



# **Academies for Character and Excellence**

## **Scheme of Delegation**

**Effective Date: September 2024**

## The Academies for Character and Excellence (ACE)

Welcome to the Academies for Character and Excellence (ACE) Trust. The purpose of this document is to set out transparent delegations for specific areas of activity or decision making within ACE in a clear and accessible format. It is intended that this document will provide clarity for all involved in the governance of the Trust and secure consistency, avoid duplication and understand clearly defined roles and responsibilities.

### Acronyms used within this document

There are many acronyms used within the education sector, some of the common acronyms you will come across within this scheme of delegation are listed below. For a wider compendium of acronyms, please see our Acronym form which is available from your Clerk or the Trust Governance Professional.

Acronym	Long form
CEO	Chief Executive Officer
HT	Headteacher
ACE	Academies for Character and Excellence
LAB	Local Advocate Board
DfE	Department for Education
ESFA	Education, Skills and Funding Agency
ATH	Academy Trust Handbook
MAT	Multi Academy Trust
SIAMS	Statutory Inspection of Anglican and Methodist Schools

### ACE Mission, Vision & Values

ACE is a charitable Trust with a mission of Achieving Excellence through **Cultivating Character, Sharing Talents and Pursuing Innovation**.

We see it as our obligation to be a self-improving organisation with a focus on learning for all.

This ambition is underpinned by our Trust values of **Community, Collaboration, Equity, Uncompromising Excellence and Integrity**:

We want to engender a passion for **uncompromising excellence**. We will inspire those around us with our desire to be the best version of ourselves.

We want to be rooted in our **community**: locally, nationally and globally. We believe in service to our community as a fundamental approach of our Trust.

Our children will become courageous advocates for change in local, national and global communities.

We recognise we are stronger together and **collaboration**, the power of working together, sharing and developing talents is integral to the work that we do.

We believe in **equity** so that everyone is treated fairly through overcoming disadvantage by ensuring equality of opportunity for all.

We will demonstrate **integrity** in all of our decisions and actions so that we are fair, honest and transparent.

Whilst each school has its own mission and values, these Trust values are the fabric of ACE in support of our shared vision to be a Trust that can deliver living and breathing character education.

### **Our schools' ethos and vision**

Each school will have its own distinctive vision which will be aligned with the Trust's vision. For Church of England schools within the Trust, the vision will be rooted in Biblical theology and distinctively Christian.

## **ACE Governance Structure**

### **Who we are: our roles and responsibilities:**

The role and responsibilities of the Trust's Members and Trustees are set out in the Trust's Articles of Association, a copy of which can be found on the ACE website.

### **Members**

ACE's Members are responsible for ensuring the governance of the Trust is effective and that Trustees govern in accordance with their statutory and charitable responsibilities. Members are responsible for:

- Amending the Trust's Articles of Association
- Appointing and Removing Trustees
- Appointing the Trust's auditors
- Receiving a copy of the Trust's annual accounts
- Maintaining oversight of the governance of the Trust

ACE maintains clear separation between Members and the Trust Board to ensure transparent and effective oversight of the governance of the Trust.

Our current Members are:

- The Diocesan of Bath & Wells as a Corporate Member
- Exeter Diocesan Education Network (EDEN) as a Corporate Member
- Marjon - Gary Kinchin
- Rob Dickinson
- Jackie Eason

### **The Trust Board**

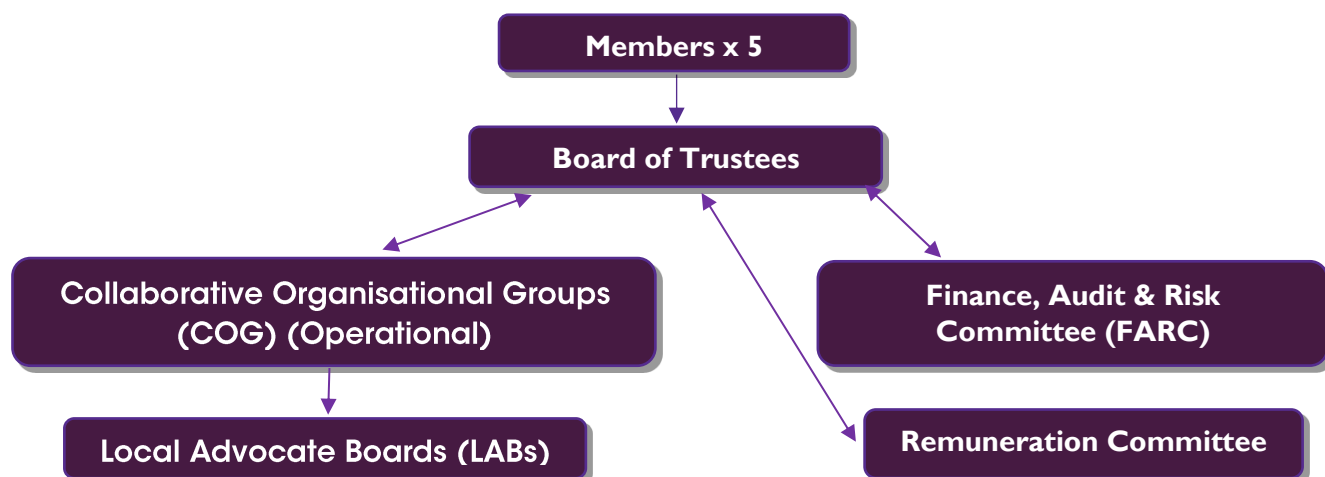
The Trust Board is responsible for the strategic direction, statutory policy framework and oversight of the Trust and all its schools. Trustees take decisions that are in the best interests of the Trust as a whole and are not representative of any one of the constituent schools. Trustees are also Directors of the Academies Trust which is a company limited by guarantee and registered as such at Companies House.

Our current Trustees are:

- Roger Willoughby (Chair)
- Mark Haskell (Vice Chair)
- Jackie Gater

- Phillip Mantell
- Geoff Hobbs
- Fatma Sabet
- Paul Bailey

The Trust Board meets five times a year and delegates specific Trust-wide and strategic oversight and responsibilities to its committees. The Trust Board currently has the following committee structure in place:



The Trust Board will convene the following committees or panels when required:



### **Portfolios /Area of expertise**

The Trustees each hold a portfolio/area of expertise.

These are:

1. Safeguarding
2. Ethos and Distinctiveness
3. Curriculum and Standards
4. Flourishing Communities
5. Estates, Health and Safety
6. Finance
7. HR

The leads advise on any appropriate monitoring activities and ensure we are working towards the strategic plan with a one organisation approach. The outline of the portfolio activities is indicated in the Annual Governance Cycle, which is reviewed every summer term.

Each Trustee reports on their portfolio/area of expertise at the board meeting.

## Local Advocate Boards

The Trust Board also delegates local oversight of its schools to Local Advocate Boards (LAB). LABs are sub-committees of the Trust Board. Currently, each school has a single LAB except for three schools in Somerset that share a LAB; Ashill, Hatch & Winsham. LABs have delegated responsibilities through the scheme of delegation – the Trust Board retains the right, after discussion with the relevant local LABs, to revoke or alter any aspect of this scheme of delegation for all schools within the Trust or for an individual school. Any decision to revoke or alter the scheme of delegation will be considered and voted on at a full Trust Board meeting.

The LAB must nominate a Safeguarding, SEND and Estates, Health & Safety representative to take responsibility for the key areas operationally, allowing the Board to act more strategically for these areas.

LABs may also be required to convene the following committees or panels as required and as per the delegated responsibilities set out in this scheme of delegation.

**Complaints**

**Discipline and  
Grievance**

**Exclusions**

**Admission  
Appeals**

### **The LAB will ensure that schools with a Church foundation will:**

Recognise its foundation whilst preserving and developing its religious character in accordance with the principles of the Church of England and in partnership with the Church at Parish and Diocesan level. Serve its community by providing an education of the highest quality within the context of Christian belief and practice. It encourages an understanding of the meaning and significance of faith and promotes Christian values through the experience it offers to all its pupils.

### **Membership**

Community school LABs will have the following members:

- 1 x Headteacher
- 2 x Parents (elected)
- And
- 3 x Co-opted

Former Voluntary Aided Church of England Schools the LAB will have the following members:

1 x Headteacher  
2 x Parents  
3 x Foundation

Note: in conversion to academy status the former VA governance was 'as is' i.e. a majority one.

For former Voluntary Controlled Church of England Schools the LAB will have the following members:

1 x Headteacher  
2 x Parents  
1 x Foundation

2 x Coopted

For the selection and appointment of foundation governors, applicants will follow the ACE process but also be subject to the selection process for either Bath and Wells or Exeter Dioceses.

For schools new to the Trust, the Board of Trustees, in consultation with the existing governing body, will determine the constitution of the LAB prior to the school joining the Trust. Any future changes to the LAB will be determined by the Board of Trustees after consultation and due diligence.

## **Meetings**

### **Local Advocate Board Meetings**

The requirements for ACE LAB meetings are set out in the ACE LAB Terms of Reference and these must be adopted at the start of each academic year by the LAB, following review and ratification by the Trust Board.

LABs must hold a minimum of three full meetings per academic year but must ensure they meet regularly enough to discharge effectively the responsibilities set out in the ACE Scheme of Delegation. There will also be one full Governance Conference in September arranged by the Trust and an online Admissions meeting, making the expectation of four meetings in person per academic year and one online meeting.

## **Authority**

The Board of Trustees have ultimate and overall responsibility for each school within the Trust and are the ultimate decision-making authority for each school and the Trust. Trustees are required to undertake this responsibility and duty within the requirements and statutory responsibilities set out within the Trust's Funding Agreement and Memorandum and Articles of Association. Trustees are also required to have regard to the advice of the Dioceses of Bath and Wells, and Exeter.

The Trust Board sets out the constitution, membership, proceedings and authority within this scheme of delegation. The scheme of delegation is reviewed every two years as a minimum, but Trustees reserve the right to revoke or amend any aspect at any time it is considered relevant for an individual school or all schools within the Trust.

## **Chair's Action**

The chair of the Trust Board and LAB are permitted to act and make decisions in urgent situations, where a delay in taking action or making a decision would cause a serious, detrimental effect to the Trust, school, a pupil, parent or member of staff – this is known as a 'chair's action'. The vice chair is permitted to take the same action, in the absence of the chair of the Trust Board or LAB. These decisions must be fully documented and referenced at the next Strategic Board or LAB meeting as an agenda item.

## **Engagement with the Trust Board**

Following the Trust Board Meeting the CEO and Chair of the Strategic Trust Board host a Chairs meeting. In these meetings, relevant information is delivered from the Strategic Trust Board Meeting and feedback sought on local issues to inform the Trust Board's strategic decision making and policy development. Updates from the Trust Board meeting is shared with this forum, with the intention that Chairs cascade information to LAB members.

## **Questions to the Strategic Board**

The views of the LAB are sought through the minutes from the LAB meetings and fed through the operational Collaborative Organisational Group (COG). These views are relayed to the Strategic Trust Board to aid them in their decision making. Should an individual LAB identify that the Trust is not meeting its obligations to the school, it may make representation directly to the Trust through the Chair of the Strategic Trust Board.

## **Concern about the performance of the school or LAB**

Where there is cause for concern about the performance of the school or LAB the Trustees, acting reasonably, reserve the unfettered right to review or temporarily remove any power or responsibility delegated to the LAB under this Scheme of Delegation informing the LAB of their intention to do so immediately in writing. Such concerns may include, but shall not be limited to:

- Action which undermines the work of the Trust
- Significant concerns about the educational outcomes for pupils
- Insufficient progress being made against educational targets
- Performance which is no longer good in an Ofsted Inspection
- Performance which is no longer good in a SIAMS inspection
- Ongoing safeguarding or health and safety issues
- Actions by the LAB which contravene the legal obligations of the Trust or undermine the effective operation of the Trust
- Concerns regarding financial irregularity (for example, but not limited to, fraud)
- Failure to comply with Trust or statutory policies

The relevant Diocese will be informed if there are any concerns for a Church school.

In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the LAB.

## **Effective date and Review**

This Scheme of Delegation shall operate from the Effective Date or any subsequent amended date and will be reviewed bi-annually as a minimum, in consultation with the Strategic Trust Board.

# Scheme of Delegation

The Academies for Character and Excellence Strategic Board of the Trust is accountable in law, for all major decisions. The Board is not required to carry out all the Trust's governance functions and many can and should be delegated to the CEO & Executive Teams; the Board's Committees and the school Local Advocate Boards (LABs).

## Delegated Powers

The delegated powers are broken down into different levels in line with the Trust's principles of governance, leadership and operation. The delegated autonomy for individual schools is aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education, Education and Skills Funding Agency, Charities Commission, HMRC and Companies House.

The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant body. While the Scheme is designed to be comprehensive it will not cover every task.

Local Advocate Boards and Headteachers should consult and seek approval for activity not listed above but which may conflict with the aims, vision and values of the Trust and/or may give rise to contention and controversy which may bring individual schools and the Trust into disrepute.

The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined:

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.
P Propose	Recommends amendments
C	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.



Consulted	
S Support and challenge	Support and challenge to those accountable to those responsible for decision making
I Informed	Informed by those accountable and/or responsible for decision making (this may be after a final decision has already been made)
* Highlighted	Statutory expectation or necessary to comply with articles of association or funding agreement.

	Board delegated authority	Source	Members	Trust board	FARC	CEO	Local Advocate Board (LAB)	Headteachers
<b>1: Board business</b>								
1.1 <b>Appoint/remove members</b> The Members appoint and remove in accordance with the AoA.	No	ATH	* A/R	R				
1.2 <b>Appoint/remove Trustees</b> The Members appoint Trustees in accordance with the AoA. Trustees can appoint co-opted Trustees. Trustees can cease to hold office if they are removed by the person who appointed or elected them or otherwise by ordinary resolution of the Members. Co-opted Trustees can be removed by resolution of the Trustees, excluding other co-opted Trustees who are not entitled to vote on the matter. Trustees can be disqualified in accordance with the AoA.	No	ATH	* A/R	* A/R				
1.3 <b>Elect chair/vice chair of Trustees</b> The Trustees elect the Chair and Vice Chair of the Board at the beginning of each academic year, who can resign office at any time or be removed in accordance with the AoA.	No	ATH		* A/R				

1.4	<b>Appoint and remove board committee chairs.</b> The Trustees elect the Chair and Vice Chair of the Trust Committees. This is actioned at the first meeting in each academic year.	No	ATH & AoA		* A/R				
1.5	<b>Appoint and remove LAB Chairs</b> The LAB is responsible for the election and removal of the Chair for the LAB. The Chair of the LAB shall be elected every year at the start of the academic year or where there is a need.	No	AoA & ATH					* A/R	
1.6	<b>Establish and review Trust governance structure</b> The Strategic Board is responsible for the Governance Annual Review and for approving the Governance Structure of the Trust.	No	ATH & AoA		* A/R		C		
1.7	<b>Agree named safeguarding Trustee</b> The Strategic Board appoints the named safeguarding Trustee annually and where a vacancy arises.	No	ATH		* A/R				
1.8	<b>Agree named SEND Trustee lead</b> The Strategic Board appoints the named SEND Trustee annually and where a vacancy arises.	No	ATH		* A/R				
1.9	<b>Agree named Health &amp; Safety Trustee lead</b> The Strategic Board appoints the named H&S Trustee annually and where a vacancy arises.	No	ATH		* A/R				
1.10	<b>Appoint/LAB members - co-opted</b>	No	ATH, AoA		* A			R	

	The LAB recommends co-opted governors, the Strategic Board appoints							
1.11	<b>Appoint/LAB – Foundation</b> The LAB recommends Foundation governors to the Trustee of Ethos and Distinctiveness, who will meet with the candidate in order to sign off Foundation Nomination forms and meet with the governors where required. The application will then be sent to EDEN or B&W for consent. The Strategic Board will give approval and shall appoint persons to serve as Foundation governors provided they shall have regard to the church community they serve.	No	ATH, AoA		* A		R	C
1.12	<b>Appoint/remove local committee members – Parent</b> The LAB undertakes the election process for the appointment of the parent governor and is responsible for the removal of parent governors.				A		R – by parent election	R
1.13	<b>Appoint Trust governance professional</b> The Strategic Board appoint and remove the Trust Governance Professional (GP).	No	ATH, AoA and DfE		* A	R		
1.14	<b>Agree LABs clerking arrangements</b> The GP & Head appoints and removes the clerk to the LAB.	Yes			* A/R (GP Responsibility)		C	R
1.15	<b>Articles of Association: review</b> The Members agree, review and update the Articles of Association; the Strategic Board recommends amendments to the Members for approval.	No	ATH		* A/R	C		
1.16	<b>Articles of Association: ratify</b>	No	AoA	* A/R				

	The Members agree, review and update the Articles of Association; the Strategic Board recommends amendments to the Members for approval.							
1.17	<b>Establish and maintain the register of business interests – Members &amp; Trustees</b> The GP to the Strategic Board is responsible for establishing and maintaining the register of business interests for Members & Trustees. A summary of relevant interests are published on the Trust website.		ATH		A			
1.18	<b>Establish and maintain the register of business interests – LAB</b> LAB Clerks are responsible for establishing and maintaining the register of business interests for LABs. A summary of relevant interests is published on the school website.				A		R	
1.19	<b>Agree committee terms of reference</b> The Trust GP is responsible for producing the Terms of Reference for all committees including the LAB and taking it to the Strategic Board for approval.	No	AoA		* A/R	C	C	C
1.20	<b>Complete annual review of scheme of delegation</b> The Strategic Board is responsible for producing and approving the Scheme of Delegation. The LAB can recommend amendments to the Strategic Board for approval within their delegated authority. The Strategic Board is responsible for the annual review of the Scheme of Delegation.	No	ATH		* A		R	

1.21	<b>Annual Cycle of Business: Agree and Review</b> The Strategic Board is responsible for agreeing and reviewing the annual cycle of business.				A	R		R	
1.22	<b>LAB Minute Agenda and Minute Template</b> The Trust GP is responsible for producing the agenda and minute template.				A (R -Trust GP)		C		
1.23	<b>Complete annual Trust board self-review</b>	No	ATH		A/R				
1.24	<b>Complete annual review of LABs</b> Link to 1.23	Yes	DfE	C	A		R	C	C
1.25	<b>Publish governance arrangements on Trust and schools' websites and monitor.</b> GP to the Board is responsible for the Trust website. Clerk to the LAB is responsible for the school website.	Yes	ATH		* A		R	R	R
1.26	<b>Ensure Trust website is compliant and effective</b> The GP to the Board is responsible for publishing and maintaining governance documents and information on the Trust website, with compliance monitored by the Strategic Board.	No	ATH		* A		R		
1.27	<b>Ensure school websites are compliant and effective</b> The Clerk to the LAB is responsible for publishing and maintaining governance documents and information on the School's website, with compliance to be monitored by the LAB.	No	ATH & DfE		* A		A		R

1.28	<b>Submit annual report on the performance of the Trust to Members and publish</b>	No			A		R		
1.29	<b>Commission external review of board effectiveness every three years</b>	No	ATH	C	A/R		C		

## 2: Vision and strategy

		Board delegated authority	Source	Members	Trust board	FARC	CEO	Local Advocate Board (LAB)	Headteachers
2.1	<b>Determine Trust's vision, strategy and key priorities</b> The Strategic Board determines and performance manages the Trust Vision, culture, values and Strategy, delegating responsibility for the delivery of the strategy to the CEO.	Yes	ATH, DfE, AoA		A/R		R	C/S	C/S
2.2	<b>Determine individual School Improvement Plan (SIP) priorities</b> ASAs work in collaboration with Headteachers to determine individual improvement priorities in line with Trust OKRs. The LAB monitors the SIP for the school, and the CEO and LABs report to the Strategic Board regarding delivery and performance.	Yes	ACE				R with ASAs	I	R
2.3	<b>Apply Trust vision and strategy to individual schools</b>	Yes	ATH, DfE, AoA		A		R	C	R/S
2.4	<b>Determine Trust-wide policies which reflect the Trust's ethos and values.</b>	Yes	DfE		*A		R		

	See policy schedule for delegation. Schools will personalise policies where indicated.							
2.5	<b>Determine school level policies</b> The Headteacher and LAB proposes the school policies if they are not covered by a Trust Policy which can be appended to specific Trust policies. The Headteacher and LAB is responsible for writing, reviewing and compliance with these policies. The Strategic Board reserves the right to amend any such policy as it feels appropriate.	ACE	ACE		* A	R	C	R
2.6	<b>Establish risk register and conduct regular review</b> The Strategic Board has delegated authority to the CEO/CFO who will review this termly. This will be presented to the FARC Committee who will monitor progress. The FARC Committee to approve the Trust Risk Register and present to the Strategic Board annually.	No	ATH		* A	R	R	R
2.7	<b>School Risk Register, Establish, Monitor and Review</b> The LAB establishes and monitors the School Risk Register, using the Trust Risk Register template. The LAB is responsible for reporting any issues which arise to the FARC.				A		R	R
2.8	<b>Ensure engagement with stakeholders</b>	Yes	ATH		A	R	R	R
2.9	<b>Admission of new schools</b> In line with due diligence activities	No	ATH		A	R		
2.10	<b>Determine School Admission Policies</b>	No	Funding agreement		* A		P	R

	Make arrangements for determining admissions arrangements.								
<b>3: Finance and Estates</b>									
		<b>Board delegated authority</b>	<b>Source</b>	<b>Members</b>	<b>Trust board</b>	<b>FARC</b>	<b>CEO</b>	<b>Local Advocate Board (LAB)</b>	<b>Headteachers</b>
3.1	<b>Appoint and remove external auditors</b> The Members approve the appointment of the external auditors following recommendations from the Strategic Board. The FARC will make recommendations to the Strategic Board following a selection process /presentations. The Strategic Board is responsible for the appointments of the internal auditors based on recommendation from the Finance committee.	No	ATH	* A/R	C				
3.2	<b>Produce Trust's scheme of financial delegation</b> The Strategic Board approves the ACE Financial Regulations Policy which includes delegated authority for key staff and LABs. The LABs implement the policy within its individual School.	No	ATH		* A	R	C		
3.3	<b>Receive external auditors report</b>	No	ATH	* A/R	C	R			
3.4	<b>Action recommendations made by external auditors</b> The Strategic Board receives and approves the response to the Management Letter and any other audit report received by the Trust. The Members consider the responses made by the Strategic Board. The Trust Executive Leadership and Business Team (and the LABs, where appropriate) will implement	No	ATH		* A	R	R	R	R



	any actions highlighted in the Management Letter.								
3.5	<b>Annual approval of accounts</b>	No	ATH & Companies Act		* A	R/P	R		
3.6	<b>Submit ESFA required reports and returns</b>	No	ATH		* A	C	R CEO/CFO		
3.7	<b>Financial reports and returns</b> <ul style="list-style-type: none"> <li>Funding and regulatory bodies</li> <li>Accounting returns</li> <li>DfE and EFSA</li> <li>PAYE &amp; VAT returns</li> </ul>	Yes	Financial Regs		A	R	R CFO/CEO		
3.8	<b>Entering into leases or other legal arrangements</b> (other than standard non-property operating leases - see purchasing)		ATH		A				
3.9	<b>Agree budget plan to support delivery of Trust strategic priorities</b> The annual budgeting cycle will start with a review of staff structures involving the CEO, CFO and Executive Leads of the Business Team. The draft budget will be presented to the FARC and the final budget will be proposed by the committee to the Strategic Board. The Strategic Board will sign off the final budget to coincide with ESFA deadlines.	No	ATH		A		R		
3.10	<b>Agree budget plan to support delivery of school strategic priorities</b> The CFO prepares the individual school budgets as part of the Trust budgeting exercise. Once signed off by the Trustees these are distributed to the individual schools and LABs where appropriate. The	No	ATH		* A		A with CFO	R	

	CFO prepares and submits the Trust's budget with input and oversight from the CEO.							
3.11	Determine the Trust Finance Policy and Pay Policy and approve financial schemes of delegation and all relevant Terms of Reference.	No	ATH		* A	R		
3.12	<b>Internal Control Systems - establish control frameworks incl. internal audit - setting delegated authority limits for financial transactions</b> - financial policies and regulations (incl. procurement strategy)	No	ATH		A	R		
3.13	<b>Related Party Transactions</b> Board oversight with approval delegated to FARC - records show transaction transparency & compliance	No	ESFA		A	R	R	
3.14	<b>Budget and Management Reporting</b> <ul style="list-style-type: none"> <li>Annual budget</li> <li>Receipt and review of management accounts and financial forecasts</li> </ul>	No	ATH		A	R	R with CFO	
3.15	<b>Reporting of use of educational grants</b>	Yes	ATH				R with CFO	R
3.16	<b>Monitor Trust budget</b> Board oversight, FARC responsible for work	No	ATH		* A	R	R	
3.17	<b>Carry out benchmarking and Trust-wide value for money evaluation</b> Board oversight, FARC responsible for work.	No	ATH, DfE		C	R	A/R CFO	

3.18	<b>Agree reporting and monitoring arrangements for Trust and school budgets</b>				* A		R with CFO	C	C
3.19	<b>Approve Trust-wide estate vision, strategy and asset management plan</b>	No	ATH		* A/R		R with D of Ops		
3.20	<b>Monitor school estate to ensure it is compliant with Health and Safety regulations and well maintained</b>	Yes	ATH, DfE		* A		R with D of Ops.	R	R

4: HR										
	<i>Remuneration Committee – Rem Comm</i>	Board delegated authority	Source	Members	Trust board	FARC	Rem Comm	CEO	Local Advocate Board (LAB)	Headteachers
4.1	<b>Appoint and dismiss CEO/accounting officer</b> The Strategic Board appoints and dismisses the CEO/accounting officer	No	ATH		* A					
4.2	<b>Appoint and dismiss the CFO</b> The Strategic Board appoints and dismisses the CFO, seeking a recommendation from the CEO and advice from the Trust Board solicitors where necessary.	No	ATH		* A			R		
4.3	<b>Performance manage CEO</b> Panel delegated to 2 members of the FARC plus an external adviser	No	ATH		* A/R					
4.4	<b>Agree CEO pay and reward</b> Recommended by the Remuneration Committee, approved by the Trust in line with the pay policy	No	ATH		* A/R					
4.5	<b>Performance Management of the CFO</b>				A	C		R		

	The CEO is responsible for the performance management of the CFO with a trustee from the FARC Committee as reflected in Remuneration Committee terms.								
4.6	<b>Appointment and dismissal of the Deputy CEO and Excellence Director.</b>	Yes					A/R		
4.8	<b>Appointment and dismissal of Executive Team Members</b>	Yes					A/R		
4.9	<b>Conduct Executive Team performance management</b> Following guidance in the Remuneration Committee Terms	Yes				C	A/R		
4.10	<b>Conduct Headteacher performance management</b> Members of the Excellence Team are responsible for performance management of Headteachers which is conducted through the completion of the Personal Aspiration Plan.	Yes					A/R		
4.11	<b>Agree Headteacher pay award</b> Agreed in line with the Pay Policy	Yes					A/R		
4.12	<b>Review and agree staff appraisal procedure and pay progression</b> In line with the Pay Policy	Yes					A/R		C
4.11	<b>Determine Executive Team staffing structure</b>				* A		A/R		
4.12	<b>Determine school staffing structure</b>						A/R		
4.13	<b>Headteacher appointments and dismissal</b> The Strategic Board has delegated this responsibility to the CEO who will determine the selection panel and						A/R		

	appoints and dismisses the Headteacher. The CEO will inform the Strategic Board and the diocese on any appointment and dismissal. Dismissals will be discussed with the Trust solicitors. Headteachers for Church schools must be fully committed to the Ethos and Distinctiveness to church schools and be prepared to deepen their understanding of such by planned support programmes.								
4.14	<b>Senior Leadership Team Appoint and Dismiss</b> Headteachers appoint their SLT in consultation with a senior lead of the Executive Team. The Headteacher and a senior lead of the Executive Team dismiss the SLT following discussions with the Trust Solicitors and approval from the CEO.						A/R		C
4.15	<b>Trust wide pay policy, terms and conditions of employment</b>				* A		R		
4.16	<b>Determine disciplinary and capability policies</b>				* A		R		
4.17	<b>Implement disciplinary and capability procedures – CEO</b> In line with policy				A/R				
4.18	<b>Implement disciplinary and capability – central team</b> In line with policy						A/R		
4.19	<b>Implement disciplinary and capability procedures – schools</b>						A/R	C	R
4.20	<b>Approval of exit payments/early retirement/pension discretion (above a certain threshold)</b>				* A		R		

## 5. School Organisation

		Board delegated authority	Source	Members	Trust board	FARC	CEO	Local Advocate Board (LAB)	Headteachers
5.1	<b>Set term times dates and INSET days</b> Proposed by the Headteacher, in consultation with the CEO and Deputy CEO, and approved by the LAB.						C	A	R
5.2	<b>Set school session times</b> Proposed by the Headteacher, in consultation with the CEO and Deputy CEO, and approved by the LAB.						C	A	R
5.3	<b>Exclusions</b> LAB under the Hearings/Appeals Committee Governors from other schools may be used						A/R	C	R
5.4	<b>Complaints</b> Complaints will be investigated in line with the Trust complaints procedure. For example, stage 1 complaints will normally be investigated by the Headteacher, whilst stage 2 complaints will be the responsibility of the LAB/Strategic Board. The Trust Complaints Policy provides guidance regarding the process that will be followed.								
5.5	<b>Admission Arrangements</b> The Strategic Board determines admissions arrangements and may delegate certain responsibilities to the LAB in accordance with the Terms of Reference		Gov Guide		A			C	R