



SCHEME OF DELEGATION MAY 2024

Leadership and Governance Structures

Scheme of Delegation Matrix

As a Multi Academy Trust (MAT), the Trust Board of Four Rivers Family of Schools is accountable, in law, for all major decisions concerning the academies and subsidiary companies.

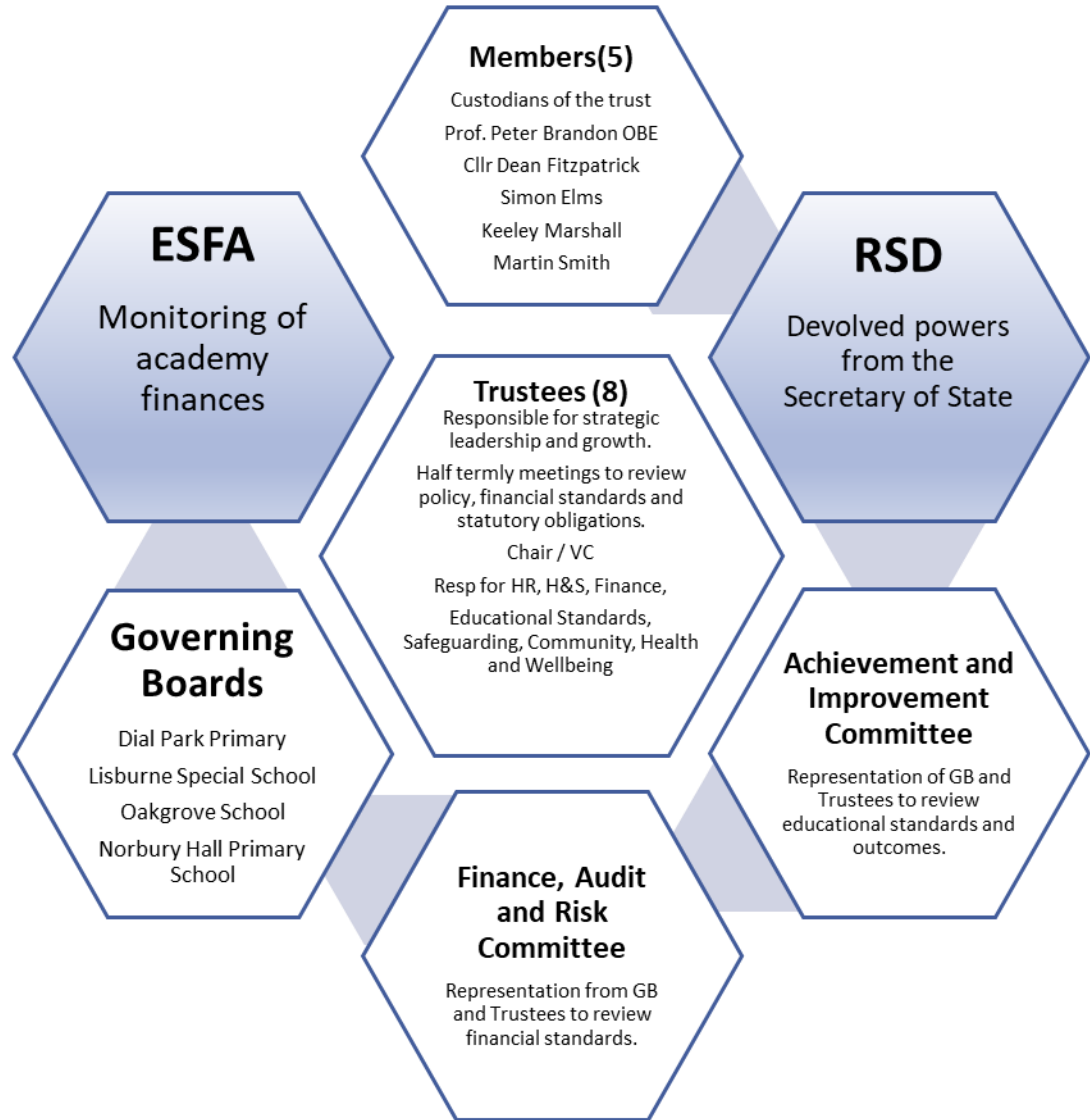
The Trust Board is not required to carry out all the Trust's governance functions and many can, and should, be delegated to the CEO & Executive Team, the Trust Board's Committees and the Academy Committees. The decision to delegate a function is made by the Trust Board. Without such delegation, the individual or Committee has no power to act.

The Scheme of Delegation (SoD) is the key document that defines lines of responsibility and accountability in a MAT to ensure that the Members, Trustees, Trust Board Committees, Academy Committees, Executive Leadership and Academy Headteachers understand their role and responsibilities.

This overarching SoD for decision making in the Trust should be referred to in conjunction with the written Scheme of Delegation of Financial powers referred to in the ESFA Academy Trust Handbook.



Governance Structure and Accountability



The Trust Board is responsible for the three core governance functions set out in the DfE's Governance Handbook:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff
- Overseeing the financial performance of the organisation and making sure its money is well spent



The Trust Board appoint the Chief Executive (CEO), to whom it delegates responsibility for delivery of the vision and strategy of the Trust. The CEO is held to account for the conduct, financial management and performance of the Trust and the academies within it.

The CEO manages the Trust Directors for Education, Finance, Estates, and HR carrying out their performance management and setting their targets.

The Trust Board has established Board Committees with delegated powers for Finance & Resources, Educational Outcomes and Strategy, Personnel and Audit & Risk Management.

At least three Trustees sit on each Board Committee. Committees have a clear Terms of Reference.

The Trust Board delegates some academy level monitoring and scrutinising functions to the Academy Committees (Local Governing Boards). These committees also promote stakeholder engagement as a point of consultation and representation. The Academy Committees have clear Terms of Reference detailing the committees' remit and meeting requirements each term.

Academy Committee Chairs are invited to meet with the Chair of Trustees and CEO each term.

Academy Headteachers are line managed by the Trust Education Directors reporting to the CEO.

The Members of the Trust are the guardians of the governance of the Trust and as such have a different status to Trustees. Their primary role is to hold the Trust Board to account.

Roles and Responsibilities

Members

The Members Board appoints Trustees to ensure that the Trust's objectives are carried out. They are able to remove Trustees if they fail to fulfil this responsibility. Members are responsible for approving any amendments made to the Trust's Articles of Association.

Four Rivers Family of Schools has five Members. There must be separation of powers between the Members and the Trust Board. Members are not permitted to be employees of the Academy Trust.



The DfE Governance Handbook states that each Trust determines how best to keep Members informed so they can be assured that the Board is exercising effective governance and leadership of their Trust.

Four Rivers Family of Schools holds a termly meeting between CEO and Members to keep Members informed and engaged.

Trustees – Members of the Trust Board

The Trustees are responsible for the general control and management of the administration of the Trust and, in accordance with the provisions set out in the Memorandum and Articles of Association, its Funding Agreement and the Academies Trust Handbook, they are legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust, and for the approval of a written Scheme of Delegation of financial powers that maintains robust internal control arrangements. The Trust Board is legally responsible and accountable to the Department for Education.

The Board of Trustees has the right to review and adapt its governance structure at any time.

Trust Board Committees

The Trustees establish Committees to carry out some of their governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees) and responsibilities of Board Committees are set out in each Committee's Terms of Reference. It is usual for the Trust Board to appoint Board Committee Chairs and Committee members according to their skills.



The Trust Board Committees are:

Finance, Audit & Risk Management Committee - The Finance, Audit and Risk Committee is responsible for financial oversight and scrutiny, ensuring that the Trust complies with its policies and procedures with a focus on financial planning, risks, reporting, and monitoring.

Achievement and Improvement Committee - The Achievement and Improvement Committee is responsible for the monitoring and scrutiny of educational standards and performance within the Trust.

Scheme of Delegation Matrix

To support the matrix, we use the following terms.

- **Approve** – the individual/group that has the legal or delegated authority to approve the relevant procedure or policy.
- **Accountable** – the individual/group with accountability for ensuring the particular task is completed and approved by Trustees with regular reviews as appropriate.
- **Responsible** – the individual/group with responsibility for undertaking the particular delegated task to them and reporting on its progress and delivery at agreed intervals.
- **Consult** – the individual/group that should be consulted for views as part of the process of completing a particular task.
- **Support and challenge** – the individual/group that offers support or challenge to a process, procedure, or provision.

1. Corporate Governance	Members	Trustees	LGB	CEO	Headteachers
Appointment of Members – ensuring processes in place for appointment of Members that have the relevant skills and expertise.	Approve			Consult	
Appointment of Trustees – ensuring processes in place for appointment of Trustees that have the relevant skills and expertise.	Approve			Consult	



Removal of Members	Approve			Consult	
Removal of Trustees	Approve			Consult	
Approval of the Trust governance framework , including amendments to Articles of Association.	Approve	Accountable		Responsible	
Major changes to the Trust's legal structure or leadership and control structure.	Approve	Accountable		Responsible	
Changes to the structure, size, and composition of the Trust Board.	Approve	Accountable and responsible		Support and challenge	
Undertaking reviews of Board performance and that of individual Trustees and sub-committees in line with the Academies Financial Handbook and Trustee Code of Conduct.	Approve	Accountable and responsible		Support and challenge	
Report - to the Trust Board on the performance of Local Governing Bodies.		Approve	Support and challenge	Accountable	Responsible
Review – annually the size, structure and composition of Local Governing Bodies		Approve		Accountable	Responsible
Register of Pecuniary and other Interests.		Accountable		Responsible	Responsible at school level

Electing and removing Chair of Members.	Accountable and responsible			Support and challenge	
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Electing and removing Chair of Trust Board.		Accountable and responsible		Support and challenge	
Electing and removing Vice Chair of Trust Board.		Accountable and responsible		Support and challenge	
Election of other Board positions i.e. Safeguarding lead, inclusion lead etc.		Accountable and responsible		Support and challenge	
Electing and removing Chairs of Trust committees.		Accountable and responsible		Support and challenge	
Appointment/removal of Chair of Local Governing Body.		Approve	Consult	Accountable and responsible	Consult
Appointment/removal of Local Governing Body Leads i.e. Safeguarding lead etc			Accountable and Responsible		
Appointment/removal of Clerk to the Trust Board.		Accountable and responsible		Support and challenge	
Appointment/removal of Clerk to Local Governing Body			Accountable and responsible	Consult	
Maintain Single Central Register in line with KCSIE 2023		Accountable		Responsible	Responsible at school level
Produce Annual Report on performance of Trust.		Accountable and responsible		Support and challenge	
Sign off of Annual Report	Approve				

1. Strategy and Leadership	Members	Trustees	LGB	CEO	Headteachers
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Set strategic Trust objectives and long-term strategy . Ensure the Trust's strategic development plan is robust, accountable and promotes outstanding teaching and learning		Approve	Consult	Accountable and Responsible	Support and Challenge
To ensure that each school maintains its own ethos linked to that of the MAT and doesn't lose its sense of identity - this is to be done through the school.		Support and Challenge	Accountable	Support and Challenge	Responsible
Promote collaboration within the Trust. Identify and support the development of strategic external partnerships that support the vision of the Trust.		Accountable	Consult	Responsible	Responsible at school level
Develop the character, vision, values and culture of the Trust and its schools.		Accountable	Support and Challenge	Responsible	Responsible at school level
Produce, monitor, and evaluate Trust Strategic Development plan		Accountable		Responsible	Support and Challenge
Risk management - consider strategic threats and opportunities in relation to schools, assessing the impact on premises, curriculum, resources, and admissions. No expansion or contraction of any school will be permitted without the Trust Board's full consent.		Accountable	Consult	Responsible	Responsible at school level
Risk management - consider the strategic threats and opportunities in relation to schools, assessing the progress and improvement in relation to safeguarding, stakeholder engagement and standards.		Accountable	Consult	Responsible	Responsible at school level



Scrutiny: Performance – review and challenge progress of the Trust and its schools against strategic objectives, KPIs and national benchmarking data		Accountable	Support and Challenge	Responsible	Responsible at school level
Scrutiny: Values – operation of the Trust and its schools against the agreed character, mission, values, beliefs, behaviours, principles and culture.		Accountable	Consult	Responsible	Responsible at school level
Compliance: Funding Agreement – comply with all statutory and mandatory obligations i.e. the Academies Financial Handbook, ESFA, DfE.		Accountable		Responsible – CEO as Accounting Officer	Responsible at school level
Compliance: Regulatory – with all regulations affecting the Trust (company law, employment law and health and safety).		Accountable		Responsible – CEO as Accounting Officer	Responsible at school level
Compliance: Financial Oversight – ensure that there are appropriate internal financial controls so that there is regularity, probity, and value for money in relation to the management of public funds		Accountable		Responsible – CEO as Accounting Officer	Responsible at school level
Conflicts of Interest – put in place a procedure to deal with any conflicts of interest and connected party transactions.		Accountable		Responsible – CEO as Accounting Officer	Responsible at school level
Planning annual schedule of work for the Trust Board.		Accountable and Responsible		Support and Challenge	
Planning annual schedule of work for Board committees.		Accountable and Responsible		Support and Challenge	
Quality assuring the schedule of work for committees		Accountable and Responsible		Support and Challenge	



Setting the annual cycle of Local Governing Body meetings , the composition of the meeting agenda and approval of minutes.		Approve	Responsible	Consult	Accountable
Prepare and review Terms of Reference for Trust Committees and establish Governance Charter and Scheme of Delegation to be reviewed annually.		Accountable		Responsible	
Policies – adoption of Trust Policies e.g. admissions, DBS charging and remissions, health and safety, safeguarding and child protection.		Approve		Accountable and Responsible	Responsible at school level
Policies – review of Trust Policies e.g. admissions, DBS, charging and remissions, health, and safety, safeguarding and child protection.		Approve		Accountable and Responsible	Support and Challenge
Advice to the Board on DfE, ESFA, and Charities Commission statutory compliance regulations and guidance.				Accountable and Responsible	
Intervene in the management of a school where necessary.		Approve		Accountable and Responsible	
Annual Training programme for Trustees and Local Governing Body members.		Accountable	Consult	Responsible	Support and challenge
Assist with the promotion of a public face for the Trust with external partners and stakeholders.		Accountable	Consult	Responsible	Responsible at school level
Monitor and assess complaints coming into the Trust and support headteachers as appropriate.		Accountable	Consult	Responsible	Responsible at school level



Ensure that Trust and schools is compliant with all regulations re: the publishing of information and website content.				Accountable and Responsible	Responsible at school level
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2. School Improvement	Trustees	LGB	CEO	Headteachers
Development of the Trust's School Improvement Model	Approve		Accountable and Responsible	Support and challenge
Development of the Trust curriculum which meets the needs of all schools and has regard to: <ul style="list-style-type: none"> Any nationally recognised curriculum priorities and initiatives. The obligation to provide religious education, relationships education and physical education. Pupils with special educational needs. National testing and age-related expectations. Any teaching objectives and priorities adopted by the Trust Board for all schools. 	Approve		Accountable and Responsible	Responsible at school level
Quality of Teaching <ul style="list-style-type: none"> ensure appropriate levels of support, challenge, and intervention. 	Approve	Support and challenge	Accountable and Responsible	Responsible at school level
SEND <ul style="list-style-type: none"> ensure that the legal requirements for children with additional needs are met and that they are given appropriate support for learning. 	Approve	Support and challenge	Accountable and Responsible	Responsible at school level
Pupil Premium <ul style="list-style-type: none"> review and challenge the value for money of pupil premium spend in impact terms i.e. improved educational outcomes and narrowed achievement gaps. Ensure Pupil Premium information is up-to-date on school websites. 	Approve	Support and challenge	Accountable and Responsible	Accountable and Responsible at school level



Safeguarding KCSIE Leadership and accountability for ensuring compliance with statutory safeguarding children requirements.	Approve	Responsible at school level	Accountable and Responsible	Accountable and Responsible at school level
Safeguarding and child protection (PREVENT) <ul style="list-style-type: none"> ensure all schools have appointed Designated Safeguarding Leads, ensure compliance with statutory guidance and maintenance of single central record. 	Approve	Responsible at school level	Accountable and Responsible	Accountable and Responsible at school level
Produce Trust Annual Safeguarding Report.	Approve		Accountable and Responsible	Responsible at school level
Establish, monitor, and review Trust DBS Policy and procedures.	Approve		Accountable and Responsible	Responsible at school level
Parental and Stakeholder Engagement: <ul style="list-style-type: none"> Promote partnership working between parents/carers, and schools to influence high standards of attendance, behaviour and learning by pupils Undertake consultation with pupils, parents/carers and other stakeholders as part of a programme of regular self-evaluation to assess performance against stated vision, aims and objectives Ensure that feedback is used to improve practice and the quality of the overall pupil experience. 	Approve	Responsible	Accountable	Accountable and Responsible at school level
Admissions Policy. In line with LA Policy	Approve	Consult	Accountable and Responsible	Support and Challenge
Adopt a Trust wide Admissions Policy.			Accountable and Responsible	Accountable and Responsible at school level
Expansion or reduction of academy Published Admission Number	Approve		Accountable	Responsible
Change of Age range - ESFA approval required	Approve		Accountable	Responsible
Extension of Academy provision to include Nursery age children - ESFA approval required	Approve		Accountable	Responsible



Review – monitoring and evaluating performance of schools by: <ul style="list-style-type: none"> • review progress against agreed KPIs. • hold senior leaders to account for academic performance, quality of care and provision. • monitor the overall effectiveness and efficiency of leadership and management. • receive reports on the quality of teaching and learning and making recommendations to Trust Board. • analyse and respond to pupil and other performance data. 		Consult	Accountable and Responsible	Accountable and Responsible at school level
School improvement – analyse school improvement priorities, data, and information from individual schools. Provide challenge and support to school rapid action plans.		Consult	Accountable and Responsible	Accountable and Responsible at school level
Termly report to the Trust Board on school improvement and pupil performance.	Approve		Accountable and Responsible	Accountable at school level
Monitor and evaluate pupil behaviour, health and safety and wellbeing.		Consult	Accountable and Responsible	Accountable and Responsible at school level
Determine school hours, term dates and length of school day – setting the opening and closing times of schools	Approve	Consult	Accountable and Responsible	Support and Challenge
Ensure adherence to statutory guidance for those with legal responsibilities in relation to exclusions.	Accountable		Responsible	Accountable and Responsible at school level
Fixed Term Exclusions.				Accountable and Responsible
Permanent Exclusions.			Approve	Accountable and Responsible
Hear Exclusion Appeals.	Accountable	Responsible		
Ofsted Summary Evaluation Visit Outcome – Trust <ul style="list-style-type: none"> • Board chair will liaise with Ofsted where the Trust receives a summary evaluation visit • CEO will ensure Trust is prepared for visit and manage the process 	Support and Challenge	Consult	Accountable and Responsible	Responsible at school level



Ofsted Inspection Outcome – School <ul style="list-style-type: none"> Trust Executive Leadership Team will support headteachers for individual School inspections. 	Support and Challenge	Consult	Accountable	Accountable and Responsible at school level
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3. Pupils, Parents and Community	Trustees	LGB	CEO	Headteachers
Ensure that pupils and parents/carers have a voice in decisions that impact on them.	Accountable	Support and challenge	Responsible	Responsible at school level
LGBs at each school to ensure that they fully interact with the community and gain clear engagement.	Support and Challenge	Accountable and responsible	Support and Challenge	Responsible at school level
Responsibility for consultations and engagement with parents/carers and the wider community.	Accountable	Support and challenge	Responsible	Responsible at school level

4. Financial Management	Members	Trustees	LGB	CEO	Headteachers
Trust Annual Budget and Forecasts – formulate and set for the Trust.		Approve	Support and Challenge	Accountable and Responsible	Support and Challenge
Approve Annual Accounts.	Approve	Accountable		Responsible	
School Funding Model – agree and implement a funding model across the Trust.		Approve	Support and Challenge	Accountable and Responsible	Support and Challenge
Individual School Annual Budget Allocation – formulate and determine the proportion of the Trust overall budget to be delegated to each school (including uses of contingency funds / balances).		Approve	Support and Challenge	Accountable and Responsible	Support and Challenge
Trust Scheme of Delegation and Internal Financial Controls policy and procedures – establish policies to ensure compliance with the Trust’s financial reporting requirements and Academies Financial Handbook 2023.		Approve		Accountable and Responsible	



Ensure internal controls, audit and financial procedures are implemented effectively.		Support and Challenge		Accountable and Responsible	Accountable and Responsible at school level
Set Trust procurement policies and procedures i.e. for suppliers, auditors, HR, payroll providers and legal support in accordance with the Funding Agreement, Academies Financial Handbook 2023 and Trust's Procurement Policy.		Approve		Accountable and Responsible	Consult
Monitor and evaluate value for money at each Trust school.		Support and Challenge		Accountable and Responsible	Accountable and Responsible at school level
Maintain accurate, reconciled and up to date records to provide financial and statistical information .		Support and Challenge		Accountable and Responsible	Accountable and Responsible at school level
Establish and maintain asset registers in accordance with financial procedures.		Support and Challenge		Accountable and Responsible	Accountable and Responsible at school level
Ensure that any disposal of assets complies with the Trust's financial procedures and is reported to the Trust.		Approve		Accountable and Responsible	Accountable and Responsible at school level
Maintain a register of pecuniary and other interests of Members, Trustees, and staff.		Accountable		Responsible	Responsible at school level
Ensure appropriate insurance arrangements in accordance with the Academies Financial Handbook 2020 and Trust financial procedures		Accountable		Responsible	
Financial Reporting – monitor monthly budget and key performance indicator reports.		Accountable		Responsible	
Financial Reporting - review school specific funding and spend i.e Pupil / Sport Premium			Support and Challenge	Accountable	Responsible
Determine central services provided to schools by the Trust.		Approve		Accountable and Responsible	Support and Challenge



Oversee the effectiveness of services provided to the schools by the Trust.		Accountable		Responsible	Support and Challenge
Ensure writing off of debts complies with Trust's financial procedures and Academies Financial Handbook 2023.		Approve		Accountable and Responsible	
Bank Accounts – authorise the establishment of bank accounts and bank mandates in the name of the Trust.		Approve		Accountable and Responsible	
Compliance with VAT and CIT regulations.		Approve		Accountable and Responsible	

5. Operations	Trustees	LGB	CEO	Headteachers
Public Relations - oversee public relations activities to project the profile of the Trust and schools to the wider community.	Support and Challenge	Consult	Accountable and Responsible	Accountable and Responsible at school level
Approval of Trust communication strategy and plans in relation to matters of education, governance and/or reputational significance.	Approve		Accountable and Responsible	Support and Challenge
Trust website.	Approve		Accountable and Responsible	Support and Challenge
Individual school websites.		Consult	Accountable and Responsible	Accountable and Responsible at school level
Information Management – adopt and follow policies and procedures for information security and compliance with Freedom of Information (FOI) and Data protection Act (DPA) legislation and maintain accurate records.	Approve		Accountable and Responsible	Accountable and Responsible at school level
Understand GDPR compliance responsibilities and support the Data Protection Officer (DPO) with delivery.			Accountable and Responsible	Accountable and Responsible at school level
GDPR and information security staff training requirements.			Accountable and Responsible	Accountable and Responsible at school level



Document management policy and procedures.	Approve		Accountable and Responsible	Accountable and Responsible at school level
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6. Risk Management	Members	Trustees	LGB	CEO	Headteachers
Ensure appropriate risk management policies and risk register are in place and used effectively to monitor and mitigate risk.		Approve	Support and challenge	Accountable and Responsible	Accountable and Responsible at school level
Establish and maintain procedures for effective audit in accordance with legal and DfE requirements.		Approve		Accountable and Responsible	Accountable and Responsible at school level
Appointment of External Auditors .	Approve	Accountable		Responsible	
Appointment of Internal Auditors .		Approve		Accountable and Responsible	
Receipt of reports from external audit inspections - production of resulting Action Plan .		Approve		Accountable and Responsible	
Receipt of reports from internal audit. Ensure delivery of agreed actions.		Approve		Accountable and Responsible	Responsible at school level

7. Premises and Estates	Members	Trustees	LGB	CEO	Headteachers
Establish and implement a Buildings Maintenance Strategy .		Approve		Accountable and Responsible	Support and Challenge
Establish and implement Asset Strategy – determining use of school’s premises and managing risk.		Approve		Accountable and Responsible	Support and Challenge
Develop and implement Critical Incidents and Lockdown policy and procedures.		Approve	Support and Challenge	Accountable and Responsible	Accountable and responsible at school level



Acquire and dispose of Trust land .		Approve		Accountable and Responsible	Consult
Change use of Trust assets .		Approve		Accountable and Responsible	Consult
Effective Health and Safety Policy and procedures		Approve	Support and Challenge	Accountable and Responsible	Accountable and responsible at school level
Obtain insurance for land and Trust and school operations.		Approve		Accountable and Responsible	
Maintain school premises management documents e.g. asbestos, fire safety, statutory testing.		Approve		Accountable and Responsible	Accountable and responsible at school level
Approve school capital projects / building works		Approve		Consult	Consult
Lead and manage school capital projects / building works / maintenance.				Accountable and Responsible	Accountable and Responsible at school level
Effective school site security .				Accountable and Responsible	Accountable and Responsible at school level
Maintaining compliance with Health and Safety legislation .		Approve	Support and Challenge	Accountable and Responsible	Accountable and Responsible at school level
Management of Estate leases .		Approve		Accountable and Responsible	
Set and manage Estates financial budgets .		Approve		Accountable and Responsible	Support and Challenge
Applications for Condition Improvement Funds .		Approve		Accountable and Responsible	Consult
Completion of ESFA Asbestos Management Report .		Approve		Accountable and Responsible	Accountable and Responsible at school level



Completion of ESFA Land and Buildings Report.		Approve		Accountable and Responsible	
Site Health and Safety Reviews.		Approve	Support and Challenge	Accountable and Responsible	Accountable and Responsible at school level
Effective systems for managing Accidents and Incidents.		Approve		Accountable and Responsible	Accountable and Responsible at school level
Liaison with Health and Safety Executive (HSE)				Accountable and Responsible	
Monitoring of Statutory Compliance.		Accountable		Responsible	Responsible at school level
Procurement of sub-contractors.		Approve		Accountable and Responsible	Support and Challenge
Management of sub-contractors on school site.				Accountable and Responsible	Accountable and Responsible at school level
Procurement of cleaning materials.				Accountable and Responsible	Accountable and Responsible at school level
Management of cleaning supervisors and operatives.				Accountable and Responsible	Accountable and Responsible at school level

8. Staffing	Members	Trustees	LGB	CEO	Headteachers
Appointment, remuneration and dismissal of CEO.		Accountable and Responsible			
Performance management of CEO.		Accountable and Responsible			
Recruitment and appointment of substantive headteacher.		Approve	Support and Challenge	Accountable and Responsible	



Performance management of headteachers.		Approve	Support and Challenge	Accountable and Responsible	
Suspension/dismissal of headteacher.		Approve	Support and Challenge	Accountable and Responsible	
Recruitment and appointment of Trust Executive Leadership (other than CEO).		Approve		Accountable and Responsible	Consult
Performance management of Trust Executive Leadership (other than CEO).		Approve		Accountable and Responsible	
Suspension/dismissal Trust Executive Leadership (other than CEO).		Approve		Accountable and Responsible	
Appointment of school senior leadership team (excluding headteacher).		Approve	Support and Challenge	Accountable	Responsible
Appointment of school Staff (excluding headteacher and senior leadership team).			Support and Challenge	Support and Challenge	Accountable and Responsible
Suspension/dismissal of school staff (other than headteacher).		Approve	Support and Challenge	Support and Challenge	Accountable and Responsible
Secondment of Trust staff internally across the Trust.		Approve	Support and Challenge	Accountable and Responsible	Support and Challenge
Staffing structure (Teacher FTE) for each school.		Approve	Support and Challenge	Accountable and Responsible	Accountable and Responsible at school level
Trust Workforce Strategy i.e. retention, talent management, succession planning.		Approve	Support and Challenge	Accountable and Responsible	Support and Challenge
Restructure decisions i.e. redundancies and authorisation of redundancy / early retirement payments.		Approve	Consult	Accountable and Responsible	Responsible at school level
Approval of overall staffing structure for Trust.		Approve			



Effective Trust HR Policies and procedures.		Approve		Accountable and Responsible	Accountable and Responsible at school level
Review impact of all statutory HR policies across the Trust and schools.		Approve	Support and Challenge	Accountable and Responsible	Consult
Set Contractual Terms and Conditions of Employment and maintain Staff Handbook.		Approve	Support and Challenge	Accountable and Responsible	Consult
Set, monitor, and review Pay and Performance Management Policies .		Approve		Accountable and Responsible	Consult
Annual review of NJC recommendations and Teacher Pay Scales re: teachers' and support staff pay and conditions.		Approve		Accountable and Responsible	Accountable and Responsible at school level

