



Sentamu Academy Learning Trust - SALT (“the MAT”)

Scheme of Delegation

For

St James’ CE Academy (“The Academy”)

Approved by The Board of Trustees **on** 08.10.18

Applies from: 08.10.18

Date of next scheduled review: February 2019 and then annually

Publication/communication requirements: The Board of Trustees should ensure that a copy is provided to Members, Board Committees (including the Local Governing Committee), the Chief Executive, Executive Principal and Principals. The Document should also be published on the Trust and Academy websites.

INTRODUCTION

1. Purpose of the Scheme of Delegation

- 1.1 The primary purpose of this Scheme of Delegation (Scheme) is to inform those involved with the governance of the Academy of where decision making, advisory and other responsibilities lie within the MAT.
- 1.2 The Scheme reflects the Academy's designation as a Church of England Academy, and reflects its former VA/VC status.
- 1.3 The Scheme does not contain details of every decision/responsibility or every aspect that will be delegated. Its content will be supplemented by the Trust's strategic plans, policies and procedures and any direction given or rules and directions agreed or issued by the Members or the Board of Directors/Trustees. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Chair of the Board of Directors/Trustees.
- 1.4 Whilst the Scheme is an important document, the way it is operated in practice will be the key to its efficacy. Good communication between the Board and its Committees and relevant members of staff will be essential. It is hoped that the establishment of a Chairs' Group and a Principals' Group will aid communication in this respect and aid with effective governance more generally.
- 1.5 The Scheme should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook, which is a separate document.

2. Adoption of the Scheme

- 2.1 This Scheme has been approved by the Board of Directors/Trustees and shall apply to the Academy from the date shown on the front cover.

3. How it has been determined

- 3.1 In determining this Scheme, the Directors/Trustees have been mindful that:
 - a. The Board of Directors/Trustees is ultimately accountable for the way in which the academies managed by the MAT are run and as such must be satisfied that delegation takes place only where appropriate and that it receives appropriate reports on matters delegated by it/actions taken in its name to enable appropriate oversight.
 - b. There are some areas where it makes sense for matters to be dealt with centrally, rather than by individual academies. It is hoped that this will reduce the burden on the individual academies, which already have a heavy workload, and in appropriate cases achieve economies of scale.
 - c. The Board cannot take all decisions itself, and in making decisions that the Board reserves for itself, it will often be reliant on information and advice from and be guided (as appropriate) by its Committees, the academy LGCs and others operating at academy level. The Board considers that there is often a powerful case for local involvement in decision making.
 - d. The level of delegation will reflect the circumstances of the Academy at the time of delegation. Academies with strong Principals and LGCs will in general have a greater level of delegation than those with weaker Principals and/or LGCs. Furthermore, particular weaknesses e.g. in relation to standards, may require certain decisions/responsibilities to be taken back by the Board of Directors/Trustees.

4. Termination and amendment

- 4.1 The Scheme will be subject to formal review annually. However, if the Board deems it appropriate, changes will be made in year.
- 4.2 The Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).
- 4.3 As the MAT and the academies develop, so may the governance arrangements and accordingly the delegations that are in place. For example (and without limitation):
- Changes may need to be made as a result of lessons learned and development of best practice;
 - It is hoped that the strength of weaker academies will increase over time such that additional responsibilities may be delegated;
 - Where weaknesses develop in an academy's leadership and governance, or in particular areas, the MAT may need to intervene and remove delegations.
- 4.4 The Board would welcome comments on the operation of the Scheme where it is felt that revisions should be made. Where practicable, the Board will give the LGC an opportunity to comment before determining the Scheme of Delegation.

5. Key Documents

- 5.1 All information relating to Governance is on the Trust website along with academy websites. There are also Articles of Association and a Governance Handbook.

6. Delegation Matrix

- 6.1 The delegation matrix that applies in respect of the Academy is set out below. It is structured in accordance with the following index:

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Delegation Matrix - SALT – St James’ CE Academy

A. Overarching Governance									
AI Member matters									
	DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
1.	Amendment of Articles of Association	Decide	Advise	Advise			See advice/ comments	<ul style="list-style-type: none"> Company Secretary advice and support with process; Legal advice (as required). 	<ul style="list-style-type: none"> Consent of York Diocesan Board of Education (YDBE) and Site Trustees required. DfE and/or Charity Commission consent required in certain cases. Must be filed at Companies House along with copy of special resolution and any required forms.
2.	Call Members’ Meetings	Decide	Decide					<ul style="list-style-type: none"> Company Secretary advice and support with process. 	<ul style="list-style-type: none"> As a minimum, Members should hold an AGM once a year. Extraordinary meetings may also be called by Directors/Trustees or Members. Decisions may be made by written resolution between meetings.
3.	Appoint/remove Members	Decide					See advice/ comments	<ul style="list-style-type: none"> Company Secretary advice and support with process. 	<ul style="list-style-type: none"> Please refer to Articles of Association for consents that are required. YDBE guidance and training should be provided to those undertaking the role of Member and Members will be required to sign an appropriate ethos undertaking. Company Secretary to liaise with Trust personnel to ensure: <ul style="list-style-type: none"> - appropriate DBS and related checks made; - GIAS notifications are made; - Details of Member and their interests are uploaded on Trust website; - Copies of completed ethos undertakings to be provided to YDBE and Foundation Members.
4.	Complete Member register of interests, and keep under regular review	Responsible		Receive			See advice/ comments	<ul style="list-style-type: none"> Company Secretary advice and support with process. 	<ul style="list-style-type: none"> Company Secretary to liaise with Trust personnel to ensure details are uploaded on Trust website; Register of Member Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).

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A2 Board matters								
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
5. Appoint/remove Directors/ Trustees	Decide	Advise				See advice/ comments	<ul style="list-style-type: none"> • Company Secretary advice and support with process; • Directors/ Trustees to advise on skills gaps to inform decision making. 	<ul style="list-style-type: none"> • Directors/Trustees are appointed as specified in Articles of Association. • Recommendation/application forms should request information about ability and commitment to preserve and develop CE ethos of CE schools within the Trust as well as other skills. • YDBE guidance and training should be provided to those undertaking the role and Directors/Trustees should be required to sign an appropriate ethos undertaking. • Code of Conduct should be agreed and all Directors/Trustees should be required to sign it. • Company Secretary to liaise with appropriate Trust personnel to ensure that: <ul style="list-style-type: none"> • appropriate DBS and related checks are made; • GIAS notifications are made; • Details of Director/Trustee and their interests are uploaded on Trust website; • YDBE is informed of any changes to the Directors/Trustees; • Copies of completed ethos undertakings to be provided to YDBE and Foundation Members. • Return must be filed at Companies House. • Chair of Board, Chief Executive and Company Secretary and others as appropriate to provide induction.
6. Complete Director/ Trustee board skills audit and training plan annually	Receive	Responsible	Advise				<ul style="list-style-type: none"> • Chair of Board to lead - Company Secretary advice and support with process. 	<ul style="list-style-type: none"> • Skills audit should include ability and commitment to preserve and develop CE ethos of CE schools within the Trust. • Chair of Board to follow up with Directors/Trustees on training requirements. • Details of skills gaps should be provided to those responsible for appointing Directors/Trustees when a vacancy arises.
7. Appoint/ Remove Chair of Trustees	Decide	Decide/ Recommend					<ul style="list-style-type: none"> • Company Secretary advice and support with process. 	<ul style="list-style-type: none"> • Should not be an employee. • Guidance available in Governance Handbook.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
8.	Appointment Vice Chair of Trustees		Decide					<ul style="list-style-type: none"> Company Secretary advice and support with process. 	<ul style="list-style-type: none"> Should not be an employee. Guidance available in Governance Handbook.
9.	Determine and allocate specific Director/ Trustee roles (as required)		Decide					<ul style="list-style-type: none"> Chair to advise based on skills audit. 	<ul style="list-style-type: none"> These are to include the following: Safeguarding/Child Protection, Health and Safety, and GDPR; Allocated Directors/Trustees should work with the Local Governors given specific responsibilities in their areas (the roles should dovetail). NB All Directors/Trustees continue to have responsibility for these areas, despite any allocation of specific roles.
10.	Confirm Accounting Officer		Decide					<ul style="list-style-type: none"> Finance Director to support and notify Secretary of State. 	<ul style="list-style-type: none"> Should be the Chief Executive or equivalent (the role will be heavily supported by the Finance Director and the Principals). Has responsibility for regularity, propriety and value for money. Also responsibility for ensuring that proper financial records and accounts are kept.
11.	Appoint/remove Company Secretary		Decide	Advise				<ul style="list-style-type: none"> HR advice obtained as required. 	<ul style="list-style-type: none"> Should have relevant experience in school/company/charity governance. Reports directly to the Board.
12.	Determine Scheme of Delegation		Decide	Advise	Consult	Consult	See advice/ comments	<ul style="list-style-type: none"> Company Secretary and CEO advise and support; LGCs/other Committees to provide advice on amendment based on experience of operation. 	<ul style="list-style-type: none"> The document will be reviewed every year or more frequently where the Directors/Trustees deem this to be desirable. Where practicable, the Board will give the LGC and Committees an opportunity to comment before determining the Scheme of Delegation. The Scheme will comply with the Memorandum and Articles of Association and other legal requirements, including any matters that are reserved to Members from time to time. The Board will ensure that the CE foundation and responsibilities to the YDBE and site trustees are properly reflected in any Scheme for the Academy. The YDBE will be consulted prior to first adoption and thereafter in the event that any proposed changes could impact on the CE foundation of the Academy.

Delegation Matrix - SALT – St James’ CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
13.	Complete Director/Trustee register of interests and keep under regular review	Receive	Responsible	Receive			See advice/ comments	<ul style="list-style-type: none"> Company Secretary advice and support with process. 	<ul style="list-style-type: none"> Company Secretary to liaise with Trust personnel to ensure details are uploaded on Trust website. Register of Director Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).
14.	Board of Directors/ Trustees’ Annual Schedule of Business		Decide	Advise	Receive			<ul style="list-style-type: none"> Chair of Board to lead, with Company Secretary advice and support with process; Appropriate advice and input from CEO and those responsible for planning LGC/other Committee Annual Schedule of Business. 	<ul style="list-style-type: none"> Should be shared with LGC and other Committees to inform their work. Chair of Board and Company Secretary to use to inform agenda setting. Directors/Trustees should meet at least every half term as per the requirements in the AFH.

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DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
15.	Determine policy review process and schedule		Decide	Advise	Receive			<ul style="list-style-type: none"> • Company Secretary advice and support with process; • Appropriate advice and input from CEO (and other key employees) and those responsible for LGC/other Committee policy review. 	<ul style="list-style-type: none"> • Needs to dovetail with annual schedule of business (see above). • Should specify what policies there are to be, the lead member of staff responsible for the policy, the approving person/body and when the review will take place. • Review of policies to be conducted in accordance with process and schedule.
16.	Review of Governance and Board Effectiveness		Responsible	Advise	Consult	Consult		<ul style="list-style-type: none"> • Chair of Board to lead; • Company Secretary and CEO advice and support with process. 	<ul style="list-style-type: none"> • This should dovetail with the Committees' (including LGC's) reviews of their own effectiveness (see below). • The outcome of the review may impact on the level of delegation to LGCs and others under the Scheme of Delegation or otherwise. • Directors/Trustees to consider whether an external review of governance should take place.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
17.	Annual Report and Financial Statements	Receive and scrutinise	Approve	Advise, Approve			See advice/ comments	<ul style="list-style-type: none"> • Finance Director to co-ordinate draft, with input from CEO and Company Secretary; • Auditors to review and sign off; • Directors/ Trustees and Accountable Officer must approve relevant sections. 	<ul style="list-style-type: none"> • The Members should receive and scrutinise the accounts at their AGM. • The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.
18.	Other company returns		Approve	Advise, Approve				<ul style="list-style-type: none"> • Directors/ Trustees to approve as required; • Trust staff to advise as appropriate 	<ul style="list-style-type: none"> • To include key Companies House filings and DfE return.
19.	Chief Executive Reports to Directors/ Trustees		Receive, Scrutinise	Responsible				<ul style="list-style-type: none"> • The CEO will be supported by others as appropriate 	<ul style="list-style-type: none"> • The Directors/Trustees should agree with the Chief Executive what reports are required, the required frequency and the content of those reports. • The Directors/Trustees should receive the reports in advance of the Board meeting to enable appropriate questioning and follow up.

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DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
20.	Supplemental Reports to Members	Receive, Scrutinise	Approve	Advise				<ul style="list-style-type: none"> • The Chief Executive should co-ordinate the reports for input and approval by the Directors/ Trustees; • The Chief Executive and the Directors/ Trustees will be supported by others as appropriate 	<ul style="list-style-type: none"> • The Members should agree with the Directors/Trustees what additional reports are required, the required frequency and the content of those reports. • The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up. • The reports should include an annual Church School Distinctiveness Report.
21.	Setting up any subsidiary company or linked charity	Decide	Decide/ Recommend					<ul style="list-style-type: none"> • Legal and financial advice required. 	<ul style="list-style-type: none"> • Directors/Trustees must keep the need for a subsidiary company under review, based on the Trust's trading and related activities.

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A3 LGC and other committee matters								
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
22.	Determine and keep under review Committee complement		Decide	Advise	Consult	Consult	<ul style="list-style-type: none"> • CEO and Company Secretary to advise and support; • Principal and Clerk to aid formulation of LGC advice. 	<ul style="list-style-type: none"> • Consideration will need to be given as to: <ul style="list-style-type: none"> - what Committees are required (under the Articles of Association/Funding Agreements/Academies Financial Handbook e.g. Audit/Finance, LGC); - What additional Committees (board and/or LGC and/or shared) would be useful given the size of the MAT and the decision making functions that take place at each level of governance; - Membership, terms of reference, reporting requirements, decision making and other procedures etc of each Committee (please see below) • Under the Articles of Association: <ul style="list-style-type: none"> - The constitution, membership and proceedings of any committee must be determined by the Directors/Trustees. - The establishment, terms of reference, constitution and membership of any committee shall be reviewed at least once in every twelve months. - The membership of any committee of the Directors/Trustees may include persons who are not Directors/Trustees, provided that (with the exception of the LGCs) a majority of members of any such committee shall be Directors/Trustees. - Except in the case of a LGC, no vote on any matter shall be taken at a meeting of a committee of the Directors/Trustees unless the majority of members of the committee present are Directors/Trustees. • Academy trusts are required to establish a Director/Trustee committee to provide assurance over the suitability of, and compliance with, its financial systems and operational controls. All Trusts with an annual income over £50 million must have a dedicated audit committee. The majority of members must be Trustees. • Consideration should be given as to setting up a Church School Development Group, being an advisory only group that will help to support the CE foundation of CE schools and report to the Board on their operation as CE schools.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
23.	Determining LGC composition		Decide	Advise	Advise	Advise	See advice/ comments	<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • The composition of the LGC will be agreed with the YDBE. Any changes to the number or proportion of Foundation Local Governors, or how they will be appointed, will require the consent of the YDBE. • The composition will be set out in the LGC's Terms of Reference.
24.	Appointing LGC Members		Decide				See advice/ comments	<ul style="list-style-type: none"> • Clerk advice and support with process • Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises 	<ul style="list-style-type: none"> • The YDBE's Foundation Local Governor appointment processes should be followed when Foundation Local Governors are being appointed. • Code of Conduct should be agreed and all Local Governors should be required to sign it. • All Local Governors should attend appropriate CE governance training and complete an appropriately worded ethos undertaking. • Clerk to liaise with appropriate staff to ensure: <ul style="list-style-type: none"> • appropriate DBS and related checks are made • GIAS notifications are made; • Details of Local Governors and their interests are uploaded on Academy website; • Copies of ethos undertakings are sent to the YDBE and the Directors/Trustees. • Clerk, Principal and Chair of LGC (and others as appropriate) to lead induction.
25.	Hold staff and parent elections for LGC				Responsible	Advise		<ul style="list-style-type: none"> • Clerk and Principal advice and support with process 	<ul style="list-style-type: none"> • Must be in accordance with any relevant provisions in Articles of Association, Scheme of Delegation and LGC Terms of Reference. • LGC Members to flag need for skills and ability to support CE ethos of Academy as part of process. • LGC to appoint in the event no-one puts themselves forward for election.
26.	Appoint Chair of LGC		Decide		Recommend			<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Should not be an employee.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
27.	Appoint vice Chair of LGC				Decide			<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Should not be an employee.
28.	Allocate specific local governor roles		Advise	Advise	Decide	Advise		<ul style="list-style-type: none"> • Chair of LGC to lead, based on skills • Directors/Trustees to specify certain required roles to dovetail with own link Directors/Trustees (if applicable) 	<ul style="list-style-type: none"> • Allocated LGC members should work with Directors/Trustees allocated with specific responsibilities in their areas. • LGC may choose to allocate additional link roles e.g. <i>Safeguarding/Child Protection, Health and Safety, Special Educational Needs, GDPR compliance.</i> • All LGC members continue to have responsibility for these areas, despite any allocation of specific roles.
29.	Confirm local Accounting Officer (Academy level)		Decide	Advise				<ul style="list-style-type: none"> • Reports to Chief Executive as overall Accounting Officer 	<ul style="list-style-type: none"> • Will generally be the Principal or equivalent (the role will be heavily supported by the Academy's Finance manager or equivalent). • Has responsibility for regularity, propriety and value for money at Academy level. • Also responsibility for ensuring that proper financial records and accounts are kept.
30.	Complete LGC register of interests and keep under regular review		Receive	Receive	Responsible	Receive	See advice/ comments	<ul style="list-style-type: none"> • Clerk advice and support with process • Clerk to liaise with appropriate Academy personnel to ensure uploaded on website 	<ul style="list-style-type: none"> • Register of LGC Interests should be brought to the attention of decision makers as appropriate (Principal to oversee).

Delegation Matrix - SALT – St James’ CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
31.	Determine LGC annual schedule of business		Advise	Advise	Responsible	Advise		<ul style="list-style-type: none"> • Chair to lead with Clerk advice and support with process • Appropriate advice and input from Chief Executive, Principal and those responsible for planning other Annual Schedules of Business 	<ul style="list-style-type: none"> • This needs to dovetail with the Board of Trustees’ Schedule of business. • To include items as appropriate to reflect that the Academy is a CE school. • Chair and Clerk to use to inform agenda setting • LGC should meet at least once each half term.
32.	Academy level Reporting to Directors/Trustees		Receive, Scrutinise	Advise	Responsible & Approve				<ul style="list-style-type: none"> • LGC minutes will be provided to Directors/Trustees as standard. The co-ordinated schedule of business should mean that this enables LGC advice to get to the Board in a timely manner to inform their decision making. • The content and frequency of any additional LGC reports shall be specified by the Directors/Trustees. • Additional Academy level reporting should be included in Chief Executive reports as appropriate (see above). • The Directors/Trustees should receive the minutes and any additional reports at Board Meetings to enable appropriate discussion and scrutiny.
33.	Review of LGC effectiveness		Receive, Scrutinise	Advise	Responsible	Advise		<ul style="list-style-type: none"> • Chair of LGC to lead, Clerk advice and support with process 	<ul style="list-style-type: none"> • This should dovetail with the Board’s reviews of their own effectiveness (Directors/Trustees may set a template). • Conclusions should be fed into the Board’s review of governance effectiveness and may impact on future levels of delegation pursuant to the Scheme of Delegation. • LGC to participate as required in any external review of governance required by the Directors/Trustees.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
34.	LGC skills audit		Receive, Scrutinise	Advise	Responsible	Advise		<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Directors/Trustees may set a template. • Skills audit should include ability and commitment to preserve and develop CE ethos of the Academy. • Directors/Trustees to receive details and may impact on areas of delegation. • Details of skills gaps should be provided to those responsible for appointing local governors when a vacancy arises.
35.	Appoint/remove clerk to the LGC		Decide	Advise	Recommend	Consult		<ul style="list-style-type: none"> • HR advice obtained as required • LGC to recommend for Director/Trustee approval 	<ul style="list-style-type: none"> • Should have relevant experience in school and academy governance.
36.	Determine LGC procedures		Decide		Advise			<ul style="list-style-type: none"> • Company Secretary advice and support • Clerk to support LGB in formulating advice 	<ul style="list-style-type: none"> • These must be in compliance with the Articles of Association and must include details relating to appointment and removal of Chair/Vice Chair and other Governors, quorum and decision making and other procedures etc. • Detailed in Governance Handbook.
37.	Establish Church School Development Group for the Trust, set membership, terms of reference, reporting requirements, procedures etc		Decide	Advise			See advice/ comments	<ul style="list-style-type: none"> • The YDBE will provide advice and guidance 	<ul style="list-style-type: none"> • The group should be an advisory only body, which will provide support to, and appropriately scrutinise, Church of England schools in the Trust in relation to their CE foundation and distinctiveness. • The group will report to Directors/Trustees, the CE school LGCs and others as appropriate. • Its members should include Directors/Trustees, as well as LGC members from the CE schools.

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A4 Heads and Chairs Group									
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS	
38.	Establish Heads Group		Responsible		Participate			<ul style="list-style-type: none"> Chief Executive to establish and lead Heads Group to enable all Principals to feed in their thoughts and advice in relation to pertinent matters for their Academy and to enable co-ordinated reporting (through the Chief Executive) to the Board. 	
39.	Establish Chairs Group		Responsible CHAIR	Participate CHAIR			<ul style="list-style-type: none"> Supported by Company Secretary as required 	<ul style="list-style-type: none"> Chair of Directors/Trustees to establish and lead Chairs Group to enable all LGC Chairs to feed in their thoughts and advice in relation to pertinent matters for their Academy and to ensure dovetailing of Director/Trustee and LGC business. 	
A5 Miscellaneous									
40.	Determine governance policies and procedures for Directors/Trustees and Local Governors		Approve				<ul style="list-style-type: none"> Company Secretary advice and support 	<ul style="list-style-type: none"> E.g. appointment, Induction, expenses, Interests (conflicts, payments, contacts etc), Code of Conduct. Policies must be in accordance with Articles of Association. 	
41.	Obtain Director/Trustee and Officers insurance		Approve				<ul style="list-style-type: none"> Finance Director and Company Secretary advice and support 	<ul style="list-style-type: none"> Must be in accordance with Articles of Association. 	
A6 Website reporting									
42.	Governance details on trust website	Receive	Approve	Advise	Advise CLERK	Advise		<ul style="list-style-type: none"> Company Secretary & Chief Executive to advise and support, Principal and LGC Clerk to feed in relevant information at Academy level 	<ul style="list-style-type: none"> Trust to approve framework. Company Secretary responsible for ensuring Trust level information up to date. LGC Clerk responsible for ensuring Academy level information up to date.

Delegation Matrix - SALT – St James' CE Academy

B. Strategy and Leadership									
B1 Strategic planning and oversight									
	DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
1.	Set Trust vision and ethos statement		Decide	Advise				<ul style="list-style-type: none"> Chief Executive leading role in formulating for Director/Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive responsible for implementation. Should reflect Community and Church foundation of academies in Trust.
2.	Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process		Decide	Advise				<ul style="list-style-type: none"> Chief Executive leading role in formulating for Director/Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive responsible for ensuring objectives are met and for progress against Development Plan. Development Plan must be in line with strategic objectives. Should reflect Community and Church foundation of academies in Trust.
3.	Complete Trust Self Evaluation Form (or equivalent)		Decide	Advise				<ul style="list-style-type: none"> Chief Executive leading role in formulating for Director/Trustee scrutiny 	<ul style="list-style-type: none"> SEF to reflect progress against Development Plan.
4.	Set Academy vision and ethos statement			Approve	Recommend	Advise		<ul style="list-style-type: none"> Principal leading role in formulating for LGC scrutiny 	<ul style="list-style-type: none"> Must fit with Trust vision and ethos (Chief Executive to ensure). Vision and ethos should reflect CE school status. CE academies have a fixed ethos statement which should only be changed with consent of DBE. Principal responsible for implementation.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
5.	Set Academy's strategic objectives and KPIs and determine School Development Plan and review process		Approve (KPIs and strategic objectives)	Approve (Plan) Advise	Recommend	Advise		<ul style="list-style-type: none"> Principal leading role in formulating (in conjunction with the Chief Executive) for LGC scrutiny 	<ul style="list-style-type: none"> Must fit with Trust strategic objectives, KPIs and Plan (Chief Executive to ensure) and reflect Ofsted and SIAMS outcomes. Development plan must be in line with strategic objectives Should reflect CE school status. Board of Directors/Trustees may provide templates.
6.	Complete Academy Self Evaluation Form (or equivalent)			Scrutinise	Responsible	Advise		<ul style="list-style-type: none"> Principal leading role in formulating for LGC scrutiny 	<ul style="list-style-type: none"> SEF to reflect progress against Development Plan Trust board may provide templates. Chief Executive to scrutinise and report on outcomes to the Board.
7.	Complete and keep under review Academy SIAMS self-evaluation		Oversee	Advise	Responsible	Advise	See advice/ comments	<ul style="list-style-type: none"> Church Schools Development Group to advise Directors/Trustees and LGC 	<ul style="list-style-type: none"> YDBE SLA Adviser will support through critical friend visits. This should be a working document kept under regular review.
8.	Involvement in Ofsted inspections and SIAMS inspections		Responsible	Responsible	Responsible	Responsible	See advice/ comments		<ul style="list-style-type: none"> Directors/Trustees and LGC members will be involved as appropriate in Ofsted and SIAMS inspections. The YDBE shall notify the Academy when an inspection is due and liaise with the Academy on the relevant arrangements. The Principal will notify the Chief Executive, Chair of the Board and the Chair of the LGC that an inspection has been notified and what involvement is needed from the Board and the LGC.

Delegation Matrix - SALT – St James' CE Academy

B2 School Organisation									
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS	
9.	Determine protocol for considering taking on new academies/free schools (including due diligence arrangements)		Decide	Advise				<ul style="list-style-type: none"> Chief Executive leading role in formulating for Director/Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive to manage process in accordance with agreed protocol. This should include the need for a conversion plan to deal with pre and post conversion matters, with an overall project manager identified, and the need for appropriate HR, Finance, buildings, legal etc advice.
10.	Decide to take on a new academy/open a free school	Decide	Recommend	Advise			See advice/ comments	<ul style="list-style-type: none"> Directors/Trustees to obtain appropriate legal, HR, Finance, buildings etc advice 	<ul style="list-style-type: none"> Include detail of any advice and consent requirements under the Articles e.g. YDBE advice, YDBE and site trustee consents. Directors/Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on/free school established, given the impact that the decision may have on the academies already in the Trust.
11.	Approve legal documentation associated with academy conversions		Approve	Advise			See advice/ comments	<ul style="list-style-type: none"> Directors/Trustees will obtain appropriate Legal, HR, Finance, buildings etc advice 	<ul style="list-style-type: none"> Directors/Trustees must understand the documentary framework and what is being agreed to by entering into it. YDBE will need to approve certain documents for a CE school conversion prior to giving its final consent
12.	Structural collaboration and partnership agreements		Decide	Advise	Recommend ACADEMY LEVEL	Advise ACADEMY LEVEL	See advice/ comments	<ul style="list-style-type: none"> Directors/Trustees will obtain Chief Executive advice and appropriate Legal etc advice 	<ul style="list-style-type: none"> Trust level collaboration/partnership agreements to be entered into by Directors/Trustees with advice from Chief Executive. Academy level collaboration/partnership agreements to be entered into by Directors/Trustees following a recommendation from LGC. YDBE should be advised if a collaboration/ partnership agreement is proposed which involves a CE school – depending on the specifics advice may be given/consent may be required.
13.	Academy closure or re-brokerage (termination of Funding Agreement)	Decide	Recommend	Advise	Advise	Advise	See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> DfE consent required. DfE may enforce closure or re-brokerage in appropriate circumstances. YDBE should be consulted for advice in the event closure or re-brokerage is proposed. YDBE/site trustee consents may be required.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
14.	Academy amalgamation/merger	Decide	Recommend	Advise	Advise	Advise	See advice/comments	<ul style="list-style-type: none"> Directors/Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice in the event amalgamation/merger is proposed. YDBE/site trustee consents may be required. DfE consent required
15.	Seeking to change Church of England designation of academy	Decide	Recommend	Advise	Advise	Advise	See advice/comments	<ul style="list-style-type: none"> Directors/Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice. YDBE/site trustee consents may be required. DfE consent required.
16.	Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)	Decide	Decide	Advise	Advise	Advise	See advice/comments		<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice. YDBE/site trustee consents may be required. DfE consent may be required.
17.	Determining school session and term dates		Decide	Advise	Recommend	Advise			<ul style="list-style-type: none"> This allows Directors/Trustees to co-ordinate the schools in the Trust to the extent that this is desirable, whilst reflecting local needs.
B3 Risk Management									
18.	Determine overall risk management policy and processes		Decide	Advise				<ul style="list-style-type: none"> Chief Executive to lead, advise and co-ordinate input from Finance Director and other trust level staff 	<ul style="list-style-type: none"> To include template risk register and frequency of review.
19.	Review and complete Trust risk register		Responsible	Advise				<ul style="list-style-type: none"> Chief Executive to lead, advise and co-ordinate input from Finance Director and trust level staff 	<ul style="list-style-type: none"> Using agreed risk register template. To reflect major school specific risks as appropriate.
20.	Review and complete academy level risk register			Oversee	Responsible	Advise		<ul style="list-style-type: none"> Principal to lead, advise and co-ordinate input from senior Academy staff 	<ul style="list-style-type: none"> Using agreed risk register template. To inform Trust risk register review.

Delegation Matrix - SALT – St James' CE Academy

C. Staffing									
CI Staffing structures									
	DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
1.	Determining staffing complement – Trust level (including organisational restructuring)		Decide	Advise				<ul style="list-style-type: none"> Chief Executive, HR and Finance Director to advise. Trust Board's Audit Committee to support Board 	<ul style="list-style-type: none"> This relates to determining the Trust level staff structure. Please see below in relation to appointment to those positions.
2.	Determining staffing complement – Academy level (including organisational restructuring)		Decide	Advise	Recommend	Advise		<ul style="list-style-type: none"> Chief Executive to lead and advise with academy level input HR and Finance advice Trust Board's Audit Committee to support Board 	<ul style="list-style-type: none"> This relates to determining the Academy level staff structure. Please see below in relation to appointment to those positions.
3.	Setting terms and conditions of employment, Trust wide HR policies and procedures and staff handbook		Decide	Advise				<ul style="list-style-type: none"> Chief Executive & HR Director to lead and advise Trust Board's Audit Committee to support Board 	<ul style="list-style-type: none"> Need to ensure local differences and TUPE considerations taken into account. Policies to include e.g. recruitment, probation and induction, pay, appraisal, conduct and disciplinary, grievance, capability, absence management, professional development, equality, expenses. Chief Executive to report to Directors/Trustees on any material concerns about operation of policies and procedures. YDBE guidance to be considered in relation to ability to ask for Christian commitment /ability and fitness to preserve and develop the religious character of the academy in the appointment of certain members of staff.
4.	Carry out and maintain central record of recruitment and vetting checks on staff		Scrutinise (Safeguarding Trustee)	Responsible – Trust level staff Oversee – Academy staff	Scrutinise ACADEMY LEVEL (Safeguarding LGC member)	Responsible – Academy staff		<ul style="list-style-type: none"> Chief Executive responsible for Trust wide staff, Principal responsible for Academy staff (HR Director to advise and manage) 	

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
5.	Maintain register of staff interests		Receive	Responsible – Trust wide staff	Receive	Responsible – Academy staff		<ul style="list-style-type: none"> HR Director to advise and manage 	<ul style="list-style-type: none"> Interests should be brought to the attention of decision makers as appropriate.
C2 Trust level appointments									
6.	Appointment and dismissal of Chief Executive	Decide	Decide/ Recommend				See advice/ comments	<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies and Articles of Association. YDBE should be contacted when it is clear a recruitment process is required for a Chief Executive, for advice on YDBE's involvement in the process.
7.	Performance Management and pay review of Chief Executive		Decide, Responsible				See advice/ comments	<ul style="list-style-type: none"> HR Adviser to support and advise Independent advisor should support appraisal process 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. Panel of 3 Directors/Trustees (including the Chair) should be selected by the Board to carry out the performance management. Panel to include the DYET appointed Director/Trustee.
8.	Appointment of Executive Principal		Decide, Responsible	Recommend					<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. YDBE should be contacted when it is clear a recruitment process is required for an Executive Principal with responsibility for a CE school, for advice on YDBE's involvement in the process.¹
9.	Appointment and dismissal of Head of School Effectiveness/ Standards		Decide	Recommend				<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. Line managed by CEO.

¹ The YDBE should be consulted in any event. There may be additional requirements e.g. in the Trust's Articles.

Delegation Matrix - SALT – St James’ CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
10.	Appointment and dismissal of Finance Director		Decide	Recommend				<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. Line managed by CEO. To act as chief financial officer for delivery of Trust’s detailed accounting requirements This individual should attend board meetings (and committee meetings as appropriate).
11.	Appointment and dismissal of HR Director		Decide	Recommend				<ul style="list-style-type: none"> HR Advice 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. Line managed by CEO.
12.	Appoint and dismiss Governance Officer		Decide	Advise				<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. May be an additional responsibility for an existing member of staff e.g. likely to also be Company Secretary (see above) and person with responsibility for overseeing admissions. Potentially also the clerk for LGCs.
13.	Other trust wide appointments and dismissals		Decide	Advise					<ul style="list-style-type: none"> Trust to have DPO to comply with GDPR regulations. CEO to identify other roles as needed, and secure support from Board for appointment.
14.	Performance management and pay review of trust wide appointments			Decide					<ul style="list-style-type: none"> CEO to establish appropriate line-management structure for these posts.

Delegation Matrix - SALT – St James' CE Academy

C3 Academy level appointments								
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
15. Appointment/dismissal of Principal		Decide	Advise	Recommend		See advice/comments	<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies and Articles of Association. Chief Executive and LGC panel to interview and recommend. Directors/Trustees may send one of their member to sit on panel if required. At least one Foundation Local Governor to be on panel. Line managed by Chief Executive. YDBE should be contacted when it is clear a recruitment process is required for a Principal, for advice and to arrange YDBE's involvement in the process.
16. Performance management and pay of Principal			Decide	Advise			<ul style="list-style-type: none"> HR Adviser to support and advise Independent advisor should support appraisal process 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. Chief Executive to performance manage. Advisory role for LGC including key role for Foundation Local Governor.
17. Appointment of other Senior Leadership Team positions				Decide	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies LGC panel plus Principal to interview and decide unless LGC delegate particular appointment to Principal. Line managed by Principal
18. Appointment of special needs co-ordinator (SENCO)				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> LGC panel plus Principal to interview and decide unless LGC delegate particular appointment to Principal. Any allocated SEND local governor to be involved as appropriate. Line managed by Principal.
19. Appointment of educational visits co-ordinator				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. LGC panel plus Principal to interview and decide unless LGC delegate particular appointment to Principal or other. Line managed by Principal.

Delegation Matrix - SALT – St James’ CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
20.	Appointment safeguarding /child protection officer (designated senior person) and a deputy				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. LGC panel plus Principal to interview and decide unless LGC delegate particular appointment to Principal. Line managed by Principal.
21.	Appointment of academy finance/business manager or equivalent			Decide	Consult	Advise		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> This role may not be considered needed in the Trust’s structure. If appointed, must be in accordance with Trust approved HR policies. Panel to include: <ul style="list-style-type: none"> Principal; Trust’s Finance Director; Chair of Local Governors; Line managed by Trust Finance Director.
22.	Appointment and dismissal of Reserved Teachers					Decide			<ul style="list-style-type: none"> Reserved teachers are teachers who are able to teach RE in accordance with the requirements of the Academy’s trust deed/tenets of the Church of England (where required). YDBE’s guidance should be sought in relation to the appointment of reserved teachers.
23.	Appointment to other Academy staff positions				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise Where decisions not delegated to Principal, Principal will be asked to advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. Appointment decisions may be delegated to the Principal (or further delegated where reflected in agreed policy). Line managed by Principal or other SLT member.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
24.	Performance management and pay review of Academy level appointments (other than Principal)				Decide	Decide		<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • Line manager. • Where Principal is not line manager, the Principal may be involved in process (as appropriate).

Delegation Matrix - SALT – St James' CE Academy

D. Pupil/Student matters										
DI Education provision										
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS		
I.	Standards of teaching		Oversee (Trust wide)	Responsible (Trust wide) Advise	Oversee (Academy level) Advise	Responsible (Academy level) Advise		<ul style="list-style-type: none"> Advice and support from School Effectiveness Adviser as required Analysis of standards information to be provided by Principal to LGC and Chief Executive to enable appropriate scrutiny 	<ul style="list-style-type: none"> Principal responsible for observing and evaluating performance at Academy level and securing improvement, under oversight of Chief Executive. Directors/Trustees & Members to receive agreed level of reporting (see section A above). Key role for Trust Standards Committee. 	

Delegation Matrix - SALT – St James’ CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
2.	Pupil progress and attainment		Oversee	Responsible Advise	Oversee, Advise	Responsible Advise		<ul style="list-style-type: none"> Advice and support from School Effectiveness Adviser as required Analysis of progress and attainment to be provided by Principal to LGC and Chief Executive to enable appropriate local scrutiny 	<ul style="list-style-type: none"> Principal responsible for progress and attainment and securing improvement at Academy level, under oversight of Chief Executive. Directors/Trustees & Members to receive agreed level of reporting (see section A above) Key role for Trust Standards Committee.
3.	Setting curriculum policy		Approve	Oversee	Recommend	Advise		<ul style="list-style-type: none"> Advice and support from School Effectiveness Adviser as required 	<ul style="list-style-type: none"> Curriculum must be balanced and broadly based and comply with the terms of any curriculum policy/requirements determined by the Board. Curriculum must fully cover the “Prevent” agenda, must promote British Values and prohibit political indoctrination, and must comply with the Equalities Act 2010.
4.	Curriculum provision			Oversee	Oversee	Responsible			<ul style="list-style-type: none"> Principal to implement in line with policy, overseen by Chief Executive.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
5.	Setting RE policy		Approve	Recommends to Board	Oversee	Recommend	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy and syllabus Church School Development Group to advise and support 	<ul style="list-style-type: none"> Must comply with the terms of any curriculum policy/requirements determined by the Board. Must ensure academy is meeting the relevant statutory requirements for RE and satisfying the requirements of the National Church of England Board of Education Statement of Entitlement. Denominational syllabus to be followed. The locally agreed syllabus should be followed (although reserved teachers may be needed to teach RE in accordance with the Academy's trust deed/tenets of the Church of England in certain cases. YDBE's guidance should be sought). Key involvement for Foundation local governors
6.	RE provision			Oversee	Monitor	Responsible	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding provision Church School Development Group to advise and support 	<ul style="list-style-type: none"> Principal to implement agreed policy, overseen by Chief Executive. Key involvement for Foundation local governors in monitoring.
7.	Examinations				Oversee	Responsible			<ul style="list-style-type: none"> Principal to ensure appropriate arrangements put in place for examinations.
8.	Determining Collective Worship policy		Approve	Recommends to Board	Advise	Recommend	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy Church School Development Group to advise and support 	<ul style="list-style-type: none"> Must be in accordance with any provision of the trust deed and/or tenets and practices of the Church of England. Key involvement for Foundation local governors.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
9.	Collective Worship provision				Oversee	Responsible	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding provision Church School Development Group to advise and support 	<ul style="list-style-type: none"> Principal to implement agreed policy. Key involvement for Foundation local governors in monitoring.
10.	Determining SMSC policy			Oversee	Approve	Recommend	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy Church School Development Group to advise and support 	<ul style="list-style-type: none"> Key involvement for Foundation local governors
11.	SMSC provision			Oversee	Oversee	Responsible	See advice/ comments	<ul style="list-style-type: none"> YDBE provides advice regarding provision Church School Development Group to advise and support 	<ul style="list-style-type: none"> Principal to implement agreed policy. Key involvement for Foundation local governors.
12.	Determining sex & relationships education policy		Approve	Recommends	Consult	Consult			
13.	Sex & relationships education provision				Monitor	Responsible			<ul style="list-style-type: none"> Principal to implement agreed policy.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
14.	Determining off site visits policy		Approve	Recommend Oversee	Oversee	Responsible			<ul style="list-style-type: none"> Principal to implement agreed policy at Academy level, overseen by Chief Executive. Should dovetail with health and safety policy. Policy should require that potentially hazardous activities are referred to the Board for approval. Chief Executive to report to Directors/Trustees on any material concerns about operation of policy.
15.	Careers advice provision				Oversee	Responsible			
16.	Community and after school provision (extended schools)			Oversee	Oversee	Responsible		<ul style="list-style-type: none"> See section G below in relation to use of school premises 	
D2 Behaviour, attendance and welfare									
17.	Determining behaviour and discipline policy (including exclusions)			Oversee	Approve	Recommend		Church School Development Group to advise and support	<ul style="list-style-type: none"> Principal to implement, overseen by Chief Executive. Chief Executive to report to Directors/Trustees on any material concerns about operation of policy.
18.	Home school agreements (if required)				Approve	Recommend			<ul style="list-style-type: none"> Principal responsible for co-ordinating and managing.
19.	Exclusions – decision to exclude				Monitor	Responsible			<ul style="list-style-type: none"> May be for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently. The Principal may withdraw an exclusion that has not been reviewed by the LGC.
20.	Notifications of exclusions				Receive	Responsible			<ul style="list-style-type: none"> Principal to notify LGC and others in accordance with Exclusions Code . Depending on exclusion, this will be either without delay or once a term. Notifications must include the reasons and duration

Delegation Matrix - SALT – St James’ CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
21.	Exclusions – to review overall pattern and use of exclusions			Oversee	Responsible	Advise			<ul style="list-style-type: none"> Directors/Trustees to receive agreed level of reporting (see Section A above).
22.	Exclusions – arrange alternative provision				Oversee	Responsible			<ul style="list-style-type: none"> Arrange alternative provision in accordance with Exclusions Code.
23.	Exclusions – to review exclusion decisions and consider reinstatement in applicable cases				Responsible				<ul style="list-style-type: none"> Can be delegated to sub-committee of at least 3 LGC members. Can be delegated to Chair of LGC where permitted by Exclusions Code.
24.	Exclusions - To establish independent appeals panel		Responsible	Advise				<ul style="list-style-type: none"> Advice and support from Governance Officer 	<ul style="list-style-type: none"> Must be in line with exclusions statutory guidance.
25.	Pupil attendance			Oversee	Oversee	Responsible			<ul style="list-style-type: none"> Directors/Trustees to receive agreed level of reporting (see Section A above).
26.	Safeguarding and child protection policy		Approve	Recommend Oversee	Oversee				<ul style="list-style-type: none"> Principal to implement at academy level, overseen by Chief Executive. Chief Executive to report to Directors/Trustees on any material concerns about operation of policy.

Delegation Matrix - SALT – St James' CE Academy

D3 School meals								
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
27.	Provision of school meals			Oversee	Responsible			<ul style="list-style-type: none"> Must include provision of free school meals to those eligible. Must be in accordance with nutritional standards.
D4 Admissions								
28.	Determining admissions policy		Approve	Advise	Recommend	Advise	See advice/ comments	<ul style="list-style-type: none"> Church School Development Group to advise and support YDBE guidance and advice should be sought for former CE VA and Foundation schools. Key involvement for Foundation local governors.
29.	Admissions application decisions				Responsible	Advise		<ul style="list-style-type: none"> Principal responsible for co-ordinating and managing process. Must be in accordance with published admission arrangements. The whole LGC must make the decision as to who will be offered places.
30.	Arrangement of independent appeals panel		Responsible	Advise			<ul style="list-style-type: none"> Advice and support from Governance Officer 	<ul style="list-style-type: none"> Must be an independent panel established in accordance with the Admissions Appeals Code.
31.	Appeals against LA directions to admit pupils				Responsible	Advise		

Delegation Matrix - SALT – St James' CE Academy

E. Accessibility								
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
1. Accessibility plan				Responsible	Recommend			<ul style="list-style-type: none"> Plan for increasing accessibility to disabled pupils (curriculum, physical environment, information).
2. Equality information and objectives statement and equality objectives		Approve	Recommend	Advise	Advise		<ul style="list-style-type: none"> Chief Executive to co-ordinate process with input from Principal and others as required 	<ul style="list-style-type: none"> Requirement to draw up and publish equality objectives every four years and annually publish information demonstrating how meeting the aims of the general public sector equality duty.
3. Determine SEND and inclusion policies			Approve Oversee	Recommend	Advise Responsible		<ul style="list-style-type: none"> Advice from SENCO 	<ul style="list-style-type: none"> To include social disadvantage, equality, disability discrimination, looked after children, pupil premiums. Directors/Trustees may provide templates for tailoring at local level. There should be a member of the LGC with specific oversight of the school's arrangements for SEN and disability. Principal to implement at Academy level (overseen by Chief Executive). Chief Executive to report to Directors/Trustees on any material concerns about operation of policy.
4. Reviewing and challenging effectiveness of SEND and inclusion policies and decisions		Responsible (Trust wide)	Advise	Responsible (Academy level), Advise	Advise			
5. SEN information report		Approve	Advise	Recommend	Advise			<ul style="list-style-type: none"> The SEN Information Report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible. Contains details about the implementation of the SEN policy. Trust Board may provide templates to enable co-ordinated reporting.

Delegation Matrix - SALT – St James' CE Academy

F. Finance and procurement								
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
1. Appoint/remove auditors	Decide	Recommend					Finance Director to advise and manage process	<ul style="list-style-type: none"> • Key role for Audit Committee.
2. Appoint responsible officer/internal auditor/agreement of additional assurance support from auditors or other third party		Decide					Finance Director to advise and manage process	<ul style="list-style-type: none"> • Key role for Audit Committee.
3. Respond to auditors' report/advice		Oversee (Trust level) Responsible (Board recommendations)	Responsible (Trust level) Advise	Oversee (Academy level matters)	Responsible (Academy level matters) Advise		Finance Director to support, with assistance from Finance team	<ul style="list-style-type: none"> • Key role for Audit Committee.
4. Annual Report and Accounts	Receive, scrutinise	Approve	Advise, Approve			See advice/ comments	<ul style="list-style-type: none"> • Trust Finance Director to co-ordinate draft, with input from Chief Executive and Governance Officer • Auditors to review and sign off • Directors/Trustees and Accountable Officer must approve relevant sections 	<ul style="list-style-type: none"> • Audit committee to scrutinise and recommend accounts to Board and members. • The Members should receive and scrutinise the accounts at their AGM. • The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
5.	Establish financial policies, procedures, regulations and internal financial controls		Approve	Recommend Advise				<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Including financial delegations, investment policy, procurement policy, borrowing, charging and remissions policy, reserves policy etc and reflect who can sign off on financial reporting etc. Key role for Audit committee. Principals to implement at Academy level, overseen by Chief Executive. Chief Executive to report to Directors/Trustees on any material concerns about operation of policy.
6.	Agree a funding model for Trust and academies, which includes policies on: Income generation; Use of surpluses; Carry forward; and Reserves		Approve	Recommend Advise		Advise		<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Audit Committee. Specific attention to be paid to making best use of income generation potential of AP academies. Agreement to be reached over % of surplus retained by any individual academy. Each principal has a responsibility to attempt to generate income for their academy and the MAT. Any additional funding stream likely to bring in over £10,000 needs to be planned with the CEO.
7.	Set Trust budget		Approve	Recommend Advise				<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Audit Committee.
8.	Monitor trust wide expenditure		Responsible	Advise				<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Audit Committee.
9.	Set academy budget		Approve	Advise		Advise		<ul style="list-style-type: none"> Finance Director to support and advise LGC to be advised by Principal 	<ul style="list-style-type: none"> Must be in line with overall Trust budget. Key role for Trust Audit Committee.

Delegation Matrix - SALT – St James’ CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
10.	Monitor academy expenditure			Oversee		Responsible		<ul style="list-style-type: none"> Local Finance Manager to support and advise 	<ul style="list-style-type: none"> Incur expenditure, enter into contracts and make payments in accordance with academy specific budget. Expenditure must be in line with agreed budget. Approve pay discretions in accordance with Pay Policy and budget. Regular reporting to take place to Finance Director to inform Trust wide monitoring.
11.	Determine central services provision, establish own central operations and/or procure from third parties		Approve	Recommend		Consulted		<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Audit Committee.
12.	Opening bank account		Approve					<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations.
13.	Asset register			Responsible – TRUST WIDE		Responsible– ACADEMY LEVEL		<ul style="list-style-type: none"> Finance Director to support and advise 	

Delegation Matrix - SALT – St James' CE Academy

G. Health and safety, insurance and premises and extended schools									
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS	
1. Approval of Health and safety policy and arrangements		Approve, Oversee	Responsible	Oversee	Responsible		Chief Executive to present draft policy for consideration	<ul style="list-style-type: none"> Chief Executive responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively. Principals to implement policy at Academy level and oversee operation of procedures (overseen by Chief Executive and advising Chief Executive in relation to significant issues). Policy to include appropriate reporting mechanisms at Member, Director/Trustee and LGC level. 	
2. Obtaining insurance for land and trust & academy operations		Decide	Recommend Advise		Advise		Finance Director to advise and support and liaise with broker	<ul style="list-style-type: none"> To include Director & Officer cover, buildings and contents, business continuity, employers' and public liability insurance, motor vehicle cover etc as required. Must include insurance required to comply with Church Supplemental Agreement (or otherwise as agreed in any RPA side letter applicable to the Academy). Chief Executive to ensure details of insurance policy requirements appropriately disseminated 	
3. Agree site strategy and development master plan		Decide	Advise	Advise	Advise	See advice/ comments	Finance Director to advise and support	<ul style="list-style-type: none"> YDBE advice should be obtained. 	
4. Maintenance of premises				Oversee	Responsible	See advice/ comments		<ul style="list-style-type: none"> The site and buildings must be kept in the condition required by the Church Supplemental Agreement. 	
5. Maintain academy Premises management documents (e.g. asbestos, fire safety, statutory testing)		Oversee	Oversee	Oversee	Responsible			<ul style="list-style-type: none"> Principal to ensure appropriate documents in place (overseen by the Chief Executive). Chief Executive to report any material concerns to Trust Board and LGC. 	
6. Approving Capital projects/building works		Decide	Advise	Advise	Advise	See advice/ comments	<ul style="list-style-type: none"> Finance Director to advise and support 	<ul style="list-style-type: none"> YDBE advice and any necessary site trustee consents should be obtained in relation to land and/or buildings prior to work beginning. LA lease should be checked prior to any works on LA land and any necessary consents obtained. All necessary DfE approvals should be obtained. Trust Board needs to approve development projects in line with MAT development plan. 	

Delegation Matrix - SALT – St James' CE Academy

DECISION		MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
7.	Managing Academy capital projects/building works/maintenance		Oversee Over £50,000	Responsible Up to £50,000*+	Oversee Up to £50,000	Responsible Up to £10,000*		Finance Director/Local Finance manager to advise and support	<ul style="list-style-type: none"> All necessary DfE processes should be followed. * Can be exceeded in line with business plans approved at Board level. + In consultation with the Academy Principal group, the CEO is allowed to authorise expenditure of up to £50k per project, or £150k over 3 years, on those projects which will support the overall investment strategy – anything greater than that needs to be referred to the Board for approval.
8.	Site security			Oversee	Oversee (Academy level)	Responsible (Academy level)			<ul style="list-style-type: none"> Chief Executive to oversee overarching arrangements across Trust.
9.	Acquiring and disposing of land (including leases, licences and easements)		Decide	Advise	Recommend (Academy specific)	Advise	See advice/ comments	Finance Director to advise and support	<ul style="list-style-type: none"> LA lease should be checked prior to making any disposal of LA land. All necessary DfE approvals should be obtained. Only the Site Trustees can dispose of or encumber their land - YDBE advice should be obtained.
10.	Determining permissible external and community use policy (letting/licencing/ shared use arrangements)		Decide	Recommend			See advice/ comments	Finance Director to advise and support	<ul style="list-style-type: none"> Policy should reflect requirement to obtain any necessary DfE/LA/site trustee consents. The use should not be at odds with ethos/aims of Church of England. Policy should reflect what happens to any revenue generated from such use.
11.	Managing external and community use			Oversee	Oversee	Responsible		<ul style="list-style-type: none"> Local finance manager to advise and support 	<ul style="list-style-type: none"> Must be in accordance with agreed policy.

Delegation Matrix - SALT – St James' CE Academy

H. Communications, information and complaints									
H1 External communications									
	DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
1.	Trust prospectus		Approve	Recommend					
2.	School prospectus			Oversee	Approve	Recommend			<ul style="list-style-type: none"> Chief Executive to ensure prospectus in line with Trust requirements (templates may be provided).
3.	Trust website		Oversee	Responsible					<ul style="list-style-type: none"> Chief Executive to ensure legally compliant and that it dovetails appropriately with Academy websites.
4.	Academy website			Oversee	Oversee	Responsible			<ul style="list-style-type: none"> Principal to ensure legally compliant, overseen by Chief Executive. Chief Executive to ensure this dovetails appropriately with Trust website.
5.	Freedom of Information policy and publication scheme		Approve	Recommend					
6.	Approving press statements		Approve	Approve		Recommend (Academy matters)			<ul style="list-style-type: none"> All press statements to be approved by Chief Executive. Press statements that are of a controversial nature should be referred to the Board for their approval (or the Chair where a statement is time critical).
H2 Complaints									
7.	Determining complaints policy and procedure statement		Approve	Recommend					<ul style="list-style-type: none"> Policy to provide for local management of complaints, with escalation to Trust Board where necessary. Policy to include appropriate reporting at Director/Trustee and LGC level.
8.	Implementation of complaints policy and procedures			Responsible Oversee (Trust wide)	Oversee (Academy level)	Responsible (Academy level)			<ul style="list-style-type: none"> Chief Executive to implement in relation to trust wide complaints, Principal to implement in relation to Academy complaints, overseen by Chief Executive. Chief Executive to report to Directors/Trustees on any material concerns about operation of policy.

Delegation Matrix - SALT – St James’ CE Academy

H3 Information management								
DECISION	MEMBERS	BOARD OF TRUSTEES	CEO	LGC	ACADEMY PRINCIPAL	THIRD PARTY	ADVICE	COMMENTS
9. Data protection and document management policy		Approve	Recommend Advise				Chief Executive to advise	<ul style="list-style-type: none"> Policy to include appropriate reporting at Director/Trustee and LGC level.
10. Implementation of data protection policy and procedures		Oversee	Responsible Oversee	Oversee (Academy level)	Responsible (Academy level)			<ul style="list-style-type: none"> Principal to notify LGC and Chief Executive of any material concerns/breaches to Chief Executive. Chief Executive to report any material concerns/breaches to Trust Board.
11. Pupil records (including attendance register)			Oversee	Oversee	Responsible			
12. Ensure compliance with GDPR regulations		Oversee	Responsible	Oversee (Academy level)	Responsible (Academy level)			<ul style="list-style-type: none"> Principal to notify LGC and Chief Executive of any material concerns/breaches to Chief Executive. Chief Executive to report any material concerns/breaches to Trust Board.