

KEY

A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals or delegated to others as required.
C Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.
Highlighted	Statutory expectation or necessary to comply with articles of association or funding agreement.

Level 1: Members

Level 2: Trust Board

Level 2a(i): Finance and Premises Sub-Committee

Level 2a(ii): Audit and Risk Sub-Committee

Level 2b: Staff and Pay Sub-Committee

Level 2c: Curriculum and Standards Sub-Committee

Level 3: CEO

Level 4: Director of Finance & Operations

Level 5: Local Academy Committee/Local Governing Body

Level 6: Principal

Key function	Ref	Tasks	1	2	2a (i)	2a (ii)	2b	2c	3	4	5	6
1. Board business	1.1	Appoint/remove members	A/R									
	1.2	Appoint/remove trustees	A/R									
	1.3	Election and deselection of chair/vice chair of trustees		A/R								
	1.4	Appoint and remove board committee chairs		A/R					C	C		
	1.5	Establish and review trust governance structure		A/R					C	C		
	1.6	Agree named safeguarding trustee		A/R					C	C		
	1.7	Agree named SEND trustee lead		A/R					C			
	1.8	Agree named health and safety trustee lead		A/R					C	C		
	1.9	Agree named estates management lead		A/R					C	C		
	1.11	Appoint/remove academy committee chairs		A/R					C	C		
	1.12	Appoint/remove academy committee members		A/R					C	C		
	1.13	Appoint trust company secretary		A/R					C	C		
	1.14	Agree trustee clerking arrangements		A					R			
	1.15	Articles of association: review		A/R					C	C		

Key function	Ref	Tasks	1	2	2a (i)	2a (ii)	2b	2c	3	4	5	6
	1.16	Articles of association: ratify	A/R						C	C		
	1.17	Agree committee terms of reference		A/R					C	C		
	1.18	Complete annual review of scheme of delegation		A/R					C	C		
	1.19	Complete annual trust board self-review		A/R					C	C		
	1.20	Complete review of local governance		A/R								
	1.21	Publish governance arrangements on trust and schools' websites		A					R	R		
	1.22	Ensure trust website is compliant and effective		A					R	R		
	1.23	Ensure school websites are compliant and effective		A					C	C	R	
	1.24	Submit annual report on the performance of the trust to members and publish	C	A					R	R		
	1.25	Commission external review of board effectiveness every three years	C	A/R					C	C		
	1.26	Annually report work of academy committee: submit to trust and publish	C	A/R	R	R	R	R	C	C		
2. Vision and Strategy	2.1	Determine trust's vision, strategy and key priorities		A/R	C	C	C	C	R	R	C	C
	2.2	Apply trust vision and strategy to individual schools		A	C	C	C	C	R	R	R	R
	2.3	Determine trust-wide policies which reflect the trust's ethos and values		A					R	R	C	
	2.4	Determine school level policies		A					C	C	R	R
	2.5	Establish risk register and conduct regular review		A/R		R			R	R		
	2.6	Ensure engagement with stakeholders		A/R					R	R	R	R
3. Finance, premises and audit	3.1	Appoint and remove external auditors	A	C		R				R		
	3.2	Appoint and performance manage chief financial officer		A					R			

Key function	Ref	Tasks	1	2	2a (i)	2a (ii)	2b	2c	3	4	5	6
	3.3	Produce trust's scheme of financial delegation		A					R	R		
	3.4	Receive external auditors report	A	R	R				R	R		
	3.5	Action recommendations made by external auditors		A/R		A/R			R	R		
	3.6	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice and Academies Accounts Direction.		A/R					R	R		
	3.7	Submit ESFA required reports and returns		A					R	R		
	3.8	Agree formal budget plan to support delivery of trust strategic priorities		A/R								
	3.9	Agree budget plan to support delivery of school strategic priorities and monitor its delivery		A					R	R	R	
	3.10	Monitor trust budget		A	A				R	R		
	3.11	Carry out benchmarking and trust-wide value for money evaluation		C	C				A	R		
	3.12	Agree reporting and monitoring arrangements for trust and school budgets		A	A				R	R		C
	3.13	To monitor monthly expenditure		A	A				R	R		C
	3.14	To establish a charging and remissions policy			A				C	R		
	3.15	To enter into contracts							A/R	R		C
	3.16	To make payments							A/R	R		
	3.17	Manage financial probity within the Trust financial procedures		C		A			R	R		
	3.18	Develop Trust's internal scrutiny strategy		C		A			R	R		
	3.19	Approve and monitor the Trust's annual internal scrutiny programme for financial and non-financial risks and the associated budget		C		A			R	R		
	3.20	Monitor the effectiveness of Trust internal controls through review internal scrutiny reports.		C		A			R	R		
	3.21	Ensure health and safety regulations and Trust policy are followed		A	A/R				R	R	R	

Key function	Ref	Tasks	1	2	2a (i)	2a (ii)	2b	2c	3	4	5	6
	3.22	Produce, develop and implement a Trust Asset Management Plan		A	A/R				R	R		
4. Human Resources	4.1	Appoint and dismiss CEO/accounting Officer		A/R								
	4.2	Performance manage CEO		A/R								
	4.3	Agree CEO pay and reward		A/R								
	4.4	Conduct executive team performance management		C					A/R	R		
	4.5	Conduct headteacher performance management		C					A/R	C	C	
	4.6	Agree headteacher pay and reward					A/R		R	C		
	4.7	Review and agree staff appraisal procedure and pay progression					A/R		R	C	C	C
	4.8	Determine executive team staffing structure		A					A/R	C		
	4.9	Determine central team staffing structure							A/R	R		
	4.10	Determine school staffing structure		C					A/R	R	R	R
	4.11	Headteacher appointments and dismissal		C					A/R	R	C	
	4.12	Appointment and dismissal of other staff		C					A/R	R	R	R
	4.13	Suspension of CEO		A/R								
	4.14	Suspension of any other staff							A/R	R		C
	4.15	Trust wide pay policy, terms and conditions of employment		A					R	R	C	C
	4.16	Implement pay policy		A			A		R	R		R
	4.17	Determine disciplinary and capability policies		A					R	R		
	4.18	Implement disciplinary and capability procedures – CEO		A/R								
	4.19	Implement disciplinary and capability – central team		A			A		R	R		
	4.20	Implement disciplinary and capability procedures – schools		A			A		R	R	C	R
	4.21	Approval of exit payments/early retirement/pension discretion (above a certain threshold)		A					R	R		

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5. Education	5.1	Approve trust curriculum/school curriculum and curriculum policy		A				A	R		R	C
	5.2	Ensure high standards of teaching and learning						A	R		R	R
	5.3	Delivery of curriculum						A	R		R	R
	5.4	Set targets for trust outcomes						A	R			
	5.5	Plan and deliver individual school improvement interventions and strategies						C	A		R	R
	5.6	Agree academy behaviour policy						C	A/R		C	C
	5.7	Implement behaviour policy						C	A		R	R
	5.8	Review permanent and fixed term exclusions		A/R					R		C	R
	5.9	Agree admissions policy		A/R					C		C	C
	5.10	Admissions appeal process		A/R					C		C	C
	5.11	Determine complaints policy		A/R					C	C		
	5.12	Implement complaints procedures		A/R					R	R	C	R
	5.13	Monitor implementation of HAT Child Protection Policy		A					R		R	R
6. Community	6.1	Developing stakeholder partnerships across the trust		A					R	R	C	C
	6.2	Developing stakeholder partnerships at school level		C					A		R	R