



**Elmlea Schools' Trust**  
**Registered Office: The Dell, Westbury on Trym, Bristol BS9 3UF**  
**SCHEME OF DELEGATION 2021-2022**

**Issued: July 2021**  
**Approved at Board of Trustees' Meeting: 7 July 2021**

**Introduction to the scheme of delegation**

A multi academy trust's board of trustees is accountable in law for all major decisions about all the schools within the trust. However, this does not mean that the board is required to carry out all the trust's governance functions and many functions can and should be delegated elsewhere, including to the Chief Executive Officer (CEO)/ Executive Headteacher, the board's committees and the committee known as local governing body (LGB). It is vital that the decision to delegate a function is made by the full board of trustees and is recorded. Without such delegation, the individual or committee has no power to act.

The principle governing document in the trust is the articles of association. The articles set out the charitable purpose of the trust, providing a framework for trusts to act within both company and charity law. They do not however include the specific detail of the trust's chosen governance structure and how governance functions have been delegated. This is why it is critical that the trust maintains an agreed a scheme of delegation that explicitly establishes who carries out which governance function and can therefore make the decisions associated with that function.

A scheme of delegation is an essential requirement for effective governance and clear decision making. The scheme of delegation is a simple and systematic approach to recording delegation so that the members, trustees, board committees, and executive leaders are all clear about their roles and responsibilities within the governance structure.

An effective scheme of delegation will:

- reflect the trust's ethos, promoting a positive climate and a culture of honesty, transparency, and accountability for the benefit of all stakeholders;
- ensure the executive leadership is clear about which decisions the trust board retains, and the extent of executive powers;
- be clear about who appoints, and performance manages the chief executive/executive headteacher and other senior leaders;
- identify where the trust board retains responsibility for:
  - determining policy
  - management of risk
  - oversight of budgets and financial management
  - oversight of educational performance

The scheme of delegation should be visible to all, both within and beyond the trust, so that it is clear how the governance structure and lines of accountability work.

The scheme of delegation is a key governance document to ensure clarity on how accountability and decision-making works within the trust. The Academies Financial Handbook (AFH) requires it to be published on the trust's website (AFH 2020 para 2.50). This scheme of delegation will be published on the trust's website, as well as all of its schools' websites.

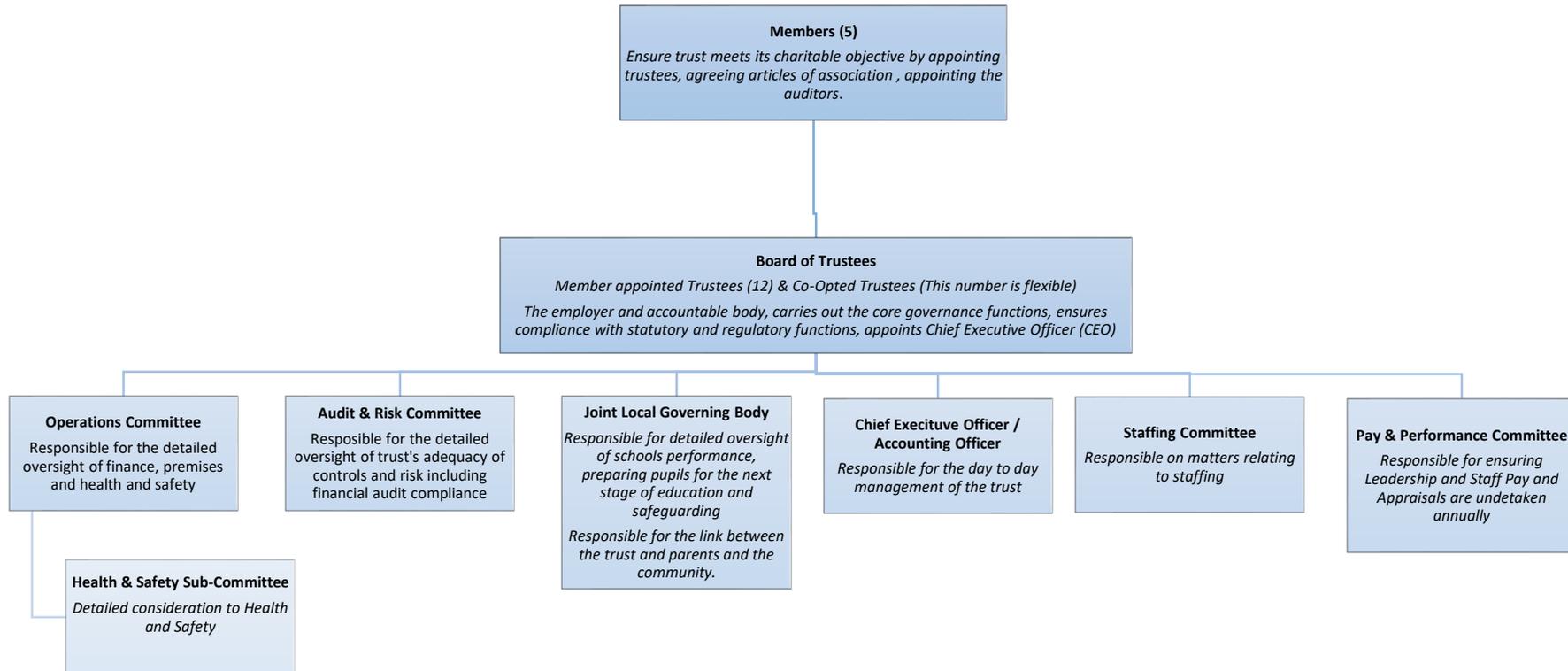
This Scheme of delegation should be read in conjunction with the Elmlea Schools' Trust Terms of Reference.

*Document History Record of recent Policy changes*

Date	Author/Owner	Change	Origin of Change
September 2020	CS	Amended format Removal of Headteachers post appointment of CEO/Executive Headteacher (Jan 2020)	
February 2021	CS	Amendment Add information about process re concerns raised about Governors/Trustees Add Business Continuity Plan – delegation to Ops	

Trustees	Board of Trustees
Adopted	7 July 2021
Review cycle	Annually
Review date	Summer 2022

## Elmlea Schools' Trust - Governance Structure



## Detailed roles and responsibilities

### The role of the Members

- The members of the trust are guardians of the governance of the trust and must ensure it carries out its charitable objective.
  - There must be at least three members, although the DfE prefer at least five; members are not permitted to be employees of the academy trust
- Elmlea Schools' Trust consists of 5 Members and is the statutory Governing Body for all schools within the Trust.

Members are responsible for

- Appointing/Removing Members.
- Appointing/Removing Trustees
- Agreeing role description for Members.
- Responsible for approving any amendments made to the trust's articles of association.
- Receive regular reports about the trust's business and the annual report on the performance of the trust and accounts.
- If they have concerns that the trust is not carrying out its charitable objective, members are responsible for removing trustees that are failing to fulfil this responsibility
- Appointing the trust's external auditors

### The role of the trustees

The Board of Trustees is the statutory Governing Body for all schools within the Trust but will delegate according to the provisions set out in the Trust Articles, Funding Agreement and this Scheme of Delegation. Only the Board of Trustees can take decisions on the delegation of powers, including the establishment of Local Governing Bodies (LGBs) and the approval of LGB Terms of Reference. The appointment of governors (with the exception of elected parent or staff governors) will be made by the Board of Trustees on the recommendation of the Local Governing Body.

- 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 (within the terms of the Companies Act 2006).
- Trustees are bound by both charity and company law so the terms 'trustees' and 'directors' are often used interchangeably. The Elmlea Schools' Trust uses the term trustee. The use of trustee also serves to highlight the overarching charitable purpose of the organisation, distinguishing it from other directorships that may be held in the private sector.
- Trustees are responsible for the general control and management of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement are legally accountable for all statutory functions and for the performance of all the schools within the trust; they do this by carrying out the core governance functions.
- The board of trustees must approve a written scheme of financial delegation and if they choose to delegate to board committees and academy committees (LGB), must approve a written scheme of delegation and committee terms of reference.
- The trust creates information pathways between the trust board, the committees including the LGB and the chief executive so that the LGB committee can share with them any concerns (or celebrations) they may have.

### **The role of trust board committees**

- Trustees delegate some governance functions to board committees, one of which must include audit and risk which advises on the adequacy of the trust's financial controls and risks.
- Board committees must have at least three trustees in membership (with the exception of the Local Governing Body), and trustees must be in the majority for voting purposes; it is usual for the trust board to appoint board committee chairs and committee members according to their skills.
- Most trusts will delegate detailed scrutiny of financial management and school performance to board committees.

### **The role of the local governing body (LGB)**

The Board of Trustees will ensure that each school has a Local Governing Body, which is empowered, as a Committee of the Board of Trustees, to act and exercise the powers and responsibilities as set out in this scheme of Delegation and in the committees Terms of Reference. The joint local governing body committee will have a chair, who will be appointed by the Trustees and wherever possible the Chair will be a Trustee of the Board of Trust to ensure good communication between the Local Governing Body and the Board of Trustees. Neither the Board of Trustees nor any committee with delegated powers of governance may contain more than one third members who are employed by the Trust. As a committee of the board, delegation can be removed at any time.

- Trustees delegate some governance functions to the LGB committees (LGBs); the articles of association do not require trustee membership of the LGB committee however, in the Elmlea Schools' Trust, two Trustees are members of the LGB and are responsible for chairing the committee and acting as a communication route between the governors and trustees.
- The trust board approves the appointment of the LGB committee chairs, and also approve the appointment of the LGB committee members (governors).
- The trust has opted for parent representation to be at school level with parents elected to sit on the local governing body as opposed to trust wide elections for parent trustees.

Being close to and representative of the community the school serves, the LGB should be:

- a valued point of consultation and representation in the development of some trust and all school policies
- the recipients of detailed information about how the schools are being managed
- tasked with scrutinising management information thus providing assurance to trustees that the school is:
  - operating within the ethos and values of the trust and creating a positive climate for all stakeholders
  - working within agreed policies
  - meeting the agreed targets – including engaging with stakeholders
  - demonstrating and advocating the Trust's values and culture
- The trust board should demonstrate the value they put on local governance by ensuring effective channels of communication between trustees and the LGB, as well as providing specific training and development programmes for all involved in the governance of the trust.

### **The role of the chief executive officer/executive headteacher**

- The trustees delegate the day to day management of the trust to the chief executive, line managing them in line with the trust's appraisal and performance management policies.
- The chief executive is also the accounting officer and so is not only responsible for the performance of the trust as a whole, but has a personal responsibility to parliament for regularity compliance, propriety ??? and to ensure value for money, and for assuring the board about compliance with the funding agreement and the rules set out in the Academies Financial Handbook.
- The chief executive will be responsible for the leadership and management of the trust executive team and will report to the trust board and its committees.
- The executive headteacher is responsible the day to day management of the trust's school staff, line managing them in accordance with the trust's appraisal and performance management policies.
- The executive headteacher shares information about the schools with the LGB so that committee members build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

### **Grievances/complaints raised about Trustees or Governors (Reference document: EST Grievance procedure)**

Any concerns raised about an individual governor or local governing body should be in the first instance discussed with the Local Governing Body Chair, if a satisfactory response is not received, the concern should be submitted to the Chair of the Board of Trustees. If the concern is about the Local Governing Body Chair, the concern should be raised directly with the Chair of the Board of Trustees. Any issues that do not reach a satisfactory conclusion should be reported to the Members Chair for final discussion with Members and decision reported back to the complainant.

Any concerns raised about an individual trustees or board of trustees should be in the first instance discussed with the Chair of the Board of Trustees, if a satisfactory response is not received the concern should be submitted to the Chair of the Members Board. If the concern is about the Board of Trustees Chair, the concern should be raised directly with the Chair of the Members Board. Any issues that do not reach a satisfactory conclusion should be reported to the Members Chair for final discussion with Members and decision reported back to the complainant.

### **Matters which cannot be completely delegated**

There are some roles, decisions and powers on which the Board of Trustees must retain the final say:

- The Board of Trustees is the employer of all staff and therefore is the final appeal body in all matters of pay and staff discipline;
- The Board of Trustees is the admissions authority for all schools in the Trust;
- The Board of Trustees will agree/ratify the final budget for each school.

The Board of Trustees may delegate such authority as it deems appropriate to a Local Governing Body but the Board of Trustees remains collectively and personally responsible for every decision made by a Local Governing Body.

Consequently, the Trust will not:

- (a) restrict its own ability to withdraw such delegation at any time, with or without notice; or
- (b) delegate authority to a Local Governing Body to act in a way inconsistent with any of the Trust’s published policies and procedures.

**Delegation and decision making**

Example grid representation of delegation in an academy trust

Reading the grid
✓ - governance function and decision-making is at this level
<b>Consult</b> - the individual/group that should be consulted prior to decision being made.
Note: Decisions delegated to the trust board may be delegated to a board committee but not the CEO, academy committee or HT
<p><b>Key:</b>  <b>CEO – Chief Executive Officer</b>  <b>EHT - Executive Headteacher</b>  <b>LGB – Joint Local Governing Body</b></p>

Category	Item	Task/Action	Accountability /Responsibility	Trust Board including where delegated to Board Committees	LGB	CEO /EHT
<b>Governance Framework: People</b>	1	Parent trustees/LGB members: appoint when elected	Trust Board	✓	Consult	
	2	Board committee chairs: appoint and remove	Trust Board	✓		
	3	Members: Appointment and removal  (The process for appointment and removal of Members is set out in the	Members			Review and Induct

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		Trust's Articles and sits beyond the scope of this Scheme of Delegation)				
	4	Trustees: Appointment and removal  (The process for appointment and removal of Trustees is set out in the Trust's Articles and sits beyond the scope of this Scheme of Delegation)	Members	Trustees Determine – policies and criteria for the selection of Trustees and make recommendations to members about the skills need of the Board as Trustee vacancies occur. Review – the Board's own performance Review – performance of the Local Governing Bodies		Review and Induct
	5	Governors: Appointment and removal (other than elected parent or staff governors)	Trust Board	✓	Consult	Consult
	6	Power to disband a Local Governing Body (this would only be used in exceptional circumstances)	Trust Board	✓		
	7	Internal organisation of each committee including Local Governing Body	Trust Board	✓	Consult	
	8	Chairs/Vice Chairs of Trust committees including Local Governing Body appoint and remove	Trust Board	✓	Consult	
	9	Named safeguarding trustee: appoint and remove	Trust Board	✓		
	10	Clerk to Board of Trustees, Committees and LGB's Clerk to board and committees Appointment and Removal	Trust Board	✓		

Category	Item	Task/Action	Accountability /Responsibility	Trust Board including where delegated to Board Committees	LGB	CEO /EHT
<b>Governance framework: people</b>	11	Appointment of the External Auditors	Members			
<b>Governance framework: systems and structures</b>	12	Articles of association: review and agree	Members			
	13	Governance structure for the trust: establish and review annually	Trust Board	✓		
	14	Committee terms of reference and scheme of delegation: agree annually	Trust Board	✓ Board to Ratify annually Terms of Reference and Scheme of Delegation  Committees responsible for reviewing and updating their Terms of Reference annually prior to submitting to board for ratification	Consult LGB on LGB Terms of Reference	
	15	Co-ordinate annual schedule of governance business for efficient use of meeting time: agree	Trust Board	✓ Determine in good time Trust meeting schedule and key requirements to allow Chairs of Local Governing Bodies to plan the flow of governance activity.	✓	
	16	Self-review of trust board and committees: complete annually	Trust Board	✓		
	17	Annual review of Local Governing Body performance	Trust Board	The CEO and Chair of the Trust will hold an annual conversation with the LGB Chair to support their self-review.	Review - annually the size, structure and composition and skill of the LGB	The CEO and Chair of the Trust will hold an annual conversation with the LGB Chair to support their self-review. They will

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				They will report outcomes to the Board.	Recommend changes to the size and composition of the Local Governing Body	report outcomes to the Board.
	18	Chair's performance: carry out 360° review periodically	Trust Board	✓		
	19	Engagement with stakeholders: ensure		✓	✓	✓
	20	Trustee committee contribution: review annually	Trust Board	✓	✓	
	21	Publish governance arrangements on trust and schools' websites: ensure compliance	Trust Board	✓		
	22	Annual report on the performance of the trust: submit to members and publish	Trust Board	✓		
	23	Annual self-review once every 2 years external review of board effectiveness: submit to members	Trust Board	✓	Consult	
	24	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House	Trust Board	✓		
	25	ESFA required reports and returns: submit	Trust Board	✓		
<b>Governance Framework – holding to account</b>	26	<b>Compliance: Funding Agreement</b> Comply with all obligations including the Schools Academies Financial Handbook	Trust Board	✓		

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	27	<b>Compliance: Regulatory</b> Ensure framework is in place to ensure the trust complies with all regulations affecting the Trust including safeguarding, all charity law, company law, employment law, GDPR regulations and health and safety Agree auditing and reporting arrangements	Trust Board	✓		
	28	<b>Compliance: Financial Oversight -</b> Ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Trust Board	✓ Audit and Risk and Operations		
	29	<b>Compliance – Pecuniary Interests</b> Completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Trust Board	✓ Operations		
	30	Monitoring progress on key priorities: agree reporting arrangements	Trust Board	✓		Consult
Strategy and leadership	31	Set strategic objectives of the Trust	Trust Board	✓		Consult
	32	Set strategic objectives of the Trust Schools	Trust Board	✓		Consult
	33	Deliver strategic objectives of the Trust Schools	CEO/EHT			✓

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	34	Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs	Trust Board	✓		
	35	Expansion of the Trust - consider requests from other schools to join the Partnership  Any changes to Trust must be ratified by the Members Board.	Trust Board	✓		
	36	Determine Trust policies which reflect the trust's values and ethos – review and approve policies including All Staffing/HR, H&S, Finance, Safeguarding, Whistleblowing, GDPR E-Safety, Admissions, Behaviour  Curriculum Policies will be the responsibility of the LGB – see Education and Curriculum Section	Trust Board	Board of Trustees to ratify following policies  <ul style="list-style-type: none"> <li>✓ Admissions</li> <li>✓ Finance</li> <li>✓ H&amp;S</li> <li>✓ Pay Policy</li> <li>✓ Safeguarding</li> </ul> Ratification of all other policies is delegated to relevant Committee		
<b>Strategy and leadership</b>	37	Determine curriculum policies and guidance which reflect the trust's ethos and values: approve	LGB		✓	
	38	Prepare terms of reference for Local Governing Bodies	Trust Board	✓	Consult	
	39	Provide training programme for trustees and governors	Trust Board	✓	Consult	

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	40	Trust Development Plan: develop	Trust Board	✓		
<b>Education and Curriculum</b>	41	School Improvement Plans - for each school in line with strategic aims of the Trust	Trust	✓	Consult, review, monitor	
	42	Policies – review and approval of curriculum policies and guidance	LGB		✓	
	43	Key Performance Indicators – setting and reviewing performance of the Schools	Trust Board	✓		
	44	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Trust Board	✓		Review - Support and Quality Assure HTs in their leadership on teaching standards. Deliver – management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to Local Governing Body
<b>Education and Curriculum</b>	45	Action Plans - where there is underperformance of a school in outcomes or standards.	CEO/EHT	Where an Action plan has been agreed, the Board will receive updates from the LGB on impact.		✓ The CEO will ensure that resources are identified to support improvement plans where required.
	46	Curriculum – setting the curriculum for the Schools and reviewing its effectiveness. (School curriculum remains fully delegated to each LGB although schools are encouraged to seize	Trust Board	Review	✓ Determine curriculum in the schools	Review – effectiveness of the curriculum across Trust

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		opportunities to collaborate to raise standards and reduce workload.)				Report on compliance on statutory curriculum requirements to Board of Trustees. Develop a Curriculum Policy Statement identifying areas for shared planning and resources.
	47	Trust and Individual School CPD Programme – developing and implementing an offer of professional development relevant to the individual needs of the schools.	CEO/EHT	Review		✓
	48	Pupil Premium – reviewing and challenging the value for money/Impact of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Trust Board	✓	Review – How Pupil Premium is spent at the school and its impact	Report – to Board effectiveness of use of the Pupil Premium across Trust

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Education and Curriculum	49	Set admissions policy (The Board of Trustees acts as the Admissions Authority for the whole Trust. Changes to Planned Admissions Numbers and policies will require public consultation.)	Trust Board	✓ Determine the Planned Admissions Number for each school. Review the Admissions Policy in each school to ensure that Admissions criteria and practices are aligned to the aims of the Trust. Consider appeals strategy taking into account, but not being bound by, any representations from the Local Governing Body.		Report on compliance with statutory expectations and the Trust's policy.  Recommend a change in the Planned Admission Number to the Board of Trustees. Oversee statutory arrangements for consultation on Admissions policies across the Trust
	50	Trust Admissions Policy	Trust Board	✓		
	51	Trust School Admissions – Appeals hearings	Trust Board	✓		
	52	Change in age range of any of the Trust's schools	Trust Board	✓	Consult	Consult
	53	Collective worship arrangements for school without religious character	Trust Board	✓	Consult	
Education and Curriculum	54	Fixed term and Permanent Exclusions	Executive Headteacher  Permanent Exclusions – LGB to Ratify	Consult	Ratify - in case of Permanent Exclusion Hearing.  LGB Panel should ensure that decision is robust and in accord	✓ Report Pupil Exclusions to Board of Trustees  Only the Executive Headteacher can exclude. This action should only be taken in accordance with

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					with Statutory Guidance. In cases concerning pupils with SEN, independent advice should be sought. Review - LGB will monitor rates of exclusion for disadvantaged and SEN pupils.	the DfE Statutory Guidance.
	55	Pupil issues (including attendance, punctuality and disciplinary matters)	EHT		Receive reports from the HT	✓ Deliver – ensuring student/Pupil issues are dealt with in accordance with Trust and school policies  Report – to the Local Governing Body on any material issues
Education and Curriculum	56	School hours and length of school day – setting the opening and closing times for the Schools	Trust Board	✓	Consult	Determine – in consultation with Local Governing Bodies and other local schools Determine
	57	Term Dates	CEO/EHT	Review	Consult	✓ Determine – in consultation with Local Governing Bodies and other local schools Determine

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	58	INSET days	CEO/EHT			✓
	59	School lunch – ensure provided to appropriate nutritional standards	CEO/EHT			✓
	60	Provision of free school meals to those meeting criteria	CEO/EHT			✓
<b>Education and Curriculum</b>	61	To develop, establish and review the Trust’s safeguarding policy in line with statutory requirements and best practice.	Trust Board	✓	Consult	Develop - Trust Safeguarding Policy  Deliver - review annual Safeguarding Audit for each school  Report - outcomes, issues and progress
	62	To implement the Trust’s Safeguarding Policy within each school	LGB		✓ Review application of the trust safeguarding policy at least three times a year in LGB meeting. Appoint local safeguarding Governor (who cannot be a member of staff).  Monitor progress on actions identified in Safeguarding Audit.	

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Education and Curriculum	63	Maintain accurate and effective and secure pupil records.	CEO/EHT			✓
	64	To determine, on an annual basis, those policies which will be developed by the Trust and be mandatory for all Trust Schools	Trust Board	✓	Consult	Consult
Financial	65	Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Schools so as to the secure the Trust's financial health in the short term and the long term –the approach of top slicing/cross charging will be used. (NB any carry forwards and reserves held in an individual school will be used for the benefit of that school and not recouped to central funds.)	Trust Board	✓ Determine core charges and funding model		Recommend a funding model to the Board for approval
Financial	66	Trust Annual Budget – Budget plan to support delivery of trust and schools' key priorities, formulating and setting the Trust wide budget	Trust Board	✓		Consult Deliver (DFO)
Financial	67	To monitor monthly expenditure - and account to the Trust for value for money.	Trust Board	✓		
	68	To develop and propose the individual school budget. (This delegation could be suspended if there are concerns about the financial management of a school.)	Trust Board	✓ Trustees will only approve a deficit budget where a deficit recovery plan with very clear timelines is also implemented.		Recommend

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	60	Expenditure and ensuring delivery of Annual Budgets	Trust Board	✓		Report – to the board any material issues with delivery against the Annual Budget by the Schools Receive reports – on matters of concern in connection with compliance with the Annual Budgets
	70	Reporting: financial reporting and KPIs published in Annual report and lodged with Companies House	Trust Board	✓		
Financial	71	Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Schools	Trust Board	✓		Deliver – on recommending financial limits to the Board  Review – effectiveness of limits
	72	Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	Trust Board	✓		Review – compliance with policies  Report – any issues or non-compliance to the Board
	73	Approving annual accounts	Trust Board	✓		Develop – arrange for auditing and filing of annual report and accounts Comply – by keeping proper records in respect

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						of the school and providing such information to assist the Trust in preparation of the Annual Accounts
	74	Trust Risk Register Management of risk: establish register, review and monitor	Trust Board	✓		Consult
<b>Financial</b>	75	Investments – agreeing the investment policy in line with the Schools Financial Handbook and any internal polices and controls	Trust Board	✓		
	76	Benchmarking and trust wide value for money: ensure robustness	Trust Board	✓		
<b>Operational Services</b>	77	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy	Trust Board	✓		
	78	Setting school specific procurement policies - in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy	Trust Board	✓		
	79	Determining and allocating central services provided to the Schools by the Trust	CEO/EHT			✓

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	80	Overseeing the effectiveness of services provided centrally by the Trust	CEO/EHT			✓
	81	Comply with all GDPR (General Data Protection Regulations) legislation and good practice.	CEO/EHT			✓ Ensure that the Trust is compliant with GDPR duties
	82	Decide on shared services and activities other than those provided centrally by the Trust	Trust Board	✓ Determine – to decide where a school might collaborate with others in non-core activities		Consult and recommend
	83	Arranging insurance for the Trust (Buildings, Public liability, Business Interruption and Officers liabilities) in accordance with the EFA Handbook	Trust Board	✓		
	84	Business Continuity Plan	Trust Board	✓		Consult
STAFFING/HR	85	Trust's staffing structure: agree	Trust Board	✓		Consult
	86	Schools' staffing structure: agree	Trust Board	✓		Consult
	87	Chief Executive Officer: appoint and dismiss	Trust Board	✓		
	88	Accounting officer: appoint and dismiss	Trust Board	✓		
	89	Appointment of Deputy CEO to take responsibility in absence of CEO	Trust Board	✓		

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	90	<p>Appointing the Deputy Headteacher/Executive and Senior Leadership Team members including the Director of Finance and Operations.</p> <p>Once the Board have reviewed the Trust and School leadership structure, the recruitment process should be primarily led by the Executive Headteacher and Staffing Committee.</p> <p>The CEO and Trustees involved in the appointment process will have the delegated authority to confirm the appointment.</p> <p>For the appointment of a Deputy Headteacher the CEO will be part of the appointment panel but the decision is fully delegated to Headteacher and Governors.</p>	Trust Board	<p>✓ Ratify</p> <p>Delegate CEO and one Trustee to be members of appointment panel. They will have the delegated power to ratify the panel's appointment on behalf of the Board of Trustees.</p> <p>If they withhold ratification the appointment cannot be made.</p>	<p>On receipt of a letter of resignation of any member of the Senior Leadership Team, the Board of Trustees and CEO must be notified to enable a staffing structure review to be undertaken.</p> <p>The Board of Trustees will provide the school with written confirmation if/once the post can be advertised.</p> <p>Recommend –Local Governing Body to appoint three members to sit on the final appointment panel with the CEO and one Trustee and delegate authority to make to appointment to them.</p> <p>Appointment Panel to be led by Local Governing Body Chair.</p>	Consult
STAFFING/HR	91	Chief financial officer: appoint (Director of Finance and Operations)	Trust Board	✓		Consult

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	92	Appointing of Trust Central Staff (Operational) In the case of an organisational change the CEO may direct a school to fill a vacancy with a member of staff redeployed from another Trust school	CEO/EHT			✓
	93	Appointing school staff in accordance with Trust HR policies  With the exception of Executive and Senior Leadership appointments)  In the case of an organisational change the CEO may direct a school to fill a vacancy with a member of staff redeployed from another Trust school	CEO/Executive Headteacher			✓
	94	Maintain accurate, effective and secure employee records.	CEO/EHT	Review Trust's HR processes		✓
	95	Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Board of Trustees	✓		

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STAFFING/HR	96	CEO/Executive HT Appraisal in accordance with Trust's Appraisal Policy	Board of Trustees	<p>✓</p> <p>CEO/Executive HT Appraisal to be undertaken by Chair of the Trustees, Chair or Vice Chair, Chair of Staffing or Chair of LGB (providing they are a Trustee) and School Improvement Partner.</p> <p>SIP will write up recommendations which will be confirmed and communicated to CEO/Executive Headteacher by the Chair of the Panel.</p>		
	97	<p>Implementing the Appraisal/ Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)</p> <p>Board of Trustees Staffing Committee to have oversight of the performance management of staff, including the Executive HTs to ensure the rigour and fairness of the process</p>	Board of Trustees	<p>✓</p> <p>Determine – in respect of Chief Executive Officer/Executive Headteacher</p> <p>Ratify - Receive reports – in respect of appraisal arrangements and outcomes</p> <p>Review – appeals about pay decisions and appraisal are heard by the trustees as the employers.</p>		<p>Report – (annually) to the Board on appraisal arrangements and outcomes</p> <p>Particular attention will be given to UPS decisions. Executive HT to make recommendations on pay progression and threshold and report these</p> <p>Board of Trustees (Pay and Performance Committee)</p>

Category	Item	Task/Action	Accountability /Responsibility	Trust Board including where delegated to Board Committees	LGB	CEO /EHT
STAFFING/HR	98	CEO pay award: agree	Trust Board	✓ Pay and Performance Committee		
	99	Staff appraisal procedure and pay progression: review and agree	Trust Board	✓ Pay and Performance Committee		
	100	Setting Terms and Conditions of Employment	Trust Board	✓		
	101	Dismissing Chief Executive Officer/Executive HT, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Trust Board	✓ Staffing Committee  Trustees Appeals Panel B to hear appeals.		
	102	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)	Trust Board	✓ Staffing Committee  Trustees Appeals Panel to hear appeals.		
STAFFING/HR	103	Consider any requests for Early retirement or Flexible working  Cases of early retirement must always be discussed with the Trust HR advisors and Director of Finance and Operations	Trust Board	✓  To hear appeals, if necessary.		Recommend
	104	Reviewing discipline and grievance policy	Trust Board	✓		
Premises/Estates	105	Asset and Premises Maintenance Strategy –ensuring premises are adequately maintained	Trust Board	✓ Determine – Trust wide policy		Consult
	106	Submission of School Capital Projects to DfE	Trust Board	✓		The Executive Team will ensure that recommendations are

Category	Item	Task/Action	Accountability /Responsibility	Trust Board including where delegated to Board Committees	LGB	CEO /EHT
						offered on the basis of evidence of condition or need based in surveys or other robust evidence and in line with the strategic premises plan
	107	Developing school buildings strategy or master plan	Trust Board	✓	Determine - LGBs should hold strategic plans for how their sites can be maintained and improved.	Recommend in relation to availability of capital funding and make recommendations to Board
Estates	108	Acquiring and disposing of Trust Freehold owned land (this is tightly governed by ESFA regulation)		NO FREEHOLD LAND  Not applicable as all EIS and EJS land is on a 125-year leasehold arrangement		
	109	Changing use of Assets e.g. change in use of a building.	Trust Board	✓		Recommend to the Board of any changes to fixed assets used by the school
Operations	110	Exceptional school closure e.g. snow or loss of utilities	Trust Board	✓		Consult and recommend. Chair of Board of Trustees to ratify
	111	Media and PR of the Trust overseeing public relations activities to project the activities of the Schools to the wider community	CEO/EHT			✓
	112	Trust and School websites (Design and content)	CEO/EHT			✓

Category	Item	Task/Action	Accountability /Responsibility	Trust Board including where delegated to Board Committees	LGB	CEO /EHT
	113	Trust website and any other public documentation of the Trust	CEO/EHT			✓
	114	Website compliance	Trust	✓		

## POLICIES

For full details of policies please cross reference to Elmlea Schools' Trust Master Policy Schedule

POLICIES		TRUST Policies	Individual School Policies
ALL HR POLICIES	Statutory and Non-Statutory	✓	
ALL CURRICULUM POLICIES and GUIDANCE	Non-Statutory		✓ (Until such time as all Trust policies are in place)
CURRICULUM POLICIES	Statutory	✓	
OPERATIONAL  Business Ethics  Charging and Remissions  Health and Safety including First Aid and Supporting pupils with medical conditions  Financial Management Policy and Procedures	Statutory	✓	

POLICIES		TRUST Policies	Individual School Policies
GDPR (General Data Protection Regulations)			
Accessibility Plans	Statutory		✓
Admissions	Statutory	✓	
Behaviour	Statutory	✓	
Complaints	Statutory	✓	
Child Protection and Safeguarding	Statutory	✓	
Sex Education	Non-Statutory	✓	
Special Educational Needs and Disability Policy	Statutory	✓	Individual Schools to issue Information Report
Whistleblowing	Statutory	✓	