Diocese of Norwich Education and Academies Trust

# DNEAT

# Scheme of Delegation

## September 2026

**This Scheme of Delegation** (which in this document is referred to as the "**Scheme**") is effective from 1 September 2026

1. **Definitions and Interpretations**

1.1 In this Scheme:

"**Academy**" has the meaning ascribed to it in clause 2.1;

"**Academy Trust Handbook**" means the DfE's financial handbook for academies in force from time to time;

"**Articles**" means the Articles of Association of the Trust;

"**Budget**" means the annual budget set by the Trustees in accordance with the Master Funding Agreement and/or the Relevant Funding Agreement;

"**DBE**" means the Diocesan Board of Education for the diocese within which the academy is situated;

"**Incumbent**" means Priest incumbent of the parish of or parishes or where necessary their representative;

"**LGC** " means the Local Governance Committee constituted by clause 4.4 of this Scheme and pursuant to Articles 100 - 104;

"**Headteacher**" means the headteacher or principal of the academy;

"**Secretary of State**" means the Secretary of State for Education and their successors

"**Trustees**" (Directors) as defined in the Articles.

Except as expressly provided in this Scheme, words and expressions not defined in this Scheme shall have the same meaning accorded to them in the Articles and the Relevant Funding Agreement entered into by the Trust.

1.2 Reference in this Scheme to clauses, paragraphs and annexes shall, unless otherwise stated, be to clauses, paragraphs and annexes of this Scheme.

1.3 In the event of conflict between any provision of this Scheme and the Articles, the Articles shall prevail.

2. **Introduction**

2.1 As a charity and company limited by guarantee, the Trust is governed by a board of Trustees who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust.

2.2 The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Trust and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. As the Trust is a Church of England Multi Academy Trust, designated as such, the Trustees are also accountable to the DBE under the provisions of the Diocesan Boards of Education Measure, and to the Trustees to ensure that the academies are conducted as Church of England schools.

2.3 In order to discharge these responsibilities, the Trustees may appoint people with appropriate skills and knowledge to serve on committees which have been established to assist with the good governance of the Trust in accordance with clause 4.4 of this Scheme and Articles 100 - 104.

2.4 This Scheme explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Trust, the respective roles and responsibilities of the Trustees and the members of the committees and the commitments to each other to ensure the success of the academies.

2.5 This Scheme has been put in place by the Trustees from the Effective Date in accordance with the provisions of the Company's Articles and it should be read in conjunction with those Articles as well as with:

(i) The Trustees' strategic plans and policies;
(ii) Any budget set; and
(iii) Any directions given or rules and regulations set by the Trustees.

2.6 References in this Scheme to numbered Articles shall be to the relevant provision of the Articles.

3. **Ethos and Mission Statement**

We have high ambition for all, and we truly value the wider educational experience.

We walk and talk our Christian values. We put people at the centre of the organisation and want to see them flourish and grow. Our schools are inclusive, welcoming those of all faiths and none.

4. **Trustees' Powers and Responsibilities**

4.1 The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of schools and in particular the academies as Church of England schools. This is both exercised through strategic planning and the setting of policy and is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees have the power to direct change where required.

4.2 The Trustees have a duty:
4.2.1 To comply with any lawful directions issued to the Trust;
4.2.2 To act in the fulfilment of the Trust's objects; and
4.2.3 To have regard to the advice of the DBE generally and in particular in respect of upholding the Trust's objects.

4.3 Trustees will have regard to the interests of the academies for which the Trust is responsible in deciding and implementing any policy or exercising any authority in respect of one academy.

4.4 Article 101 provides for the appointment by the Trustees of committees to whom the Trustees may delegate certain of the functions of the Trustees. In further recognition of the Trustees' power to delegate under Articles 102 and 105, and from the date of this Scheme, some responsibility for the academies from the Effective Date will be delegated to the committee established by this Scheme and which shall be known as the Local Governance Committee or LGC.

4.5 The constitution, membership and proceedings of the committees are determined by the Trustees. This Scheme expresses such matters as well as acknowledging any authority delegated to the committees in order to enable the committees to assist with the running of the Trust and fulfil the Trust's mission.

5. **General terms applying to all Committees**

5.1 **Membership**

The Trustees (all or any of them) shall be entitled to serve on any Committee and attend any meetings of the Committee(s). Any Trustee attending a meeting of a Committee shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered.

5.2 **Term of Office**

The term of office for any person serving on a Committee shall be four years or aligned to their appointment as a Trustee. Subject to remaining eligible to be a particular type of member on the committee, any person may be re-appointed to the committee.

5.3 **Resignation and Removal**

A person serving on a Committee shall cease to hold office if they resign their office by notice to the Board of Trustees.

Any person serving on a Committee shall cease to hold office if the Trustees decide to remove them. Persons may be removed by Trustees where there is evidence that the person is not carrying out their role effectively.

6. **The Education, Standards and Performance Committee**

6.1 **Members of the Education, Standards and Performance Committee**

The number of people who shall sit on Education, Standards and Performance Committee shall not be less than four trustees.

The membership of the Committee may include persons who are not Trustees of the Diocese of Norwich Education and Academies Trust (the Trust), provided that a majority of Committee members are Trustees.

7. **The Finance and Operations Committee**

7.1 **Members of the Finance and Operations Committee**

The number of people who shall sit on the Finance, Audit and Resources Committee shall not be less than three or more than five trustees.

The membership of the Committee may include persons who are not Trustees of the Diocese of Norwich Education and Academies Trust (the Trust), provided that a majority of Committee members are Trustees.

8. **The Audit, Governance and Risk Committee**

8.1 **Members of the Audit, Governance and Risk Committee**

The number of people who shall sit on the Audit, Governance and Risk Committee shall not be less than three or more than five trustees.

The membership of the Committee may include persons who are not Trustees of the Diocese of Norwich Education and Academies Trust (the Trust), provided that a majority of Committee members are Trustees.

9. **The People and Remuneration Committee**

9.1 **Members of the People and Remuneration Committee**

The number of people who shall sit on the People and Remuneration Committee shall not be less than three or more than five trustees.

The membership of the Committee may include persons who are not Trustees of the Diocese of Norwich Education and Academies Trust (the Trust), provided that a majority of Committee members are Trustees.

10. **The Local Governance Committee (LGC)**

10.1 **Members of the LGC**

Members of the LGC shall be known as governors. The number of people who shall sit on the LGC shall be not less than three and no more than thirteen but there must be a majority of Trust Appointed governors, unless otherwise determined by the Trustees.

The LGC shall have the following members (Appendix 2 shows the constitution of the LGC in detail).

Up to 7 governors, appointed be the Trust under clause 8.2.1;

1 staff governor, appointed under clause 8.2.2; in the case of a new federation, 2 staff governors from different academies may be appointed for one term of office following which it will revert to 1 staff governor across the federation
2 parent governors (or one from each academy if greater) elected or appointed under clause 8.2.5; and
The Headteacher, and
The Incumbent; "Incumbent" either the priest incumbent of the parish or parishes or such other person as the Incumbent shall nominate, and the Trustees shall appoint as under clause 8.2.1.

All persons appointed or elected to the LGC shall give a written undertaking to the Trustees to uphold the objects of the Trust.

10.2 **Appointment of members of the LGC**

*Trust Appointed governors*

The Trustees may appoint up to 7 persons to serve on the LGC with a minimum of 4 (including the appointment of the Incumbent) to represent the interests of the Foundation. The Trustees will have regard to nominations from the principal officiating ministers for the parishes in the area but shall not be bound by them.

*Staff governors*

The Trustees may appoint 1 person who is employed at the academy to serve on the LGC in the case of a single academy, or 1 person per academy employed by the academies for one term of office in the case of a federation through such process as they may determine, provided that the total number of such persons (including the Headteacher) does not exceed one third of the total number of persons on the LGC. The positions held by those employed at the academy (e.g. Teaching and non-teaching) may be taken into account when considering appointments.

In appointing persons to serve on the LGC who are employed at the academy the Trustees may invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the academy (excluding the Headteacher) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees.

*Ex officio governors*

The Headteacher and the Incumbent (if so appointed by the Trustees) shall both be treated for all purposes as being ex officio members of the LGC.

*Parent governors*

The parent governors of the LGC shall be elected by parents of registered pupils at the academy and they must be a parent, or person with day-to-day care responsibilities of a pupil at the academy at the time when they are elected.

The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors of the LGC, including any question of whether a person is a parent of a registered pupil at the Academy. Any election of persons who are to be the parent members of the LGC which is contested shall be held by secret ballot.

The arrangements made for the election of the parent governors of the LGC shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if they prefer, by having their ballot paper returned to the academy by a registered pupil at the academy.

Where a vacancy for a parent governor of the LGC is required to be filled by election, the academy shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the academy is informed of the vacancy and that it is required to be filled by election, informed that they are entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.

The number of parent governors of the LGC required shall be made up by persons appointed by the Trustees if the number of parents standing for election is less than the number of vacancies. In appointing a person to be a parent governor of the LGC, the Trustees shall appoint a person who is the parent of a registered pupil at the academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

10.3 **Term of office**

The term of office for any person serving on the LGC shall be 4 years, save that this time limit shall not apply to:
(i) the Headteacher who shall be treated for all purposes as being an ex officio governor of the LGC;
(ii) the Incumbent (if so appointed as a governor by the Trustees) who shall be treated for all purposes as being an ex officio member of the LGC.

10.4 **Resignation and Removal**

If any person who serves on the LGC in their capacity as an employee at the academy ceases to work at the academy, then they shall be deemed to have resigned and shall cease to serve on the LGC automatically on termination of their work at the academy.

Any or all persons serving on the LGC may be removed when it is deemed necessary for that LGC to be replaced by a Transition Board.

10.5 **Disqualification of members of the LGC**

No person shall be qualified to serve on the LGC unless they are aged 18 or over at the date of their election or appointment. No current pupil or student of the academy shall be entitled to serve on the LGC.

A person serving on the LGC shall cease to hold office if they become incapable by reason of illness or injury of managing or administering their own affairs.

A person serving on the LGC shall cease to hold office if they are absent without the consent of the Chair of the LGC from three consecutive full meetings of the LGC and the LGC resolves that their office be vacated.

A person shall be disqualified from serving on the LGC if:

Their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or

They are subject of a bankruptcy restrictions order or an interim order.

A person shall be disqualified from serving on the LGC at any time when they are subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).

A person serving on the LGC shall cease to hold office if they would cease to be a director by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

A person shall be disqualified from serving on the LGC if they have been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which they were responsible or to which they were privy, or which by their conduct contributed to or facilitated.

A person shall be disqualified from serving on the LGC where they have, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 (persons disqualified from being charity trustees or trustees of a charity) of the Charities Act 2011.

A person shall be disqualified from serving on the LGC if they have not provided to the Trustees a DBS certificate at an enhanced disclosure level. In the event that the certificate discloses any information which would in the opinion of either the chair or the Headteacher confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.

Where, by virtue of this Scheme, a person becomes disqualified from serving on the LGC; and they were, or was proposed, to so serve, they shall upon becoming so disqualified give written notice of that fact to the Trustees.

## 11. Delegated Powers

### 11.1 General Provisions

Subject to the provisions of:

(a) The Companies Act 2006;
(b) The Articles;
(c) The Academy Trust Handbook
(d) The strategic plan and policies of the Trustees of the Trust;
(e) Any Budget set by the Trustees; and
(f) Any directions given and rules and regulations set by the Trustees of the Trust,

The management of the business of the Trust shall otherwise be delegated by the Trustees to any of their committees in accordance with the terms of this Scheme.

No alteration of the Articles and no such direction shall invalidate any prior act of the committee which would have been valid if that alteration had not been made or that direction had not been given.

Except as provided for in this Scheme, the powers given by this Scheme shall not be limited by any special power given to the Trustees by the Articles or to the committee by this Scheme and a meeting of the committee at which a quorum is present may exercise all the powers so delegated.

Appendix 1 to this Scheme sets out the general principles and levels of delegation of responsibilities from the Trustees to committees, officers and Headteachers. Appendix 1 will be reviewed by the Trustees on an annual basis. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of those holding delegated powers.

In the exercise of its powers and functions, a committee shall consider any advice given by the Headteacher and any other executive officer as well as the Trustees.

### 11.2 Ethos and Values

Whilst all committees shall be responsible for ensuring that the Trust and academies are conducted in accordance with its ethos and values referred to in clause 3, the determination of the ethos and mission

statement shall be the responsibility of the Trustees.

At all times, the Trustees and the committees shall ensure that the Trust and academies are conducted in accordance with the object of the Trust, the terms of any trust governing the use of the land which is used for the purposes of an academy, and any agreement entered into with the Secretary of State for the funding of the academy.

11.3 **Powers**

*Contracts*

A committee, officer or Headteacher may have the power to enter into contracts on behalf of the Company in so far as they relate to the Company pursuant to this Scheme.

*Finance*

The Trustees delegate to the Headteacher the responsibility to plan, manage and expend such of the monies received under the Relevant Funding Agreement or otherwise for the purposes of the academy as may be determined each year by the Trustees in accordance with the Budget. All such activity must be in accordance with the Trust's Finance Policy and this Scheme of Delegation.

The accounts of the Trust shall be the responsibility of the Trustees.

The Trustees shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academy Trust Handbook as per clauses 67 and 67A of the Master Funding Agreement are observed at all times as well as any requirements and recommendations of the Trustees and the Secretary of State.

All committees shall adopt appropriate risk management strategies as directed by the Trustees and shall at all times adopt financial prudence in managing the financial affairs of the Trust in so far as these are responsibilities delegated to them pursuant to this Scheme, and in accordance with the Trust's Finance Policy.

11.4 **Premises**

Subject to and without prejudice to this scheme, the use of monies apportioned in the budget for the routine maintenance of the buildings and facilities used in respect of an academy will be the responsibility of the Headteacher, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Trustees (and/or any others) as owners of such buildings and facilities.

The Trustees may have regard to, but not be bound by, the views of committees and Headteachers in developing any mid to long term estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet their responsibility to ensure the buildings and facilities are maintained to a good standard.

The responsibility for any disposals or acquisitions of land owned by the Trust will be that of the Trustees.

Insuring the land and buildings used by the academy will be the responsibility of the Chief Operating Officer who will recover the cost from the budget delegated to the academy.

11.5 **Human Resources**

*Headteacher*

The Trustees shall appoint the Headteacher in accordance with the Articles. The Trustees may delegate such powers and functions as they consider are required by the Headteacher for the internal

organisation, management and control of the academy (including the implementation of all policies set by the Trustees for the direction of the teaching and curriculum at the academy). The LGC may be invited to take part in the selection and appointment process.

*Other Staff*

The Trustees shall delegate responsibility to the CEO for the appointment and contractual management and compliance of all other staff to be employed by the Trust, but they may delegate all or any of these powers to the officers or Headteachers as they may see fit.

In so far as there is delegation of powers, anyone exercising those powers shall:

- Comply with all policies dealing with staff issued by the Trustees from time to time;
- Take account of any pay terms set by the Trustees;
- Adopt any standard contracts or terms and conditions for the employment of staff issued by the Trustees; and
- Manage any claims and disputes with staff members having regard to any advice and recommendations given by the Trustees.
- The Trustees, subject to any delegation detailed in this scheme, shall carry out the performance management of all staff (including the Headteacher) and shall put in place procedures for the proper professional and personal development of staff.

11.6 **Curriculum and Standards**

In recognition of the Trustees' obligation to the Secretary of State to provide a broad and balanced curriculum, the Trustees shall be responsible for the setting and review of the curriculum but shall have regard to, but not be bound by, the views of any committees.

The Trustees shall be accountable for the standards achieved by the Trust and the pupils attending the academies but may have regard to, but not be bound by, the advice and recommendations of the committees, officers and/or headteachers.

Subject to the provisions of any statutory admissions code, the Trustees shall be responsible for the review from time to time of the academies' admissions policies. The Trustees shall be ultimately responsible for the setting and approval of the admissions policy and no change will be made to the admissions criteria without the written consent of the Trustees (having sought advice from the DBE).

Any decision to expand an academy shall be that of the Trustees (having sought advice from the DBE) who shall have regard to, but not be bound by, the views of the committees and/or headteachers.

11.7 **Extended School and Business Activities**

Whilst the undertaking of any activities which would be described as part of the academy's "extended schools agenda" or any activities designed to generate business income, shall be the responsibility of the Headteacher, this shall only be undertaken in a manner consistent with any policy set by the Trustees provided that:

(i) such policy is consonant with the ethos of the academy; and

(ii) the Headteacher shall have regard to the viability of such activities, the impact on the academy's activities and any financial implications, such as the threat of taxation in light of the Company's charitable objects and any threat to funding provided by the Secretary of State.

11.8 **Regulatory Matters**

The Trustees shall be responsible for the satisfaction and observance of all regulatory and legal matters, but a committee or officer shall do all such things as the Trustees may specify as being necessary to ensure that the Trust is meeting its legal obligations.

12. **Operational Matters**

The committees shall comply with the obligations set out in the Terms of Reference and Appendix 1 of this scheme which deal with the day-to-day operation of, and delegation of responsibilities to, the committees.

The committees will comply with all policies of the Trustees communicated to them from time to time.

The Trustees and all officers and any co-opted or other member of committees have a duty to act with integrity, objectivity and honesty in the best interests of the Trust and the academies and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.

The committees will review their policies and practices on a regular basis, having regard to recommendations made by the Trustees from time to time, in order to ensure that the governance of the Trust is best able to adapt to the changing political and legal environment.

Any committee or officer shall provide such data and information regarding the business of the Trust or its academies as the Trustees may require from time to time.

The LGC shall submit to any inspections by the Trustees, and any inspections pursuant to section 48 of the Education Act 2005 (Statutory Inspections of Anglican and Methodist Schools).

The committees shall work closely with and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either threatened or is carried out by the Secretary of State and the Trustees expressly reserve the unfettered right to review or remove any power or responsibility conferred on the committee under this Scheme in such circumstances.

13. **Annual Review and Termination**

This Scheme shall operate from the Effective Date in respect of the named Trust.

This Scheme may be terminated by the Trustees at any time by giving notice in writing to anyone with delegated powers therein. The termination will be immediate unless a future date is specified by the Trustees.

The Trustees will have the absolute discretion to review this Scheme at least on an annual basis and to alter any provisions of it.

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

**Appendix One**
**Scheme of Delegation Checklist**

It should be remembered that although decisions may be delegated the Trust as a whole remains accountable for any decision made under delegation.

This scheme will be reviewed at least annually and may be subject to more frequent review where there is cause for concern.

Responsibilities may be delegated differently based on the Trust risk rating process or where the Trust has identified areas of concern. Specific areas which may trigger the removal of a responsibility are shown overleaf.

| | | |
|---|---|---|
| Accountable | | The person/group who is ultimately accountable for the process or task being completed appropriately; responsible person(s) are accountable to this person/group and report to them.<br>Where the Board or CEO is accountable this is like to be to the Secretary Of State, where the HT or LGC is accountable this will usually be to the Trust executive. |
| Responsible | | The person who actually carries out the process or task assignment;<br>They are responsible for getting the job done.<br>The responsible person or body will report any material decisions to the accountable person or body; often the Board. |
| Consulted | | People who are not directly involved with carrying out the task, but who are consulted; may be a stakeholder or subject matter expert. |
| Supported | | The person or people supporting the responsible person to carry out the action or task. |

**Abbreviations**:

| | |
|---|---|
| CEO | Chief Executive Officer |
| DCEO | Deputy CEO |
| COO | Chief Operating Officer |
| AGEP | Academies Group Executive Principal |
| FOC | Finance and Operations Committee |
| AGRC | Audit, Governance and Risk Committee |
| ESPC | Education Standards and Performance Committee |
| PRC | People and Renumeration Committee |
| JPDC | Joint Policy Development Committee |
| LGC | Local Governance Committee |
| HT | Headteacher |
| HoE | Head of Estates |
| HoG | Head of Governance |
| HoF | Head of Finance |
| HoSg | Head of Safeguarding |
| HRD | Human Resources Director |

| **Triggers for removal of responsibilities** | |
|---|---|
| **Area of concern** | **Evidence base** |
| The current overall effectiveness | • An analysis of pupil outcomes using national data sets for the end of each key stage and the current assessment information held for all year groups by each academy.<br>• An analysis of attendance and exclusion rates using national and academy data sets. |
| The capacity of leadership to improve | • The validation of each academy's monitoring evidence by academy improvement team.<br>• Central team records of visit and review against agreed KPIs<br>• External scrutiny and reporting, for example DFE adviser, Ofsted SIAMS and other visit reports.<br>• Governance quality assurance.<br>• Website compliance checks.<br>• Safeguarding Peer Review outcomes.<br>• Observations of teaching and work scrutiny.<br>• Pupil/parent voice and parental complaints.<br>• Accuracy of assessment information and quality of analysis to identify essential priorities.<br>• Quality of self-evaluation and improvement planning. |
| Progress over time | • The number of years each academy has been part of the Trust.<br>• Account taken of the time remaining before inspection.<br>• Reviewed against strategy and Trust Change Plan |
| Finance | • Financial risk rating.<br>• Failure to comply with Trust policy, process or direction including in relation to budget setting. |
| Staffing | • Staff turbulence/attrition<br>• Interim Leadership.<br>• Absence data.<br>• Grievance data.<br>• Survey outcomes |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Admissions** | | | | | | | | | | | |
| 1 | Review and approve an Admissions Policy | C | A | R | | | | S | | | HoG |
| 2 | Consider admissions application decisions and appeals | | A | S | | S | | | | R | HT is supported by AGEP and CEO |
| 3 | Appeal against LA directions to admit pupil(s) | | A | S | S | S | | | | R | HT is supported by AGEP and CEO |
| **Central Services** | | | | | | | | | | | |
| 4 | Determine the scope of mandatory core services to be delivered by the Trust on behalf of its Academies | | C | A,R | S | | R | | | | |
| 5 | Identify those additional services to be procured on behalf of individual academies | | | A | | | R | | | | |
| 6 | Ensure centrally procured services provide value for money | | A | A | | | R | S | | | FOC<br>HoF |
| **Collective Worship** | | | | | | | | | | | |
| 7 | Review and approve a Collective Worship Policy | C | A | R | S | | | | | | ESPC |
| 8 | Ensure that all pupils take part in a daily act of collective worship | | A | R | S | | | | R | R | ESPC |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Curriculum** | | | | | | | | | | | |
| 9 | Develop and review the individual academy curriculum and planning policy | | A | R | S | S | | | | R | ESPC |
| 10 | Implement the curriculum and planning policy | | | | S | S | | | | A, R | |
| 11 | Be responsible and accountable for standards of teaching | | | | S | S | | | | A, R | |
| 12 | Hold the Headteachers to account for standards of teaching | | A | R | S | C | | | | | ESPC |
| 13 | Be responsible and accountable for any individual child's education | | | | S | S | | | | A, R | |
| 14 | Hold the Headteachers to account for any individual child's education | | | A | S | R | | | | | |
| 15 | Review and approve the Trust's model policy for Relationships, Sex and Health Education (RSHE) | C | A | R | S | | | | | | ESPC<br>C – Diocese model policy |
| **Equality and Diversity** | | | | | | | | | | | |
| 16 | Review and approve an equality and diversity policy | | A | R | S | | | S | | | PRC<br>HRD |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 17 | Ensure that the equality and diversity policy is implemented, monitored and evaluated | | A | R – at Trust Level | S | | | S | | R– at school Level | PRC<br>HRD |
| 18 | Ensure that the Trust complies with its duties with regards to equality and diversity | | A | R | S | | | S | | R | HRD |
| **Christian Ethos and Distinctiveness** | | | | | | | | | | | |
| 19 | Establishing the Trust's Christian vision | S | A | R | S | S | | | | | |
| 20 | Promoting the Trust's Christian vision | A | R | R | R | R | R | R | R | R | |
| 21 | Establishing and promoting the academy's Christian vision within the vision of the Trust | | | | | | | | A | R | |
| 22 | Hold the Headteacher to account for the overall pupil experience at the school, through the lens of the school's vision and values | | | S | S | S | | | A,R | | |
| 23 | Monitoring spiritual development in accordance with the requirements of the SIAMS inspection schedule | | A | R | | S | | | A | R | ESPC |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 24 | Developing and sustaining the religious character of the academy | | | | | | | | A | R | |
| 25 | Promoting the academy and DNEAT in the wider community | R | A | R | R | R | R | R | R | R | |
| 26 | Ensure provision of Religious Education in line with the Trust's Religious Education Policy. | | | | | S | | | A | R | |
| 27 | Review and approve a Religious Education Policy | | A | R | S | | | | | | ESPC |
| 28 | Approve the RE Curriculum | | | | S | | | | A | R | |
| 29 | Monitor the impact of the RE Curriculum in former VC schools | | A | | S | R | | | R | | AIRs and ESPC |
| **Extended Schools** | | | | | | | | | | | |
| 30 | Decide to offer additional activities and what form these should take | | | | | | | | | A,R | |
| 31 | Put into place the additional services provided | | | | | | | | | A,R | |
| 32 | Ensure delivery of services provided | | | | | | | | | A,R | |
| 33 | Cease providing extended school provision | | | | | | | | | A,R | |
| **Finance and Budgets – full table of financial authorisation in the Trust Finance Policy** | | | | | | | | | | | |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 34 | Develop and approve a Finance Policy | | A | R | | | S | R | | | FOC<br>HoF |
| 35 | Approve the Trust budget and 3-year plan annually | | A | R | | | C | S | | | FOC to recommend to the full Board<br>HoF |
| 36 | Authorise variations to budgets heads over £50,000 | | A | R | | | R | S | | | FOC<br>HoF |
| 37 | Authorise variations to budgets heads £10,000 to £50,000 | | A | R | | | R | S | | C | FOC<br>HoF |
| 38 | Authorise variations to budgets heads up to £10,000 | | A | R | | | S | S | | R | FOC<br>HoF |
| 39 | Determine the proportion of the overall budget to be delegated to individual academies | | A | R | | | C | S | | | FOC<br>HoF |
| 40 | Develop the academy budget and propose to the Trust Financial Controller | | | | | | C | S | | A, R | HoF |
| 41 | Monitor academy expenditure against budget on a regular basis | | | A | S | S | | | | R | |
| 42 | Seek authorisation for budget overspends from the Trust | | | A | | S | C | S | | R | HoF |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 43 | Establish financial decision levels and limits in accordance with the Scheme of Delegation and the Trust Finance Policy | | A | R | | | R | | | | FOC |
| 44 | Review and approve a charging and remissions policy | | A | R | | | | S | | | FOC<br>HoF |
| 45 | Implement the Trust's Charges and Remissions Policy for activities at the academy | | | A | | | | | | R | |
| 46 | Appoint the Accounting Officer | C | A, R | | | | | | | | |
| 47 | Enter into contracts of less than one year and less than £100,000 total value | | | A,R | | | R | | | C | |
| 48 | Approve contracts of more than one year up to £100,000 total value | | | A,R | | | R | | | C | |
| 49 | Approve contracts of more than £100,000 total value | | A,R | C | | | C | | | | FOC |
| 50 | Receive annual accounts | A | R | R | | | S | S | | | HoF |
| 51 | Approve annual accounts | A | R | R | | | S | S | | | HoF |
| **Governance** | | | | | | | | | | | |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52 | Draw up governing structures and documents and any amendments thereafter | | A | S | | | | R | | | HoG |
| 53 | Agree proposed amendments to the Articles of Association | C | A | R | | | | | | | |
| 54 | Approve amended Articles of Association, once consent has been obtained from DfE (and Charity Commission, if required) | A | R | R | | | | | | | |
| 55 | Make changes to Funding Agreement or name of Trust | A | R | R | | | | | | | |
| 56 | Ensure clear structures and systems are in place to manage public funds in line with the Nolan Principles and to protect the reputation of the Trust and academies within the Trust | A - at Trust level | A - Trust and academy level | R | | | R | S | R - at academy level | R - at academy level | Nolan Principles / Code of Conduct – LGC / Board<br>AGRC<br>HoG |
| 57 | Maintain clear Trust Business Continuity Planning | | A | R | | | | S | | | AGRC/FOC<br>HoG |
| 58 | Ensure that Academies have clear Business Continuity Planning in place | | A | R | | S | | S | | R | AGRC<br>HoG |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 59 | Maintain clear Academy Business Continuity Planning in line with Trust requirements | | | A | S | S | S | S | | R | HoG |
| 60 | Appoint and remove Trustees in accordance with the Articles of Association | A | R | | | | | S | | | HoG |
| 61 | Maintain a register of Trustees' Pecuniary and Personal Interests | | A/R | | | | | S | | | HoG |
| 62 | Assign Trustees for Safeguarding, Careers, SEND, Whistleblowing and Estates Management | | A / R | | | | | S | | | HoG |
| 63 | Appoint and remove the Trust's external auditors | A | R | C | | | C | | | | |
| 64 | Appoint and remove the chair of the LGC | | A | | | | | R | C | C | AGRC<br>HoG |
| 65 | Approve appointment and dismissal of the clerk to the LGC where they are directly engaged by the school | | A | | | | | R | C | C | AGRC<br>HoG |
| 66 | Hold an LGC or Transition Board meeting in line with the Trust's Governance Framework and schedule of business | | | | | | | | A | R | |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 67 | Appoint and remove LGC members | | A | | | | | R | C | C | HoG Committee Chairs and Chair of Trust Board |
| 68 | Maintain a Register of LGC Governors' Pecuniary and Personal Interests | | | | | | | | A, R | | Local Governance Professional |
| 69 | Approve and set up a Governors/Trustees' Allowances Scheme | | | A | | | | R | | | HoG |
| 70 | Appoint a link governor to discharge duties in respect of Safeguarding, SEND, (careers in secondary). | | | | | | | | A, R | R | |
| 71 | Ensure proper election processes are followed for staff and parent representatives on the LGC | | | | | | | | A, R | R | |
| 72 | Regulate the LGC procedures (where not set out in law) | | A | | | | | R | | | AGRC<br>HoG |
| 73 | Determine the development needs of governors and put in place an appropriate programme based upon a skills audit | | | | | | | | A, R | | |
| 74 | Approve the formation of joint LGCs (under executive headship or not) | | A | R | | | | S | C | C | AGRC<br>HoG |
| **Health and Safety** | | | | | | | | | | | |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 75 | Develop, review and approve a Health & Safety Policy and framework. | | A | R | | | C | S | | | JPDC<br>HoE |
| 76 | Monitor the Trust health and safety policy in line with the policy framework | | | A | | | | R | | R | HoE |
| 77 | Ensure that health and safety regulations are followed | | A | R | | | | S | | R | FOC<br>HoE |
| **HR** | | | | | | | | | | | |
| 78 | Appoint or dismiss the Chief Executive Officer | C | A, R | | | | | | | | |
| 79 | Appoint or dismiss the Trust senior team | | A, R | R | C | | | | | | |
| 80 | Appoint or dismiss other Trust central team members | | | A,R | S | | R | | | | |
| 81 | Appoint or dismiss Headteachers | | A | R | S | | | S | | | HRD<br>LGC may be invited to contribute |
| 82 | Appoint or dismiss Deputy Headteachers | | | A | S | | | S | | R | HRD<br>LGC may be invited to contribute |
| 83 | Appoint or dismiss other teachers | | | A | S | | | S | | R | HRD<br>LGC may be invited to contribute |
| 84 | Appoint or dismiss non-teaching staff in Academies | | | A,R | S | | C | S | | R | HRD<br>LGC may be invited to contribute |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 85 | Plans for staffing restructures | | A | R | | S | C | C | | R | HRD/HoF<br>PRC |
| 86 | Plans for redundancies | | A | R | | | C | C | | C | HRD/HoF<br>PRC |
| 87 | Settlement agreements of any value | | A | R | | | S | S | | C | HRD |
| 88 | Special severance payments, for example compromise agreements in excess of contractual commitments | | | A,R | | | R | S | | C | HRD<br>Prior approval from DfE/HM Treasury |
| 89 | Review and approve a pay policy and other HR policies and procedures | | A | R | | | C | S | | | PRC<br>HRD |
| 90 | Implement the Pay Policy and procedures in line with agreed budget | | A | R | | | | S | | R | HRD |
| 91 | Approve pay discretions in accordance with the agreed Pay Policy | | | A,R | | | R | S | | C | HRD |
| 92 | Implement the performance management policy in academies excluding the Headteacher | | | | | | | S | | A, R | HRD |
| 93 | Lead and implement the Headteacher's and central staff team's performance management (including setting pay) | | A | S | S | R | | S | | | PRC<br>HRD |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 94 | Review and approve annually the performance management policy | | A | R | | | | S | | | PRC<br>HRD |
| 95 | Promoting well-being and good morale | | A | R | R | R | R | R | R | R | PRC |
| **Information for Parents** | | | | | | | | | | | |
| 96 | Ensure that information for prospective and existing parents is available online or paper-based if required | | | | | | | | | A, R | |
| 97 | Appoint members of a panel to consider parental complaints | | A | | | | | S | R | | AGRC<br>HoG |
| 98 | Ensure provision of free school meals to those pupils meeting the criteria | | | | | | | | | A, R | |
| 99 | Ensure statutory information regarding SEND (including annual SEND Information Report) is published on the academy website | | A | | | | | | R | R | ESPC |
| **Monitoring and Evaluation** | | | | | | | | | | | |
| 100 | Ensure all academies are conversant with Ofsted and SIAMS inspection frameworks and prepared for inspection | | A | R | C | | | | | | ESPC |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 101 | Carry out an annual self-review of Trust board and committee performance | | A | R | | | | | | | |
| 102 | Carry out annual self-assessment of the LGC and report to Trust Board | | | | | | | S | A,R | | HoG |
| 103 | Carry out succession planning of Trustees/Governors based on skill-set review | | A – at Trust level | C | | | | S | A - at academy level | C | Chairs HoG |
| **Estates Management** | | | | | | | | | | | |
| 104 | Devise the Estates Management Strategy | | A | R | | | S | S | | C | HoE |
| 105 | Approve the Estates Management Strategy | | A,R | S | | | | S | | | HoE |
| 106 | Implement and monitor the Estates Management Strategy | | A | R | | | C | S | | R | HoE |
| 107 | To review arrangements for buildings insurance and employers' and personal liability (currently through the RPA scheme) | | A | | | | R | | | | FOC |
| 108 | To review arrangements for Vehicle, Equipment, Sickness and Maternity Cover and any other insurance not included in RPA | | | A | | | R | S | | R | HRD/HoE |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 109 | To develop and update academy premises development and maintenance plan | | | A | | | C | S | | R | HoE |
| 110 | Approve capital development plans up to £100,000 | | A,C | R | | | C | S | | C | FOC<br>HoE |
| 111 | Approve capital development plans over £100,000 | | A,C | R | | | C | S | | C | FOC<br>HoE |
| 112 | To maintain site and buildings, in line with maintenance and premises development plans, including carrying out relevant checks | | | C | | | | S | | A,R | HoE |
| **Policies and Compliance** | | | | | | | | | | | |
| 113 | Determine, on an annual basis, those policies which will be developed by the Trust and are mandatory for all Trust academies | | A | R | S | | | S | | | AGRC<br>HoG |
| 114 | Determine, on an annual basis, those policies which will be developed, reviewed and approved by the Joint Policy Development Committee (JPDC) or Trust Executive | | A | R | | | | S | | | AGRC<br>HoG |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 115 | Monitor the implementation of Trust policies | | | A | | S | | | | R | |
| 116 | Approve, implement and monitor all academy policies | | | A | S | S | | | | R | |
| 117 | Ensure Trust website is compliant with legislative requirements | | A | R | | S | | S | | | AGRC<br>HoG |
| 118 | Ensure the academy website is compliant with legislative requirements | | | A | | S | | S | R | R | HoG |
| 119 | Produce and monitor a Trust Risk Register | | A | R | | | S | S | | | All service areas |
| **Safeguarding** | | | | | | | | | | | |
| 120 | Review and approve a safeguarding policy | | A | R | | | | C | | | JPDC<br>HoSg<br>AIRs, ESPC |
| 121 | Ensure compliance with the Trust Safeguarding Policies and Procedures | | A | A | S | S | | S | S | R | HoSg<br>AIRs, ESPC |
| 122 | Ensure that the safeguarding policy is implemented, monitored and evaluated | | A | A | S | S | | S | S | R | ESPC<br>HoSg |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 123 | Monitor adherence with Safeguarding policy and procedures | | A | R | S | S | | S | S | | AIRs, ESPC<br>HoSg<br>LGC/Sg Gov<br>Monitoring |
| 124 | Ensure that the academy Single Central Record is checked half termly | | A | | | S | | S | S | R | HoSg<br>LGC Monitoring |
| 125 | Ensure that Safeguarding incident patterns are recorded, acted on and reported as required | | A | R | S | R | | S | | R | HoSg<br>ARMs, S&PC |
| 126 | Ensure that Safeguarding concerns are recorded, acted on and reported as required | | A | R | S | R | | S | | R | HoSg<br>ARMs, S&PC |
| 127 | Ensure that safeguarding training for staff is planned and compliance is checked | | | A | S | S | | S | | R | HoSg |
| 128 | Collect and report on pupil voice with regards to safeguarding as a lived experience, in the curriculum and in the school's ethos. | | | | | | | S | R | A | HoSg<br>HoG<br>LGC Monitoring |
| **School Organisation** | | | | | | | | | | | |
| 129 | Publish proposals to change category of school | | A | R | S | | | | | | |
| 130 | Approve changes to the times of the school day | | A | R | | | | | | | |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 131 | Set the times of school sessions and extended activities | | | A | | S | | | | R | |
| 132 | Approve the dates of school terms, holidays and Trust-wide CPD days | | A | R | S | | | | | | |
| 133 | Ensure that the school meets for 380 sessions in a school year | | A | R | S | | | | | R | |
| 134 | Determine a strategy and matrices to measure the continued viability of small schools | | A | R | S | S | S | | | C | |
| 135 | Propose potential school closures | | A | R | S | S | C | | | C | Seek DBE advice |
| 136 | Agree potential school closures | | A,R | R | | S | C | | | C | Seek DBE advice |
| **Standards and Behaviour** | | | | | | | | | | | |
| 137 | Propose targets for pupil achievement | | | A | C | S | | | | R | |
| 138 | Approve targets for pupil achievement | | A | R | C | | | | | | ECSPC |
| 139 | Be responsible and accountable for pupil outcomes | | A | R | S | S | | | | R | |
| 140 | Hold the Headteacher to account for pupil outcomes | | A | R | S | S | | | | R | ESPC |
| 141 | Sign off Pupil, PE and Sports Premium returns to the DfE | | | A | | | | | R | R | HT completes, Chair Sign off |

| No | Responsibility | Members | Trust Board | CEO | DCEO | AGEP | COO | DoNESC Head of Service | LGC | HT | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 142 | Develop and approve the Behaviour Policy | | | A | | S | | | | R | |
| 143 | Implement the Behaviour Policy | | | | | | | | | A, R | |
| 144 | Appoint the members of a panel to review whether to uphold a pupil exclusion | | R | A | | | | S | R | | HoG |

**Appendix Two**

**Constitution of a Local Governance Committee in DNEAT**

| **Type of member** | **Number of Positions** | **Term of office** | **Appointed by** |
|---|---|---|---|
| Appointed Governor | 4-7 | 4 years | Trustees |
| Incumbent | 1 | Ex-officio<br>(once approved by the Trust) | Trustees |
| Parent governor | 2<br>(or 1 per school in a federation) | 4 years | Parent election |
| Staff governor | 1<br>(1 per school for new federations) | 4 years | Staff election |
| Headteacher | 1 | Ex-officio | |