of Trustees <i>Provides</i> the Board of Trustees with regular financial reports both internal and external		

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Day-to-day financial management and accounting and management of the Trust's financial position		Chair of the Board of Trustees <i>receives</i> the management accounts on a monthly basis which are also made readily accessible to all Trustees	Chair of the Cttee <i>receives</i> the management accounts on a monthly basis which are also made readily accessible to all Trustees				<p><i>Manages</i> the Trust's financial position and reports to the CEO (as the Accounting Officer) and the Board of Trustees</p> <p><i>Adheres</i> to the full delegations of the Trust's detailed financial procedures as laid out in the Finance and other policies</p> <p><i>Prepares and reports</i> monthly management accounts to the CEO as Accounting Officer, Chair of Trustees, Chair of the FAR Cttee and reports to the Board in accordance with the Academy Trust Handbook</p>	<i>Manages</i> the delegated school budget for areas under their direct control	
Financial Reserves		<i>Approves</i> the level of reserves held and allocation of the financial reserves	<i>Monitors</i> the level of the reserves				<i>Submits</i> financial reserves information to the FAR Cttee and the Board of Trustees		
Statutory reporting of the annual financial accounts	<i>Receives</i> the audited and approved accounts at the Annual General Meeting	<i>Approves</i> the consolidated financial accounts and the governance statement ensuring all submissions to the DfE are sent within statutory timescales	<i>Scrutinises</i> the draft financial accounts prior to their submission to the Board				<i>Submits</i> the consolidated accounts to the Board of Trustees for approval and meets the statutory DfE deadline and all statutory reporting requirements		

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Maintenance of effective systems of internal financial control		<i>Receives</i> reports from the FAR Cttee to confirm statutory requirements	<i>Reviews</i> the financial systems to ensure statutory compliance and financial probity				<i>Carries</i> oversight for all systems of internal financial control		
Submission of all finance related returns to DfE & HMRC within statutory timescales		<i>Ensures</i> all submissions to the DfE are sent within statutory timescales					<i>Submits</i> all returns as per the timescales		
Authorising the external payroll provider							<i>Ensures</i> adherence to the process laid down in detailed financial procedures as laid out in the Finance and other policies		
Central Spend / Top Slice		<i>Approves</i> the annual top slice to be applied to all schools in the Trust	<i>Monitors</i> the central spend budget throughout the year				<i>Annually</i> recommends to the Board of Trustees Board an appropriate level of top slice for each school and reports the budget spend to the FAR Cttee throughout the year		
Preparation and submission of individual school and Trust budgets		<i>Approves</i> the budgets for the Trust and individual schools for submission to the DfE	<i>Scrutinises</i> the budgets and submits a recommendation for approval to the Board of Trustees				<i>Produces</i> the draft budget, in consultation with the CEO and HTs, for the schools and Trust for submission to the Board of Trustees		
School Condition Allocation Funding Capital Funding Allocation		<i>Approves</i> the allocation of School Condition Allocation Funding and Capital funding	<i>Scrutinises</i> proposals for the allocation of both School Condition Allocation Funding and Capital Funding <i>Submits</i> recommendations to the Board of Trustees			<i>Monitors</i> the impact of that expenditure for its intended purpose	<i>Submits</i> recommendations for the allocation of funding to the FAR Cttee and provides external advice/reports for objectivity and equality of allocation across the school	<i>Submits</i> application for funding to the CFO	

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
High Needs/Special Educational Needs and Disability (SEND) Funding		<i>Considers</i> whether further strategic action and/or resource is required to support and meet the needs of SEND pupils	<i>Considers</i> any recommendations/concerns raised by the C&S Cttee and LGCs in relation to funding		<i>Evaluates</i> the impact of SEND funding across all of the schools in the Trust to ensure pupils' SEND needs are met and reports any concerns to the FAR Cttee and/or Board of Trustees	<i>Monitors</i> the impact of that expenditure for its intended purpose	<i>Monitors</i> the expenditure of the funding	<i>Allocates</i> high needs and other SEND funding to ensure pupils' SEND needs are met <i>Submits</i> termly reports on the impact of the funding to the LGC	<i>Monitors</i> the impact of SEND funding in their respective school to ensure pupils' SEND needs are met and reports any concerns to the appropriate Cttee
Pupil Premium Grant Funding (PPG)		<i>Considers</i> whether further strategic action and/or resource is required to close the gap in performance between disadvantaged and other pupils	<i>Considers</i> whether further resources are required to close the gap in performance between disadvantaged and other pupils based on LGC monitoring		<i>Evaluates</i> the impact of PPG funding on closing the gap for disadvantaged pupils across all of the schools in the Trust and reports any concerns to the FAR Cttee and/or Board of Trustees	<i>Monitors</i> the impact of that expenditure for its intended purpose	<i>Monitors</i> the expenditure of the funding	<i>Allocates</i> funds to support targeted actions that will impact on raised standards for disadvantaged pupils <i>Submits</i> termly reports on the impact of the funding to the LGC	<i>Monitors</i> the impact of PPG funding on closing the gap for disadvantaged pupils in their respective school and report any concerns to the appropriate Cttee
PE and Sports Premium Grant			<i>Considers</i> any recommendations/concerns raised by the C&S Cttee and LGCs in relation to funding		<i>Considers</i> any recommendations/concerns raised by the C&S Cttee and LGCs in relation to the impact of the allocation of the funding	<i>Monitors</i> the impact of that expenditure for its intended purpose	<i>Monitors</i> the expenditure of the funding	<i>Allocates</i> funds and submits termly reports on the impact of the funding to the LGC	<i>Monitors and evaluates</i> the impact of sports funding and will reports any concerns to the appropriate Cttee <i>Chair is required to</i> sign the annual report

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Purchases, orders and contracts		Awards contracts/purchases within the parameters clearly laid out within the delegated limits within the Finance Policy	Scrutinises and submits recommendations to the Board for contracts/purchases pursuant to the Finance Policy			Approves spend within the parameters clearly laid out within the delegated limits within the Finance Policy	Approves spend within the parameters clearly laid out within the delegated limits within the Finance Policy	Approves spend within the parameters clearly laid out within the delegated limits within the Finance Policy	
Supply of related-party goods/services		Approves statements of assurance in relation to related party contracts/goods/services on an annual basis Ensures value for money by considering additional due diligence documentation every three years for ongoing contracts	Scrutinises and submits recommendations to the Board for the approval of related party contracts/goods/services on an annual basis				Submits all statements of assurance to the FAR Cttee and the Board for approval on an annual basis Submits due diligence documentation to the Board of Trustees every three years for ongoing contracts		
Authority to write-off bad debts		Approves the write -off debts to the DfE/DfE limit (in accordance with the ATH)	Scrutinises and submits recommendations to the Board of Trustees for the writing off of any debts			Ensures appropriate actions have been taken to collect debts	Submits recommendations to the Board of Trustees to write off debts to the DfE limit (in accordance with the ATH)		
Payments to staff including Special Payments (eg redundancy, severance and compensation)		Approves all payments up to the agreed delegated limits within the Finance Policy and meet the requirements of the Academy Trust Handbook and gaining DfE approval where required	Scrutinises and submits recommendations to the Board of Trustees for payments in excess of the agreed delegated limits to the CEO			Approves payments up to the agreed delegated limits within the Finance Policy and meets the requirements of the Academy Trust Handbook	Submits recommendations to the FAR Cttee for all payments in excess of the agreed delegated limits		

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
External Audit	<p>Appoints External Auditors</p> <p>Can remove External Auditors</p> <p>Adheres to the ATH in terms of re-tendering</p>	<p>Reviews external audit reports</p> <p>Approves recommended management responses or other actions as appropriate</p>	<p>Reviews the quality of all external audit reports and submits recommendations for management responses or other actions to the Board of Trustees</p> <p>Receives and monitors reports from those undertaking the work and address any recommendations</p> <p>Ensures the external audit reports are submitted to the DfE</p>			<p>Provides and signs the annual probity, regularity and value for money statement (signed off by the Accounting Officer)</p>	<p>Provides access to all information to support the external audit process</p> <p>Submits all external audit reports to the FAR Cttee</p> <p>Submits the external audit reports to the DfE</p>	<p>Provides such information and assistance in relation to reporting and internal or external auditing to the CFO</p>	
Internal Audit/Scrutiny	<p>Appoints Internal Auditors</p> <p>Can remove Internal Auditors</p> <p>Adheres to the ATH in terms of re-tendering</p>	<p>Reviews internal audit reports</p> <p>Approves recommended management responses or other actions as appropriate</p>	<p>Reviews the quality of all internal audit reports and submits recommendations for management responses or other actions to the Board of Trustees</p> <p>Agrees and sets the annual programme of internal scrutiny ensuring the scope covers both financial and non-financial controls</p> <p>Receives and monitors reports from those undertaking the work and address any recommendations</p>				<p>Provides access to all information to support the internal audit process</p> <p>Submits all internal audit reports to the FAR Cttee</p>		

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Risk registers and mitigation		Approves the Trust risk register on an annual basis	<p>Reviews the ratings and responses on the risk register to inform the programme of work at every meeting including financial and non-financial controls and risk management arrangements</p> <p>Reviews and approves the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks</p>			<p>Establishes the Trust Risk Register and submits it to every meeting of the FAR Cttee and annually to the Board of Trustees</p> <p>Ensures that risks are mitigated and reports recommendations and actions to the Board of Trustees as appropriate</p>	Ensures that financial risks are mitigated and reports recommendations and actions to the Board of Trustees as appropriate	<p>Establishes the school's Risk Register and submits to every meeting of the LGC</p> <p>Ensures that risks are mitigated and reports recommendations and actions to the Central Team</p>	Reviews the ratings and responses on the school-specific register and reports any concerns to the FAR Cttee
Legal claims [Trust and Schools]		Instructs the CEO to take such action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings				<p>Seeks appropriate legal advice</p> <p>Directs the HTs in line with the guidance received</p> <p>Keeps the Board of Trustees informed and acts on any instructions received from the Board of Trustees</p> <p>Settles all legal claims on behalf of the Trust</p>		<p>Notifies the CEO of any potential or actual claims or proceedings affecting the school as soon as becoming aware of them</p> <p>Acts on any instructions received from the CEO</p>	
Value for money		Considers all reports that include benchmarking, consider any recommendations presented and ensure that any variance in expenditure is not substantially out of line with national levels of expectation	Scrutinises the benchmarking reports and submits any recommendations to the Board of Trustees				Carries out benchmarking and reports to the FAR Cttee and Board of Trustees to ensure value for money robustness		

6. LAND AND ASSET MANAGEMENT

	Members	Board of Trustees	Finance, Audit and Risk Committee (FAR Cttee)	People and Development Committee (P&D Cttee)	Curriculum and Standards Committee (C&S Cttee)	CEO/ Trust Executive Team	CFO	HT	Local Governing Committee (LGC)
Acquisition and disposal of land		Approves the acquisition or disposal of land and must be agreed in advance with the Secretary of State	Considers the business case submitted by the CEO and makes recommendations to the Board of Trustees			Submits any recommendations concerning land acquisition or disposal to the FAR Cttee			
Expansion of existing facilities/ taking on new capital assets		Approves business cases concerning the expansion or development of facilities at any Trust school and carries out any consultation, where necessary	Considers business cases submitted by the CEO and makes recommendations to the Board of Trustees			Assesses the viability of any proposal to expand existing facilities at any Trust school prior to the development and submitting a Business Case to the FAR Cttee			
Asset Register						Establishes and maintains a fixed asset register			
Disposal of assets		Obtains approval from the DfE when any asset to be disposed of exceeds the amount specified in the ATH	Approves the disposal of assets pursuant to the Finance Policy			Approves disposal of assets pursuant to the Finance Policy	Approves disposal of assets pursuant to the Finance Policy		
Premises management		Holds overall accountability for the health and safety in all of the schools and receives termly updates regarding the quality and level of compliance of the Trust estates management controls and processes Approves proposals for the allocation of both School Condition Allocation Funding and Capital Funding	Scrutinises proposals for the allocation of both School Condition Allocation Funding and Capital Funding and submitting recommendations to the Board of Trustees Scrutinises the Trust Estates Management Plan and Action Plan			Oversees the effectiveness of the estates management function of the Trust and provides termly updates to the Board of Trustees on the quality and level of compliance of the Trust estates management controls and processes		SOM: <ul style="list-style-type: none"> Ensures that a premises maintenance programme is constructed taking account of the most recent condition survey Ensures that the H&S management system is kept up-to-date and is compliant Oversees the H&S Estates Management Action Plan and premises maintenance programme 	Monitors H&S practice in school through the review of internal and external H&S monitoring visits and reports Monitors the school's Estates Management Plan and Action Plan Reports any and all concerns to the FAR Cttee

7. PEOPLE

The Board of Trustees is the employer of all staff colleagues of The Golden Thread Alliance.

Their delegations in relation to all staff processes and procedures, which are both statutory and non-statutory, are detailed within the People Manual which was reviewed, approved and adopted by the Board of Trustees on 17th July 2025.