

# Scheme of Delegation

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## 1. Introduction

Ultimate accountability for Prospect Trust and the academies within it, lies with the Trust Board. However, under the Trust's Articles of Association, the Board *'may delegate any of their powers and functions (including the power to sub-delegate) to any Trustee, committee (including any Local Governing Body), the Chief Executive Officer, the Principals or any other holder of an executive office.'*

This Scheme of Delegation has been developed to reflect the delegations that have been made and it takes into account Funding Agreements, Corporate and Charity law, Academy Trust Handbook and other Department for Education guidance. Whilst the Scheme of Delegation is comprehensive, it is not intended to be an exhaustive list of accountabilities and responsibilities but instead focuses on statutory or key functions.

This overarching Scheme of Delegation should not be confused with the written Scheme of Delegation of Financial Powers, referred to in the Academy Trust Handbook. This document should also be read in conjunction with the Governance Framework, Terms of Reference for the Trust Board and its committees as well as the Articles of Association of the Trust.

## 2. Approval and renewal

The Prospect Trust Scheme of Delegation is renewed and approved by the Trust Board at least annually, so that the accountabilities and responsibilities outlined continually reflect organisation realities and updates to statutory legislation.

## 3. The Scheme of Delegation matrix

The Scheme of Delegation is structured in accordance with the following functions:

- Governance
- Ofsted inspections
- Vision, values and strategy
- Academy performance and quality improvement
- Teaching, learning, assessment and curriculum
- Pupil premium
- Special educational needs and disabilities
- Equality and diversity
- Student behaviour and attitudes
- Safeguarding
- Admissions
- Workforce matters and people
- Finance
- Estates
- Information technology
- Risk management
- Health and safety
- Data protection/General Data Protection Regulation (GDPR)
- Community engagement and stakeholder management
- Complaints
- Church of England academies

## Using the Scheme of Delegation

a. Under each function the role of each level of **delegation** is identified using the key:

<b>M</b>	<b>Members</b>
<b>T</b>	<b>Trustees</b>
<b>SUB-COM</b>	<b>A&amp;R – Audit and Risk Committee</b>
	<b>F&amp;R – Finance and Resources Committee</b>
	<b>E&amp;S – Education &amp; Safeguarding Committee</b>
	<b>S&amp;R – Staff &amp; Remuneration Committee</b>
	<b>SWG - Safeguarding Working Group</b>
<b>E</b>	<b>Executive (or delegated staff member)</b>
<b>AQC</b>	<b>Academy Quality Council</b>
<b>P/H</b>	<b>Principal/Academy Headteacher (or delegated staff member)</b>

b. The scheme of delegation is presented as **RASCI matrix** using the following key:

<b>Responsible (R)</b>	Those responsible for a task, who ensure that it is done.
<b>Accountable (A)</b>	Those ultimately responsible for the correct and through completion of the deliverable or task, and who delegate the work to those responsible.
<b>Support (S)</b>	Those who provide support to those who are responsible for a task or deliverable.
<b>Consulted (C)</b>	Those whose opinions are sought, and with whom there is a two-way communication
<b>Informed (I)</b>	Those who are key up to date on progress and key information.

c. The Scheme of Delegation Matrix also details the **legal status** of each item. In this document the following terms are used:

- **must** - where the Trust or one of its Academies has a legal duty to do (or not do) something
- **should** - to indicate best practice, often provided in Department for Education non-statutory guidance documents

## Scheme of Delegation Matrix

Governance							
Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
G.1	Comply with Trust articles of association and funding agreement(s) ( <i>see Members RASCI</i> )	must	R	ALL	R	R	R
G.2	Appoint/remove Members ensuring process is compliant with all legal frameworks ( <i>see Members RASCI</i> )	must	C	ALL	S	I	
G.3	Appoint/remove Trustees ensuring process is compliant with all legal frameworks ( <i>see Members RASCI</i> )	must	R	ALL	S	I	
G.4	Appoint/remove Chair and Vice Chair of the Trust Board ( <i>see Members RASCI</i> )	must	A	ALL	R	I	I
G.5	Appoint/remove the Members (including the Chair) of Trust Sub-committees	must	A		R	I	I
G.6	Appoint/remove the Members (including Chair and Vice Chair) of the Academy Quality Councils (AQC)	must	A		R	C	C
G.7	Appoint Chief Financial Officer	must	A		R		
G.8	Ensure Senior Executive leader acts as Accounting Officer	must	A		R		
G.9	Appoint Governance Professional	must	A	ALL	R	I	I
G.10	Approve the appointment/removal of committee members including AQC Councillors	must	A	ALL	R	C	C
G.11	Recruit and recommend appointment of AQC members ensuring representation of staff, parents and students	must	A		S	R	S
G.12	Create and update the Scheme of Delegation and Terms of Reference for Trust Board and committees	must	A		R	I	C
G.13	Approve Scheme of Delegation & Terms of Reference documents and annually	must	A/R	ALL	S	I	I
G.14	Establish and monitor the sub-committees for the Trust Board as required, including local governing bodies (AQC)	should	A/R		S	I	I
G.15	Publish Trust Governance arrangements on Trust website	must	A		R		
G.16	Complete annual self-evaluation of Trust Board and sub-committees of the Board	should	A	ALL	R	S	C
G.17	Complete annual skills audit of Trust Board and sub-committees of the Board	should	A	ALL	R	S	C

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
G.18	Complete annual 360° review of Trust Board Chair	should	A/R	ALL	C	I	
G.19	Develop and implement training programme(s) for Trustees, sub-committee members and AQC Councillors	should	A/R	ALL	S	S	C
G.20	Review and update Trust wide policies.	must	A	ALL	R	I	C
G.21	Monitor the implementation and effectiveness of Trust wide policies	must	A	ALL	R	C	S
G.22	Approve and monitor the impact of Trust wide policies	must	A	ALL	R	C	S
G.23	Review and update local Academy policies and procedures where appropriate	must	A		R	C	R
G.24	Approve and monitor the implementation and effectiveness of local Academy policies	should	A			R	S
G.25	Maintain the Trust and Members register of interests	must	A		R		
G.26	Maintain the AQC and Sub-Committee register of interests	must	A	S	R		
G.27	Maintain Trust wide gifts and hospitality register	must	A		R		
G.28	Set timing of the school day and dates of school terms and holidays	should	A		S	C	R
G.29	Consider requests from other schools to join the Trust and complete due diligence	must	A	ALL	R	I	C
G.30	Approve requests from other schools to join the Trust	must	A/R		S		
G.31	Publish proposals to change category of Academy	must	A		R		
G.32	Prepare and publish Academy prospectus	should	A		S	I	R
G.33	Ensure Trust website is fully compliant	must	A		R		
G.34	Ensure Academy website is fully compliant	must	A		S	I	R
G.35	Ensure Get Information about Schools (GIAS) is kept up to date with required governance information (within 14 days of changes of information)	must	A		R		

## Ofsted inspections

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
O.1	Ensure all staff understand the requirements of the Ofsted framework and inspection process	should	A		S		R
O.2	Provide support to the Academy prior to, during and after inspections including managing all aspects of the inspection process	should	A	E&S	R	S	R
O.3	Understand inspection frameworks and data sources used by Ofsted and fully engage with the inspection process including meeting with inspectors in capacity as Trustee	should	A/R	E&S	S		S
O.4	Understand inspection frameworks and data sources used by Ofsted and fully engage with the inspection process, including meeting with inspectors in capacity as a member of the AQC, if required	should	A	E&S	S	R	S
O.5	Receive draft inspection report and check factual accuracy	should	A		R		R
O.6	Receive and discuss inspection reports and lessons learned as appropriate	should	A	E&S	S	S	R
O.7	Create and implement action plan following an Ofsted inspection if required	should	A	E&S	S		R
O.8	Approve and monitor implementation of action plan for Academy if required	should	A	E&S	R	I	R
O.9	Communicate the outcomes of the inspection process to parents, carers and guardians in line with statutory requirements	should	A		S	I	R

## Vision, values and strategy of the Trust

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
V.1	Develop and propose the overall vision, values, strategy and long-term objectives for the Trust ( <i>see Members RASCI</i> )	must	A		R	C	C
V.2	Review and agree the overall vision, values, strategy and long-term objectives for the Trust	must	A/R	ALL	S		
V.3	Implement the strategy approved by the board and monitor progress	must	A		R		
V.4	Develop and propose key performance indicators (KPIs) against the strategy and long-term objectives	should	A	E&S F&R	R		C

V.5	Approve key performance indicators against which to monitor implementation of strategy and long-term objectives	should	A	E&S F&R	S		
V.6	Monitor progress against strategic aims and KPIs, taking corrective action as required	should	A	E&S F&R	R		C
V.7	Develop the overall vision, values and strategy for each Academy to be consistent with those of the Trust	should	A/R	ALL	S	S	R
V.8	Provide professional support and challenge to Academies in developing and implementing their strategic plan	should	A	ALL	R		

Academy performance and quality improvement							
Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
A.1	Ensure robust accountability, oversight and assurance for educational performance of all students	must	A	E&S	R		R
A.2	Provide professional support and challenge to Academies to drive improvement and high standards	should	A	E&S	R		
A.3	Set student achievement, progress and attainment targets	should	A	E&S	S		R
A.4	Approve student achievement, progress and attainment targets	should	A	E&S	R	I	C
A.5	Deliver student achievement, progress and attainment targets	should	A		S	S	R
A.6	Complete accurate self-evaluation of the Academy to identify improvement priorities and create Quality Improvement Plan (QIP) in line with Trust wide priorities	should	A	E&S	S		R
A.7	Approve Academy improvement priorities and QIP	should	A	E&S	R	I	C
A.8	Ensures appropriate action is taken in a timely, consistent and strategic way to address areas of weakness and improve academic performance, drawing on the best available evidence and monitoring impact	should	A	E&S	S		R
A.9	Monitor implementation of QIP across all Academies, evaluate impact and report to Trust Board on Academy performance against targets	should	A	E&S	R	I	C
A.10	Understand the Academy self-evaluation and QIP to act as critical friend to the Academy SLT	should	A			R	S
A.11	Develop a detailed understanding of student attainment and progress underpinned by sound evidence	should	A	E&S	S	I	R

A.12	Monitor and analyse students' overall progress and attainment data and that of different groups of students in each Academy and report to Trust Board periodically	should	A	E&S	R		S
A.13	Know and understand student progress data and the provisions in place to support students' progression and attainment, and the impact of those provisions	should	A	E&S	S	I	R
A.14	Commission external quality assurance of Academy performance and standards and use outcomes to hold Academy Head/Principal to account	should	A	E&S	R	I	C
A.15	Commission external quality assurance of a specific subject area or focus to hold middle leaders to account	should	A	E&S	S	I	R
A.16	Know and understand outcomes of any external quality assurance of Academy performance and use information to act as critical friend to the Academy SLT	should	A			R	S

Teaching, learning, assessment and curriculum							
Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
T.1	Set approach to teaching, learning, assessment and curriculum across the Trust, with regard to statutory requirements	must	A	E&S	R	I	C
T.2	Ensure all Academies teach a broad and balanced curriculum	must	A	E&S	R	I	R
T.3	Provide advice and guidance regarding teaching, learning assessment and the curriculum to Academies and facilitate the sharing of best practice	should	A		R		C
T.4	Develop and monitor Trust wide teaching and learning strategy	should	A	E&S	R		C
T.5	Implement and deliver the Trust wide teaching and learning strategy	should	A		S		R
T.6	Review and update Academy teaching and learning policy in line with Trust approach	should	A	E&S	S		R
T.7	Approve each Academies teaching and learning policy	should	A	E&S	R	I	C
T.8	Ensure the quality of teaching in the Academy is according to Trust policies and guidance	should	A	E&S	S	I	R



Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
T.9	Complete accurate self-evaluation of the quality of teaching and take action to improve as necessary	should	A		S		R
T.10	Know and understand the Academy's own self-evaluation of the quality of teaching and learning and use information to act as critical friend to the Academy SLT	should	A			R	S
T.11	Monitor and evaluate the quality of teaching across Academies and ensure that sufficient resources are allocated to deliver teaching excellence	should	A	E&S	R	I	S
T.12	Review and update Academy Assessment Policy in line with Trust approach	should	A	E&S	S		R
T.13	Approve Academy Assessment Policy in line with Trust approach	should	A	E&S	R	I	S
T.14	Ensure that assessments are delivered in line with the Academy Assessment Policy and that feedback is accurate and impactful	should	A	E&S	S		R
T.15	Monitor the effectiveness and impact of assessment across the Trust and report to the Trust Board	should	A	E&S	R		S
T.16	Set and deliver the Academy curriculum and assessment in line with Trust approach	should	A	E&S	S	I	R
T.17	Ensure statutory information regarding the curriculum and assessment is published on the Academy website, including information about curriculum intent, implementation and impact	should	A		I	I	R
T.18	Monitor the implementation of the curriculum across the Trust and statutory compliance on behalf of the Trust Board	should	A	E&S	R	I	C
T.19	Review and update curriculum policies including Relationships Education/Relationships and Sex Education and Careers policy	must	A	E&S	S		R
T.20	Approve Curriculum policies	must	A	E&S	S	R	
T.21	Ensure the promotion of British values and provision of social, cultural, mental and physical development of Academy students	must	A		S	I	R
T.22	Know British values are promoted within and understand how the Academy provides for the social cultural, mental and physical development of students and use information to act as critical friend to the Academy SLT	must	A			R	S
T.23	Maximise student engagement in extra-curricular activities and report data to the Trust and AQC	should	A	E&S	S	I	R
T.24	Know and understand levels of student engagement in extra-curricular activity and use information to act as critical friend to the Academy SLT	should	A			R	S

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
T.25	Implement and monitor the Trust's Information Communication and Learning Technology (ICLT) Strategy	should	A	E&S	R	I	S
T.26	Ensure staff are up-to-date in the use of technology in the classroom and Academy	should	A				R
T.27	Monitor and evaluate the impact of IT training and CPD provided to all Academy staff	should	A		R		S
T.28	Ensure the Trust's Careers Services are compliant with statutory requirements and in line with customer expectations	should	A		R		S
T.29	Intervene if the overall quality of education does not meet the required standard and create a rapid improvement plan	should	A	E&S	R	I	C
T.30	Implement and monitor rapid improvement plan as appropriate	should	A	E&S	R	I	R
T.31	Act as 'head of centre' and ensure that the Academy is always compliant with the published Joint Qualifications Council (JQC) regulations and awarding body requirements (secondary and 16-19 settings)	must	A				R
T.32	Ensure that the requirements detailed in the KS2 Assessment and Reporting Arrangements (ARA) are implemented in the Academy (primary)	must	A				R

<b>Pupil premium</b>							
Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
P.1	Develop and implement an effective Pupil Premium strategy	must	A	E&S	S	I	R
P.2	Approve Pupil Premium strategy	must	A	E&S	R		C
P.3	Publish Pupil Premium strategy Statement by 31 December each year	must	A		S	I	R
P.4	Evaluate the impact of Pupil Premium Strategy and share best practice across the Trust	should	A	E&S	S	I	R
P.5	Evaluate the impact of Pupil Premium Strategies across the trust, facilitate the sharing of best practice and report to the Trust Board.	should	A	E&S	R		S
P.6	Know and understand the Academy's Pupil Premium Strategy to act as critical friend to the Academy SLT and monitor that Pupil Premium Statements are published by 31 December each year	should	A			R	S

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
P.7	Understand the impact on educational outcomes of additional funding (e.g. Pupil Premium, Sports Premium and Bursaries). As a critical friend support and challenge the Academy SLT to maximise the use of these funds	should	A			R	S
P.8	Monitor the cost of Pupil Premium in line with funding agreement	must	A	F&R	S		R
P.9	Commission external review of Pupil Premium spending	should	A	F&R	R	I	C
P.10	Ensure the Academy has a designated teacher to promote the achievement of looked after children (LAC) and previously looked after children (PLAC)	must	A	E&S	S	I	R
P.11	Review and update Academy LAC policy in line with statutory requirements	should	A	E&S	I		R
P.12	Approve Academy LAC policy as delegated by the Trust Board	should	A	E&S	S	R	
P.13	Monitor the effectiveness of the designated teacher role and provide a termly report to the AQC and Trust Executive	must	A	E&S	S	I	R
P.14	Receive termly report from SLT regarding the effectiveness of the designated teacher role and use information to act as a critical friend to the Academy SLT	should	A	E&S	I	R	S
P.15	Monitor the overall provision for LAC and PLAC across the Trust, evaluate impact and report to the Trust Board annually	should	A	E&S	R		S
P.16	Receive an annual report from the Trust Executive on the effectiveness of support for LAC and PLAC across The Prospect Trust	should	A/R	E&S	S	I	S

### Special educational needs and disabilities (SEND)

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
S.1	Ensure Academy follows the statutory SEND Code of Practice and there is a clear approach to identifying and responding to SEND.	must	A		S		R
S.2	Ensure Academy has a designated special educational needs E&S co-ordinator (SENCO).	must	A		S		R
S.3	Record and keep up to date the provision made for students with SEND.	should	A		S		R
S.4	Monitor the educational performance of SEND students and the effectiveness of SEND provision, including the impact of funding.	should	A	E&S	S	I	R

S.5	Know and understand the Academy's SEND provision and performance of SEND students and use information to act as a critical friend to the Academy SLT	should	A			R	S
S.6	Evaluate the impact of SEND provision across the Trust and report to the Trust Board.	should	A	E&S	R	I	C
S.7	Provide advice and guidance regarding SEND to Academies and facilitate the sharing of best practice	should	A	E&S	R		C
S.8	Review and update Academy SEN Information Report and publish on-line	must	A		I		R
S.9	Approve SEN Information Report as delegated by the Trust Board	must	A	E&S	S	R	
S.10	Review and update Academy SEND policy in line with statutory requirements	must	A		I		R
S.11	Approve Academy SEND policy as delegated by the Trust Board	must	A	E&S	S	R	
S.12	Review and update Academy 'Supporting students with medical conditions' policy	must	A		I		R
S.13	Approve Academy 'Support students with medical conditions' policy	must	A	E&S	S	R	
S.14	Designate a member of the Trust Board to have oversight of Trust's arrangements for SEND	should	A/R	E&S	S	I	I
S.15	Designate a member of the AQC to have oversight of the Academy's arrangements for SEND	should	A	E&S	S	R	I

## Equality and diversity

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
ED.1	Review and update Trust wide Equality and Diversity strategy and policy, in line with statutory requirements	must	A	F&R	R		
ED.2	Approve Trust wide Equality and Diversity strategy and policy	must	A/R	F&R	S		
ED.3	Monitor the implementation and the impact of the Equality and Diversity strategy and policy and report to Trust Board	must	A	F&R	R		S
ED.4	Consider equality and diversity implications when approving policies and procedures	must	A/R			R	
ED.5	Designate a member of the Trust Board to have oversight of Trust's arrangements for equality and diversity	should	A/R	F&R	S	I	I
ED.6	Designate a member of the AQC to have oversight of the Academy's arrangements for equality and diversity	should	A	F&R	S	R	I
ED.7	Review and update Equality and Diversity objectives for Academy in line with Trust strategy and policy	must	A				R
ED.8	Approve Equality and Diversity objectives for Academy	must	A	F&R		R	S
ED.9	Review and update Academy Accessibility Plan	must	A		S		R
ED.10	Approve Academy Accessibility Plan as delegated by Trust Board	must	A	F&R		R	S
ED.11	Monitor implementation and impact of Academy Equality and Diversity objectives and Accessibility Plan	must	A	F&R	I	I	R
ED.12	Know and understand the impact of Equality and Diversity initiatives at Academy level and use information to act as a critical friend to Academy SLT	should	A			R	S

## Student behaviour and attitudes

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
B.1	Ensure high standards and behaviour and positive student attitudes	must	A		S		R
B.2	Review and update behaviour related policies for the Academy, in line with Trust values and statutory requirements (eg behaviour, discipline, exclusions and anti-bullying)	must	A	E&S			R
B.3	Approve behaviour related policies as delegated by the Trust Board	must	A	E&S		R	S
B.4	Monitor implementation of behaviour related policies and analyse data e.g. exclusions, racial incidents and report to Trust and AQC	must	A	E&S	R	I	R
B.5	Develop and implement strategies to improve behaviour and attitudes	should	A		S		R
B.6	Review and update Attendance policy, in line with Trust values and statutory requirements	should	A	E&S			R
B.7	Approve Attendance Policy as delegated by the Trust Board	should	A	E&S		R	S
B.8	Keep attendance registers and monitor attendance and persistent absence data for different groups and identify any trends	must	A		I	I	R
B.9	Identify and implement strategies to improve attendance and reduce levels of persistent absence	should	A		S	I	R
B.10	Monitor behaviour and attendance standards across the Trust and report to the Trust Board	should	A	E&S	R		C
B.11	Make decision to suspend a student for a fixed term and report to AQC and Education Director	must	A		I	I	R
B.12	Make decision to exclude a student permanently and report to AQC, Education Director and CEO	must	A		C	I	R
B.13	Convene a panel to review an exclusion in line with statutory requirements	must	A	E&S	S	R	
B.14	Monitor Academy exclusion data and identify any trends	must	A	E&S	S		R
B.15	Identify and implement strategies to reduce exclusion rates if appropriate	should	A		S		R
B.16	Know and understand the impact of behaviour & attendance initiatives and data (including exclusions) and use information to act as a critical friend to Academy SLT	should	A			R	S
B.17	Monitor and review exclusion data across the Trust and report to the Trust Board	should	A	E&S	R		C

## Safeguarding

Ref.	Function	must/should	T	SUB- COM	E	AQC	P/H
SG.1	Set Trust wide safeguarding & child protection procedures and child protection policies having regard to PREVENT duties	must	A	E&S	R	I	C
SG.2	Review and update Trust wide Safeguarding and Child Protection Policy	must	A	E&S	R		S
SG.3	Approve Trust wide Safeguarding and Child Protection Policy	must	A/R	E&S	S	I	S
SG.4	Implement Safeguarding and Child Protection policy and ensure students are safe in Academy	must	A	E&S SWG	S		R
SG.5	Produce half termly safeguarding report to share with Trust Board and AQC	should	A	E&S SWG	S	I	R
SG.6	Monitor implementation and impact of Safeguarding and Child Protection Policies on an on-going basis and report to Trust Board half termly	should	A	E&S	R	I	S
SG.7	Ensure a member of staff is appointed as the designated safeguarding lead (DSL)	must	A	SWG	I		R
SG.8	Complete internal safeguarding audit for Academies annually and act on any issues identified	should	A	E&S	I	I	R
SG.9	Commission external safeguarding audit for Academies as required	should	A	SWG	R	I	S
SG.10	Complete annual safeguarding audit for the Trust every two years	should	A	E&S	R	I	S
SG.11	Designate a member of the Trust Board to have oversight of Trust's arrangements for safeguarding	should	A/R	E&S	S	I	I
SG.12	Designate a member of the AQC to have oversight of the Academy's arrangements for safeguarding	should	A	E&S SWG	S	R	I
SG.13	Know and understand safeguarding and child protection approaches and data, and use information as critical friend to Academy Senior Leadership Team (SLT)	should	A	SWG		R	S
SG.14	Ensure effective safeguarding training for staff at all levels on an annual basis	must	A	SWG	R		R
SG.15	Ensure effective safeguarding training for those involved in governance on an annual basis	must	A	E&S	R	S	S

## Admissions

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
AD.1	Review and update Academy admissions policy in line with statutory guidelines	must	A	E&S	R		R
AD.2	Consult on admissions policy every 7 years or if changes (other than statutory) are made	must	A	E&S	R		R
AD.3	Approve Academy admissions policy ensuring arrangements operate within Trust and statutory guidelines	must	A	E&S		R	S
AD.4	Ensure that Academy maintains admissions register	must	A				R
AD.5	Make admissions application decisions in year, over PAN and deferred admissions	must	A		C	I	R
AD.6	If appropriate, appeal against Local Authority directions to admit students	must	A	E&S	C	I	R
AD.7	Monitor Academy admissions trends and consider possible impacts	should	A	E&S	C	I	R
AD.8	Monitor admissions trends across the Trust, consider possible impacts and report to Trust Board	should	A	E&S	R		S
AD.9	Consider Farnborough Sixth Form College appeals as part of admission appeals panel	should	A		I	R	I

## Workforce matters and people

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
W.1	Provide the Trust Board and Academies with professional workforce and people support and advice	should			A/R		
W.2	Review and update Trust workforce and people policies (including safer recruitment and wellbeing)	must	A	F&R	R		C
W.3	Approve Trust workforce and people policies	must	A/R	F&R	S	I	I
W.4	Adhere to Trust workforce and people policies and relevant UK legislation	must	A		R	S	R
W.5	Monitor compliance to statutory workforce and people policies including completing an annual safer recruitment audit.	must	A	F&R	R	I	S



W.6	Know and understand requirements for safer recruitment and ensure AQC Chair's undertake safer recruitment training	should	A/R		S	R	S
W.7	Carry out disclosure and barring service (DBS) checks	must	A		R		I
W.8	Maintain and consult Academy Single Central Record (SCR)	must	A		R		R
W.9	Monitor that Academy Single Central Record (SCR) is up to date accurate and report to Trust Board	must	A	F&R	R	I	R
W.10	Review and update Trust workforce and people documents, including those relating to staff wellbeing	should	A		R	I	C
W.11	Appoint, dismiss or suspend Trust CEO ( <i>see Members RASCI</i> )	must	A/R	F&R	S	I	I
W.12	Appoint, dismiss or suspend the Trust Executive Team ( <i>see Members RASCI</i> )	must	A	F&R	R	I	I
W.13	Appoint, dismiss or suspend Academy Heads/Principals	must	A	F&R	R	S	I
W.14	Appoint, dismiss or suspend Academy SLT	must	A		C		R
W.15	Appoint, dismiss or suspend Academy staff other than Headteacher/Principal and leadership Team	must	A		I		R
W.16	Appoint, dismiss or suspend central Trust staff	must	A		R		
W.17	Provide Trust Board and Academies with key performance data on workforce and people matters	should	A	F&R	R	I	I
W.18	Provide Trust Board and Academies with data regarding staff recruitment including Trust and national benchmarks	should	A	F&R	R	I	I
W.19	Monitor the recruitment and retention of staff across the Trust	should	A	F&R	R	I	S
W.20	Use key performance data to be aware of activity in terms of staff, structures and workforce matters to challenge and support	should	A		R		S
W.21	Lead strategic vision and overall continuing professional development (CPD) strategy	should	A		R	I	R
W.22	Provide Trust wide CPD opportunities in line with strategic vision and Trust CPD strategy	should	A		R		R
W.23	Develop and implement the Academy's CPD strategy aligned with Trust strategy and Quality Improvement Plan	should	A	F&R	S	I	R
W.24	Manage succession planning at an Academy level	should	A		S	I	R
W.25	Review and update Early Career Teachers Policy	must	A		R		C

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
W.26	Approve Early Career Teachers Policy	must	A/R	F&R	S	I	
W.27	Monitor the effectiveness of succession planning and staff CPD including the implementation of the Early Careers Framework (ECF)	must	A/R	F&R	R		S
W.28	Develop Trust policies/frameworks for performance management and pay	must	A		R		C
W.29	Approve Trust policies/frameworks for performance management and pay	must	A/R	F&R	S	I	I
W.30	Conduct performance management of CEO including appraisal and pay award	must	A/R	S&R			
W.31	Conduct performance management of Heads/Principal of each Academy including appraisal and pay award	should	A	S&R	R	S	C
W.32	Conduct performance management of all Academy staff in-line with Trust policy/framework	should	A		I	I	R
W.33	Conduct performance management of all central Trust staff in-line with Trust policy/framework	should	A	F&R	R		
W.34	Provide reports on performance to Trust Board	should	A	F&R	R	I	
W.35	Monitors performance management across Trust through data tracking	should	A	F&R	R		C
W.36	Hear appeals as part of grievance, capability or disciplinary process	should	A		R/S		R/S
W.37	Act as ultimate body of appeal for workforce issues	should	A/R		R		
W.38	Approves annual staff pay award(s)	should	A/R	S&R	S		S
W.39	Determine Academy & Trust staff complement within agreed budget	should	A	F&R	C		R
W.40	Determine Academy & Trust staff complement outside of agreed budget	should	A	F&R	R		C
W.41	Approve organisation restructure	must	A/R	F&R	R	I	R
W.42	Monitor and support the well-being of all staff including through staff surveys	should	A	F&R	R		R

## Finance

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
F.1	Maintain robust financial oversight	must	A	F&R	R		I
F.2	Ensure compliance with charity and company law, Academy Trust Handbook and ESFA requirements	must	A	A&R	R	R	R
F.3	Develop Trust finance policy including procurement procedures and financial decision levels and limits, and review annually	must	A	F&R	R		
F.4	Approve finance policies to ensure compliance with Academy Trust Handbook	must	A/R	F&R	S		
F.5	Ensure compliance with all Trust financial policies	must	A	F&R	R		R
F.6	Provide accounting, financial planning, treasury and financial systems	should	A		R		
F.7	Develop a rolling 3-year financial plan in accordance with the strategic vision for the Trust	should	A	F&R	R		
F.8	Approve the rolling 3-year financial plan	should	A/R	F&R	S		
F.9	Review and monitor the rolling 3-year financial plan	should	A	F&R	R		C
F.10	Approve the budget principles for the Academies' budgets and 3-year forecasts and approve the consolidated position for the Trust including risk assessment assumptions and sensitivity analysis	must	A	F&R	R		S
F.11	Prepare budget and 3-year forecast for Academy in line with Trust budget principles	should	A	F&R	R		S
F.12	Prepare consolidated budgets for approval by the Trust Board	should	A	F&R	R		
F.13	Monitor Academy financial performance, challenge and support where there are variances to budget and 3-year forecast	should	A	F&R	R		R
F.14	Approve variations to budgets	should	A	F&R	R		I
F.15	Monitor the implementation of the allocation for disadvantages students across Trust Academies including Pupil Premium and bursaries.	must	A		I		R
F.16	Develop a Trust-wide strategic plan for capital expenditure considering Academies' 3-year plans	should	A	F&R	R		C
F.17	Approve the Trust-wide strategic plan for capital expenditure	should	A/R	F&R	S		

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
F.18	Monitor the implementation of the Trust-wide strategic plan for capital expenditure	should	A	F&R	R		
F.19	Prepare management accounts for Trust Board monthly	must	A	F&R	R		I
F.20	Consider management accounts six times a year (Trust Chair to consider on a monthly basis)	must	A	F&R	S		
F.21	Develop cash flow forecast and manage cash position	should	A	F&R	R		I
F.22	Approve write off of bad debts	should	A	F&R	R		
F.23	Appoint Trust internal auditors	must	A	A&R	R		
F.24	Approve rolling programme of internal scrutiny	must		A&R	S		
F.25	Ensure an appropriate, reasonable and timely response to any findings given by auditors, taking the opportunity to strengthen the systems of financial management and control	should		A&R	R		
F.26	Cooperate with auditors and implement their reasonable recommendations	must	A	A&R	R		R
F.27	Open new bank accounts where appropriate	should	A	F&R	R		
F.28	Manage placement of treasury deposits	should	A	F&R	R		
F.29	Ensure adequate insurance cover is in place	must	A	F&R	R		
F.30	Maintain Trust Asset Register including additions and disposals	must	A	F&R	R		R
F.31	Produce annual audited financial statements, auditor's management letter and annual internal scrutiny report	must	A	A&R	R		
F.32	Review annual audited financial statements, auditor's management letter and annual internal scrutiny report and recommend approval to the Trust Board	should		A&R	S		
F.33	Approve annual audited financial statements, auditor's management letter and annual internal scrutiny report	must	A	A&R	S		
F.34	Submit annual audited financial statements, auditor's management letter and annual internal scrutiny report to ESFA by 31 <sup>st</sup> December	must	A	F&R	R		
F.35	Receive annual audited financial statements, auditor's management letter and annual internal scrutiny report ( <i>see Members RASCI</i> )	must	S	A&R	S		
F.36	Publish annual audited financial statements on the Trust website by 31 <sup>st</sup> January	must	A		R		

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
F.37	Submit annual audited financial statements to Companies House by 31 <sup>st</sup> May	must	A		R		
F.38	Complete and submit budget forecast return to ESFA	must	A		R		
F.39	Appoint Trust external auditors ( <i>see Members RASCI</i> )	must	A	A&R	S		
F.40	Prepare Academy census data and submit to DfE in October, January and May	must			A		R
F.41	Prepare and submit Individual Learner Record (ILR) data according to published data collection schedule (post-16)	must			A		R

Estates							
Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
E.1	Provide Trust Board and Academies with professional support, challenge and advice relating to the management of buildings and estates	should	A	F&R	R		
E.2	Implement insurance for buildings, contents and other liabilities	must	A		R		C
E.3	Develop estate vision and long-term strategy	should	A	F&R	R		R
E.4	Develop and maintain asset management plan to deliver long-term strategy	should	A	F&R	R		
E.5	Review and update estate policies in line with statutory requirements	must	A	F&R	R		
E.6	Develop and implement maintenance plan in-line with budget and capital programme	should	A		R		S
E.7	Monitor compliance with statutory regulations relating to estate	must	A	F&R	R		S
E.8	Prioritise and develop proposals for capital projects in line with estate strategy	should	A	F&R	R		S
E.9	Review and approve estates vision and long-term strategy, asset management plan and policies	should	A/R	F&R	S		I
E.10	Review and approve capital projects and allocate capital funds in accordance with Trust finances	should	A/R	F&R	S		I
E.11	Evaluate the impact of the asset management plan and estate strategy	should	A/R	F&R	S		C

E.12	Manage Academy premises and ensure security	must	A		S		R
E.13	Manage service contracts appropriately e.g. for cleaning and catering services	should	A		R		C
E.14	Ensure appropriate environmental standards are achieved across the Trust	should	A	F&R	R		S

<b>Information technology</b>							
Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
I.1	Review and update the Trust IT strategy, setting minimum requirements for digital systems including security and back-up	should	A		R		I
I.2	Approve Trust IT strategy	should	A/R		S		C
I.3	Procure and monitor IT services and software where these are used across the Trust	should	A		R		I
I.4	Provide and monitor delivery of core IT services to Academies as defined in the Trust IT Strategy	should	A		R		C
I.5	Evaluate and ensure cyber security and resilience for the Trust including auditing and penetration testing by external third parties	must	A	A&R	R		
I.6	Review, update and monitor the effectiveness for core Trust IT policies	should	A	A&R	R		
I.7	Approve Trust IT policies	should	A/R	A&R	S	I	I
I.8	Implement change to core IT systems in line with IT strategy and capital programme	should	A		R		
I.9	Monitor the implementation of Trust IT Strategy and report to the Trust Board	should	A		R	I	I
I.10	Make decisions on procurement of high-value contracts in line with agreed Finance delegation	should	A		R		
I.11	Plan, budget and procure IT equipment and services in line with Trust policies and procedures to ensure that resources are available for the ICT specific and wider curriculum	should	A	F&R	R		C
I.12	Maintain the IT incident plan including cyber	must	A				R
I.13	Monitor local IT incident plans	must	A		R		C

I.14	Monitor on-line safety and internet access and filtering procedures linked to safeguarding	must	A	SWG	R		R
I.15	Prepare, implement and monitor CCTV policy	should	A	A&R	R		C

## Risk management

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
R.1	Define Trust risk appetite and set risk tolerances	should		A&R	R		
R.2	Develop and implement risk management framework for the Trust	should		A&R	R		
R.3	Review and update Trust risk management policy and monitors implementation	should		A&R	R		
R.4	Approve risk management framework and policy and evaluate impact across Trust	should		A&R			
R.5	Manage strategic risks, maintain, regularly review and update Trust strategic risk register	must		A&R	R		
R.6	Report strategic risks to A&R on a regular basis	must		A&R	R		
R.7	Review risk register at least annually	must	A/R	A&R	S		
R.8	Manage risks at Academy level including maintenance and regular review of Academy risk register by SLT	should		A&R			R
R.9	Develop local risks assessments at Academy level	should		A&R	S		R
R.10	Oversee, review and approve audit reports	should		A&R	S		

## Health and safety

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
H.1	As a corporate body, serve as the employer under the Health and Safety at Work Act 1974	must	A/R				
H.2	Provide Health and Safety support and advice to Academies	should	A		R		

H.3	Ensure all staff have received sufficient training to meet statutory requirements	should	I	A&R	R		R
H.4	Ensure staff are fulfilling duties in a safe manner and that Academy campus is safe	should	I	A&R	R		R
H.5	Define Trust risk appetite with regard to health and safety compliance	must		A&R	S		
H.6	Review and update Trust health and safety policy and monitor implementation across the Trust	must		A&R	R		
H.7	Approve Trust Health and Safety policy and evaluate impact of policy across the Trust	must		A&R	S		
H.8	Ensure health and safety objectives met in line with strategy	should		A&R	S		
H.9	Ensure adequate resources are available to control risks	must		A&R	S		
H.10	Conduct annual health and safety audit and create plan to address actions required	should		A&R	R		
H.11	Review outcome of health and safety audit and approve action plan	should		A&R	S		
H.12	Ensure health and safety performance is measured and reported to the Trust Board	must		A&R	S		
H.13	Implement Trust health and safety policy and ensure statutory compliance in Academy	must		A&R	S		R
H.14	Ensure Academy building, premises and equipment are safe and regularly inspected	must		A&R	I		R
H.15	Chair local health and safety committees	should		A&R	I		R
H.16	Report to A&R on health and safety matters	must		A&R	R		R
H.17	Ensure accidents with Academy are reported internally and investigated and remedial action taken	must		A&R	I		R
H.18	Report any incident that falls under the RIDDOR regulations (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) to the HSE (Health and Safety Executive) within 10 days	must		A&R	R		R
H.19	Ensure appropriate evacuation procedures are in place and regular fire drills are held	must		A&R	S		R
H.20	Ensure all risk assessments are completed and reviewed and that safe systems of work are in place	must		A&R	S		R
H.21	Ensure Disaster Recovery and Critical Incident plan in place at each Academy in the Trust	must		A&R	R		S



## Data protection/General Data Protection Regulation (GDPR)

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
D.1	Accountable for Trust compliance with all data protection legislation	must	A	A&R			
D.2	Appoint and adequately resource a Trust Data Protection Officer (DPO)	must		A&R	R		
D.3	Ensure all staff have received sufficient GDPR training to meet statutory requirements	should		A&R	R		R
D.4	Review and update Trust data protection policies and monitor implementation across Trust	must		A&R	R		C
D.5	Approve Trust data protection policies and evaluate impact of policy across Trust	must		A&R	S		
D.6	Review and update data retention policy in line with statutory requirements and monitor implementation across Trust	must		A&R	R		C
D.7	Ensure Data Protection performance is measured and reported to the Trust Board	should		A&R	R		
D.8	Ensure Trust central team GDPR compliant	must		A&R	R		
D.9	Appoint Academy Data Protection Lead (DPL) and provide adequate resource and support to fulfil their role	should		A&R	S		R
D.10	Train Academy DPLs on policy and procedure	should		A&R	R		I
D.11	Audit academy GDPR compliant	should		A&R	R		
D.12	Produce annual GDPR report and provide to A&R	should		A&R	R		S
D.13	Decide response to data breaches including reporting to the Information Commissioner's Office (ICO)	must		A&R	R		R
D.14	Ensure Trust ICO notifications are accurate and up to date	must		A&R	R		
D.15	Update DPLs on ICO guidance and decisions	should		A&R	R		I
D.16	Implement Academy Data Protection policies and procedures and ensure compliance	must		A&R	S		R
D.17	Adopt the ICO's Freedom of Information model publication scheme and make it available on Academy website	must		A&R	S		R

D.18	Produce a 'Guide to Information Published' including schedule of fees charged for access to information and make it available on Academy website	must		A&R	S		R
D.19	Approve 'Guide to Information Published' for each Academy	must		A&R	R		S
D.20	Process FOI requests following statutory requirements	must		A&R	S		R
D.21	Report all non-routine. requests for information to the Trust DPO	should		A&R	I		R
D.22	Produce annual FOI report and provide to A&R	should		A&R	R		S

### Community engagement and stakeholder management

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
SM.1	Ensure provision of opportunities for parents, staff and students to engage with the Academy including undertaking annual satisfaction surveys	should	A		S	S	R
SM.2	Gather and share feedback from local community regarding Academy	should	A		I	R	I
SM.3	Ensure that Academy's profile is positive	should	A		R	S	R
SM.4	Build effective relationships with external stakeholders, including organisations and business that can add value to the Academy	should	A		S	S	R
SM.5	Maintain the Academy's public web presence including social media and school websites	should	A		S	I	R

### Complaints

Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
C.1	Create and update Trust wide complaints policy and monitor implementation across Trust	must	A	ALL	R	I	I
C.2	Approve Trust wide complaints policy and monitor frequency and nature of complaints across the Trust	must	A/R	ALL	S		
C.3	Implement Trust complaints policy and manage with complaints at stage 1 and 2	must	A		S	I	R
C.4	Provide regular reports to AQC on complaints received at the Academy	should	A			I	R

C.5	Monitor the frequency and nature of complaints received at the Academy	should	A		I	R	S
C.6	Receive 'Stage 2' complaints report (Chair)	must	A		I	R	
C.7	Consider 'Stage 3' complaints as part of complaints panel	must	A		I	R	
C.8	Manage complaints against Academy Principal in line with Trust complaints policy (CEO)	must	A		R	C	
C.9	Manage complaints against AQC Chair in line with Trust complaints policy (Chair of Trustees)	must	A/R		S		
C.10	Manage complaints against CEO or Trustee in line with Trust complaints policy (Chair)	must	A/R		I		
C.11	Consider complaints against CEO or Trustee as part of complaints panel	must	A/R		I		

Church of England Academies only							
Ref.	Function	must/should	T	SUB-COM	E	AQC	P/H
CE.1	Ensure that the Academy's Christian vision is rooted in theology and enable students, staff and the wider community to flourish	must	A		R	R	R
CE.2	Ensure that the curriculum reflects the Academy's theologically rooted Christian vision and is consistent with the faith and practice of the Church of England	must	A	E&S	R	S	R
CE.3	Ensure compliance with the SIAMS framework and prepare for inspection in order to achieve the top judgement	should	A	E&S	R	S	R
CE.4	Ensure all staff understand the requirements of the SIAMS framework and inspection process	should	A		S		R
CE.5	Support the Academy SLT to comply with SIAMS framework and fully engage with the inspection process, including meeting with inspectors in capacity as a member of the AQC	should	A	E&S	S	R	S
CE.6	Receive inspection reports and lessons learned as appropriate	should	A/R	E&S	R	I	R
CE.7	Share outcomes of SIAMS inspection with parents and wider Academy community	must	A	E&S	S	I	R
CE.8	Develop and maintain relationships with local churches and maintain an on-going dialogue the Diocese to enhance the Academy's ability to live out its Christian vision	should	A		R	R	R
CE.9	Appoint Diocesan representative (s) to AQCs in line with Articles of Association and Members Agreement	must	A/R		S	S	C

## Members RASCI

<b>Governance</b>			
<b>Ref.</b>	<b>Function</b>	<b>must/should</b>	<b>M</b>
G.1	Comply with Trust articles of association and funding agreement(s)	must	A
G.2	Appoint/remove Members ensuring process is compliant with all legal frameworks	must	A/R
G.3	Appoint/remove Trustees ensuring process is compliant with all legal frameworks	must	A
G.4	Appoint/remove Chair and Vice Chair of the Trust Board	must	A

<b>Vision, values and strategy of the Trust</b>			
<b>Ref.</b>	<b>Function</b>	<b>must/should</b>	<b>M</b>
V.1	Develop and propose the overall vision, values, strategy and long-term objectives for the Trust	must	A

<b>Workforce matters and people</b>			
<b>Ref.</b>	<b>Function</b>	<b>must/should</b>	<b>M</b>
W.11	Appoint, dismiss or suspend Trust CEO	must	A/R
W.12	Appoint, dismiss or suspend the Trust Executive Team	must	A

<b>Finance</b>			
<b>Ref.</b>	<b>Function</b>	<b>must/should</b>	<b>M</b>
F.35	Receive annual audited financial statements, auditor's management letter and annual internal scrutiny report	must	A
F.39	Appoint Trust external auditors	must	A

## Document Control Table

Document History			
Version	Date	Author	Note of Revisions
V1	May 2023	SJ Ashworth	RASCI Matrix approved by Trust Board
V2	June 2024	Lu Cross	Addition of Board Sub-committees and their responsibilities and review accountability of Board and Sub-committees.