

| STRATEGY AND LEADERSHIP | | | | |
|---|--|---|--|---|
| | Trustees | CEO | LGB | Principal/Head |
| Set strategic objectives of the Trust & Academies | Determine – for the Trust & Academies | Develop – in the case of the Academies in consultation with LGB & Principal | Recommend – in the case of their Academy | Consult Deliver |
| Develop the character, mission & ethos of Trust & Academies | Determine – for the Trust Consult – for the Academies | Develop – for the Trust Consult – for the Academies | Deliver – for the Academies | Recommend – for the Academies |
| Deliver strategic objectives of the Trust & Academies | Review | Deliver | Review | Deliver |
| Scrutiny: Performance – review & challenge progress of the Trust against its strategic objectives and KPIs | Review – progress of the Trust & Academies | Report Review - reports from the LGBs/Principals | Review – progress of the Academy Report – progress to the CEO/MT Team & Board | Report – progress of the Academy to the LGB |
| Scrutiny: Ethos – operation of the Trust & Academies against the agreed character, mission & ethos | Review | Report | Review | Report |
| Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook | Review | Deliver | Comply | Comply |
| Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety) | Review | Deliver Report – to Board | Review | Deliver Report – to LGB & CEO/MT |

STRATEGY AND LEADERSHIP

| | Trustees | CEO | LGB | Principal/Head |
|--|--|---|--------------------------------|---|
| Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds | Determine – policies to ensure compliance Review | Deliver Report – to Board | Review | Deliver Report – to LGB & CEO/MT |
| Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions | Determine – policies to ensure compliance Deliver | | Deliver | |
| Trust Risk Register | Review delivery | Deliver – management of corporate risk register | Review - Academy risk register | Deliver – management of Academy risk register |
| Register of Interests | Deliver | | Deliver | |
| Prepare terms of reference for LGB's and Committees | Deliver Review - annually | Develop | Consult | |
| Training programme for trustees and governors | Deliver | Develop | Deliver | Consult |

EDUCATION AND CURRICULUM

| | Trustees | CEO | LGB | Principal/Head |
|--|---|--|---|--|
| Academy Development Plan - for each Academy in line with strategic aims of the Trust | Determine - the Academy Development Plan in consultation with the appropriate LGB | Deliver – drafting and agreeing the Academy Development Plan | Recommend – Academy Development Plan to the Board | Work with the CEO/MT in producing the Academy Development Plan Review – the Academy Development Plan |
| Key Performance Indicators – setting and reviewing performance of the Trust & the Academies | Determine – Trust wide and Academy KPIs Review – performance against KPIs | Consult – with the LGBs and propose KPIs to the Board Receive reports - from the LGBs and report performance of the LGBs against KPIs | Recommend – targets for performance of the Academy to the CEO/MT Review – performance of the Academy and report to the CEO/MT Deliver - holding leadership to account for delivery against KPIs | Recommend – targets for performance of the Academy to the LGB Deliver – performance of the Academy against KPIs Report – performance of the Academy to LGB |

| EDUCATION AND CURRICULUM | | | | |
|---|---|--|---|---|
| | Trustees | CEO | LGB | Principal/Head |
| Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes | Review - the work of the CEO/MT | Deliver - supporting the Academies and intervening where appropriate | Review - at the Academy (including systems for quality assurance) | Review – management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB |
| Curriculum – setting the curriculum for the Academies and reviewing its effectiveness | Determine - curriculum and standards Review – effectiveness of the curriculum across Trust | Deliver Recommend | Consult Review | Deliver |
| Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning. | | | Review | Deliver |
| Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap | Review | Report – to Board effectiveness of use of the Pupil Premium across Trust | Determine & Review – how Pupil Premium is spent at the Academy | Deliver Report – on effectiveness of use of the Pupil Premium |
| Collective worship arrangements for school without religious character | | | Review | Deliver |
| Set admissions policy | Deliver | Develop | | |
| Admission decisions | | | Deliver | Consult |

EDUCATION AND CURRICULUM

| | Trustees | CEO | LGB | Principal/Head |
|---|-----------------|-----------------|--|---|
| <p>Review – considering and evaluating performance of the Academies by:</p> <ul style="list-style-type: none"> ▪ reviewing progress against agreed KPIs ▪ holding each academy’s leadership to account for academic performance, quality of care and quality of provision ▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academies ▪ receiving reports on the quality of teaching and learning and making recommendations to the Board. | Review | Review | Deliver | Report |
| <p>Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.</p> | Review | Consult | Review | Deliver |
| <p>Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies’ strategic plans.</p> | Review | Consult | Review | Deliver |
| <p>Report – termly to Board on performance</p> | Review | Review | Deliver | Deliver |
| <p>Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)</p> | Review | Review delivery | <p>Receiving reports from the Principal</p> <p>Report any material issues to the Board and the CEO</p> | <p>Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies</p> <p>Report – to the LGB on any material issues</p> |

EDUCATION AND CURRICULUM

| | Trustees | CEO | LGB | Principal/Head |
|--|---------------------------------------|---------|--------------------------|----------------|
| Academy Hours – setting the opening and closing times for the Academies | Determine – in consultation with LGBs | | Consult – with the Board | Comply |
| Term Dates and length of school day | Determine – in consultation with LGBs | | Consult – with the Board | Comply |
| School lunch – ensure provided to appropriate nutritional standards | | | Review | Deliver |
| Provision of free school meals to those meeting criteria | | | Review | Deliver |
| Safeguarding – including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record. | Review | Review | Deliver | Deliver |
| Stakeholder Engagement – <ul style="list-style-type: none"> ▪ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students. ▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Academies to assess its performance against its stated aims and objectives. ▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience. | Review | Consult | Determine | Deliver |

EDUCATION AND CURRICULUM

| | Trustees | CEO | LGB | Principal/Head |
|--|-----------------|------------|------------|-----------------------|
| Ofsted Inspections Trust Support – <ul style="list-style-type: none"> ▪ Board will liaise with Ofsted where MAT is inspected or it will assist with an Academy inspection. ▪ CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review ▪ CEO will support LGBs and Principals/Headteachers for individual Academy inspections | Deliver | Deliver | Support | Support |
| Ofsted Inspections: Academies | Review | Support | Deliver | Deliver |

FINANCIAL

| | Trustees | CEO | LGB | Principal/Head |
|--|---|--|--|-----------------------|
| Appointment of the Accounting Officer & Chief Financial Officer | Deliver | Deliver – the Accounting Officer role | | |
| Recommend appointment of External Auditors to the Members | Deliver | | | |
| Appointment of the Internal Auditors | Deliver | | | |
| Approve Annual Accounts | Approve | Deliver – arrange for auditing and filing of annual report and accounts | Comply – by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts | |
| Scheme of Financial Delegation & Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements | Determine Comply | Review – compliance Report – any issues or non-compliance to the Board Comply | Review - compliance by the Academy Report – any issues or non-compliance to the CEO/MT Comply | Comply |
| Bank Accounts – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust | Determine | Recommend | | |
| Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to secure the Trust’s financial health in the short term and the long term | Determine – in consultation with the LGBs | Recommend a funding model to the Board for approval Review | Consult – with the Board Review - compliance with the overall financial plan for the Academy | Comply |

FINANCIAL

| | Trustees | CEO | LGB | Principal/Head |
|--|---|---|--|---|
| Trust Annual Budget – formulating and setting the Trust wide budget | Determine Approve – significant variances (as defined in the Scheme of Financial Delegation) | Deliver - preparation of Trust budget and present to the Board for approval Review – submission of Trust budget to the EFA | | |
| Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances) | Determine Approve – significant variances (as defined in the Scheme of Financial Delegation) | Deliver - preparation of Academy budgets in consultation with the LGBs and present to the Board for approval Review – submission of Academy budgets to the EFA | Consult - with CEO & CFO in respect of the Academy's requirements Comply Approve within permitted limits (as defined in the Scheme of Financial Delegation) any variances | Deliver – in consultation with CFO Comply |
| Expenditure and ensuring delivery of Annual Budgets | Review | Report – to the board any material issues with delivery against the Annual Budget by the Academies Receive reports – on matters of concern in connection with compliance with the Annual Budgets | Review Report - to the CEO/MT any issues with expenditure or compliance with the Annual Budgets by the Academy | Report – to the LGB any need for any matters of concern in respect of the Academy's annual budget |

FINANCIAL

| | Trustees | CEO | LGB | Principal/Head |
|--|----------------------------------|------------|------------|-----------------------|
| Reporting: financial reporting and KPIs | Determine Review | Deliver | Review | Deliver |
| Investments – agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation | Determine and review delivery | Deliver | | |

| HR AND OPERATIONS | | | | |
|---|--|--|---|--|
| | Trustees | CEO | LGB | Principal/Head |
| Appointing the CEO | Appoint | | | |
| Appointing the Principals at each Academy | Approve -in consultation with the CEO/ LGBs | Recommend – sit on appointment panel along with, Trustee & [two] representatives of the relevant LGB | Recommend – [two representatives] to sit on the appointment panel with the CEO & a Trustee | |
| Appointing of cross-Trust Staff (in line with recruitment policy) | Review | Appoint and report to the Board | | |
| Appointing Academy SLT (excluding Principal/Head) | | Consult | Appoint and report to the Board | Recommend |
| Appointing Academy Staff (excluding SLT & Principal/Head) | | | Appoint | Recommend |
| Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations | Determine Review | Comply | Review | Comply |
| Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust’s pay policy and all statutory regulations) | Review – in respect of CEO Receive reports – in respect of appraisal arrangements and outcomes Review – any appeals in respect of the Principals and cross academy staff | Review – in respect of Principals and cross Trust staff (and any appeals from Academy staff) Review - and Report – (annually) to the Board on appraisal arrangements and outcomes | Assure – in respect of performance management of Principal Review – any appeals respect of all other staff | Review – in respect of all other staff Report – annually to the CEO/MT on appraisal arrangements and outcomes |

| HR AND OPERATIONS | | | | |
|--|--|---|--|----------------|
| | Trustees | CEO | LGB | Principal/Head |
| Setting Terms and Conditions of Employment and Staff Handbook | Determine – and consider any proposals by LGBs to make amendments | Recommend | Consult - report to Board on any suggested changes to the Academy's terms and conditions | Comply |
| Dismissing CEO, Executive Head, Principals/Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies) | Determine in respect of: the CEO and Executive Head Headteachers Senior cross-Trust staff | Review and Recommend – in respect of Principals, Headteachers, cross academy staff and senior leadership teams of the Academies Report – any dismissals to the Board | Review – in respect of the Principal/ Headteacher of the Academy in consultation with the CEO and Executive Head | |
| Dismissing all other staff (in accordance with the Trust disciplinary and capability policies) | | Review Report – to the Board | Review (in consultation with the CEO) Report – to the CEO | Comply |
| Reviewing discipline and grievance policy | Review delivery | Recommend | Review - in line with Trust policy | |
| Setting trust wide procurement policies in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy | Determine | Deliver | Comply | Comply |

| HR AND OPERATIONS | | | | |
|--|---|--|---|---|
| | Trustees | CEO | LGB | Principal/Head |
| Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy | Determine | Review | Deliver – in accordance with Trust policy | Recommend |
| Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation | Deliver | Deliver | Review | Deliver |
| Determining and allocating central services provided to the Academies by the Trust | Determine (in consultation with the LGBs) | Deliver– on recommending the allocation of services to the Board | Consult | Consult |
| Overseeing the effectiveness of services provided centrally by the Trust | Review | Deliver and report to Board | Report – to the Board | |
| Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained | Determine – Trust wide policy | Recommend | Determine – academy plan in accordance with Trust policy Review delivery of academy plan | Deliver – in accordance with Academy policy |
| Acquiring and disposing of Trust land | Deliver | Recommend | | |
| Changing use of Assets | Deliver | | Recommend to the Board of any changes to fixed assets used by the Academy | |
| Arranging insurance for the Trust | Review | Deliver | | |

| HR AND OPERATIONS | | | | |
|---|-----------|---------------------------------|---------|----------------|
| | Trustees | CEO | LGB | Principal/Head |
| Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community | Review | Deliver – Trust wide activities | Comply | Comply |
| Information management – including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student) | Determine | Deliver | Comply | Comply |
| Academy Prospectus | | Review | Deliver | Recommend |
| Trust Prospectus and website | Review | Deliver | | |

Within SMLT, the Executive Principal is currently the CEO and Accounting Officer of the Trust. In this Scheme the phrases used above have the following meanings:

CEO: where a task is allocated to the CEO it will be actioned by the CEO through the Management Team

Chair: means the chair of the board of Trustees

Comply: the individual/group will follow agreed policies and procedures

Consult: the individual/group that should be consulted as part of the process of completing a particular task

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Principal/Head this will be at Academy level

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group

Management Team or MT: means the Trust's central senior management team

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of:

- the CEO they will be making recommendations to the Board and/or LGB (as appropriate)
- the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Principal/Head (as appropriate)
- the Principal/Head they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate)

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- the CEO they will be making reports to the Board and/or LGB (as appropriate)
- the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate)
- the Principal/Head they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate)

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of:

- the Board they will be reviewing the CEO and/or LGB (as appropriate)
- the CEO they will be reviewing the Principal/Head
- the LGB they will be reviewing the Principal/Head and his/her leadership team

Support: the individual/group that should support completing a particular task