



## **SCHEME OF DELEGATION**

*for adoption by all CDAT schools*

This document is informed by the Christian values which are the basis for all of CDAT's work and any actions taken under this document will reflect this.

*'Blessed are those who act justly, who always do what is right'*

*Psalm 106:3*

<b>Approved by</b>	<b>Date</b>	<b>Review Schedule</b>	<b>Date of next review</b>
Trust Board	24/09/2024	Annually	September 2025

# Scheme of Delegation

## Introduction

**Chester Diocesan Academies Trust is a company limited by guarantee and registered in England and Wales under company number 8451787.**

Chester Diocesan Academies Trust (CDAT) is a Multi-Academy Trust (MAT) that was formed by Chester Diocesan Board of Education (the 'DBE') in order to provide for diocesan schools that may be required to join an academy Trust due to government requirements or schools that wish to join a diocesan led Multi-Academy Trust. Both the DBE and CDAT are committed to the provision of high-quality Christian education across the Diocese and beyond.

CDAT is run by a Board of Directors that is accountable to the Secretary of State for Education for the performance of each school within the Trust.

Within CDAT, each school typically has its own Local Governance Committee. Some schools may choose to have shared governance with one LGC overseeing more than one school, and this will be constituted by the Board following discussions between the Chief Executive Officer (CEO) and the LGCs of the schools concerned.

The CDAT Board has overall legal responsibility for the operation of the MAT and the academies within it, however, the Board works in partnership with its family of schools and uses the skills and knowledge of Local Governance Committees to help challenge and support the professionals working within the schools to provide the best outcomes for every child and young person in the Trust.

This Scheme of Delegation therefore provides for certain functions to be carried out by one or more of the following:

- the Members
- the CDAT Board;
- the Chief Executive Officer and other officers as specified;
- the Local Governance Committee of the school; and
- the Headteacher of the school;

**This scheme should be read in conjunction with the Memorandum and Articles of Association, Master Funding Agreement, Supplemental Funding Agreement, the CDAT Governor Handbook, the process for appointments to LGCs in CDAT, the Financial Procedures and Policy Manual, and other documents and guidance produced by CDAT from time to time.**

## Overview of Roles and Responsibilities

### The Members

The Members are akin to shareholders in a commercial company and have ultimate control over the direction of the Trust through the appointment of Directors and control of the structure of the CDAT Board.

Currently the 4 Members are<sup>1</sup>:

- The Diocesan Board of Education acting corporately;
- The Bishop of Chester;
- One individual members of the Diocesan Board of Education nominated by that Board;
- The Chair of the Board of Directors of CDAT.

<sup>1</sup> The Articles of Association are presently under review in order to align with the contemporary requirements for Church of England MATs. This may alter the number and identity of the Members during the course of the year.

## The CDAT Board

The CDAT Board is a Board of Directors that has responsibility for the effective running of the Trust and the individual schools within it. The Board may decide to form committees to carry out certain of its functions. Currently there are three committees: the Finance and Operations Committee, the Education Effectiveness Committee, and the Audit and Risk Committee. Other committees or regional boards may be formed as CDAT grows. The term 'CDAT Board' will therefore include any such committees/boards that may be formed from time to time and decisions allocated to the CDAT Board may be taken by those committees in accordance with their terms of reference.

## The Chief Executive Officer (CEO)

A significant number of responsibilities under the Scheme of Delegation lie with the CEO. The term 'CEO' refers to the Chief Executive Officer but, as the CEO may choose to delegate some of these functions to members of the central team, the reference to CEO may therefore include the Director of Finance (DoF), Director of Operations (DoO), Director of Education (DoE), School Improvement Team (SI Team) or other staff employed centrally. The term 'SI Team' may refer to anyone employed by or brokered by the Trust to provide educational support and challenge to schools and answerable to the CEO.

The CEO typically delegates the day-to-day management and running of finance and operations to the DoF and the DoO. The DoF and DoO together lead the central finance and operations team. Similarly, the day-to-day management of the School Improvement Team and school improvement operations is delegated to the Director of Education. Therefore, where responsibility for financial and operational matters lies with the CEO, the work involved may be led by the DoF/DoO and reported back to/signed off by the CEO.

## Local Governance Committee

The Local Governance Committee (LGC) is essentially a committee of the Trust which has delegated powers in order to oversee the running of its individual school. The LGC typically delegates many of these powers to the Headteacher. LGCs will also typically have specific committees to fulfil certain duties – such as Headteacher Performance Management, Pay and Admissions. Where the document refers to the LGC this may include such committees but with the understanding that the ultimate responsibility remains with the LGC.

## Headteacher

In our schools, the Headteacher will be assigned delegated powers but may choose to delegate these further to another member of staff e.g., the School Business Manager or Deputy Headteacher. Where the document refers to Headteacher this may include other staff members who have been delegated responsibilities with the understanding that the ultimate responsibility remains with the Headteacher.

**In all cases the CDAT Board is accountable directly to the Secretary of State for each school and thus has overall responsibility in all areas regardless of delegated powers. The CEO has authority to nullify decisions made by LGCs or to direct Headteachers if the CEO considers that it is in the best interests of CDAT to do so, or that a decision made by an LGC is not in the best interests of the school.**

## School Banding

It is the aim of CDAT for all its schools to provide pupils with the highest quality educational provision, and for this to be acknowledged in both Ofsted and SIAMS inspections with judgements of 'good' and 'outstanding'. We anticipate that the vast majority of schools in the trust will be working at this level, and under the Scheme of Delegation considerable responsibility is delegated to these schools' Local Governance Committees and Headteachers.

We acknowledge though that some schools will require more support to secure consistently good or outstanding provision and will ensure that this support is provided. The level of support required by an individual school will typically be identified through the trust's 'annual conversation' process. The 'annual conversation' is in 2 stages:

- A visit to the school in the 2<sup>nd</sup> half of the summer term, including a learning walk, work scrutiny across a range of subjects, pupil interviews and an educationally focused conversation with the headteacher;
- A follow-up meeting – in person or virtually – during the 1<sup>st</sup> half of the autumn term to discuss the school's published data.

Following the summer visits to schools, each school will be provisionally placed into one of 3 bands, reflecting the amount of support it is expected to require over the course of the year. The school will typically remain in this band for the academic year unless the CEO determines that a change in situation warrants a revision to the school's banding. This may be the case if the school's published data presents a markedly different picture to that seen on the summer term visit.

The CEO/DoE may choose to identify a school as a Band 1\* or Band 2\* school. This indicates that the school has been placed into the named band, but that this will be kept under review as there may be certain factors that could suggest a lower banding would be appropriate.

## Band 1

Schools in Band 1 consistently and reliably provide pupils with a good or better standard of education. Although they still benefit from CDAT's school improvement work, they also have the quality and capacity to support that work too. Local Authorities often refer to these as 'light touch' schools.

Schools joining CDAT will typically be assumed to be in Band 1 if their most recent Ofsted and SIAMS judgements are at least 'good', and no significant concerns have been raised through the due diligence process. For schools already in CDAT, judgements as to banding will be made through the 'annual conversation' process, as above.

Typically, schools in Band 1 will receive the equivalent of 6 x ½ day visits per year (e.g., 1 per half term) from the CEO/DoE/SI Team. At least one of these visits each year will involve monitoring activities that will help to form/sustain judgements on the effectiveness of provision at the school.

## Band 2

Schools in Band 2 can be seen as needing a 'medium level' of support. This may be because of an Ofsted judgement, changes in leadership or staffing, a change in school context (e.g. an influx of pupils or a sudden/major change in the SEND or EAL profile of the school) or because of improvements required that need more than just 'light touch' support to secure consistently good quality of education.

Loosely, Band 2 schools will receive roughly twice the level of support as Band 1 schools – which may equate to 2 visits per half-term but could equally equate to a sustained 'burst' of support followed by half-termly visits.

## Band 3

Schools in Band 3 require the maximum level of support from the trust, and this will be worked out on a school-by-school basis. They may be schools in an Ofsted category, judged as RI by Ofsted, or where the annual conversation and/or published data outcomes suggest there is danger that an Ofsted inspection may result in an outcome that is less-than-good.

Typically, Band 3 schools will receive the most regular visits from the CEO/DoE/SI Team and are may also require additional support from other parts of the trust's central team and/or leaders of other CDAT schools.

Where schools fall into Band 3 but do not qualify for sponsorship funding, the trust will seek additional external funding (e.g., ESIF) to fund the high-level of support the school requires. Where no external funding is available/can be secured, the trust may make an additional, reasonable and fully costed charge for support from the school to cover some of the costs of this support.

## Local Governance Committee Structure

The 'make-up' of the LGC will depend on the school's categorisation, based typically on its school category prior to conversion as set out in the funding agreement. This structure may be amended if governance is identified as a weakness in the regular monitoring of the work of the school. The flexibility of the academy governance model will allow, in most cases, schools entering the Trust to replicate their existing structure if they wish to do so. However, where a school comes into the Trust as a Sponsored Academy the LGC will be appointed by the Trust Board.

The number of people who shall sit on the LGC shall be not less than three but, unless otherwise determined by the Directors, shall not be subject to any maximum. The Trust Board will consider any request from a LGC to increase/decrease its overall membership subject to the requirements set out within the Articles.

Typically, the LGC of a CDAT school shall have the following categories:

- Foundation governors (who are approved by the Diocesan Corporate Member (DCM) and appointed by CDAT with particular reference to their Christian faith).
- Two parent governors, who shall normally be elected by the parent body but may be appointed following discussions between the CEO and LGC if no/too few parents stand for election.
- The Headteacher in an ex-officio capacity
- One member of staff elected following a suitable process

In a school that was Voluntary Aided before joining CDAT, the number of Foundation governors must be 2 greater than the total number of other governors. In a typical LGC where the Headteacher, a staff member and 2 parents are governors (=4) there should be 6 Foundation governors.

In a school that was Voluntary Controlled before joining CDAT, a minimum of 25% of the total LGC positions must be held by Foundation governors. The LGC of a previously VC school can also nominate interested members of the local community to become Trust-appointed governors.

There is no assumption the incumbent will become a member of the LGC 'ex officio', recognizing that some incumbents may have more than one church school in their parish(es); however, it is clearly desirable that incumbents sit on the LGC where this is possible

In the event of a community school joining the Trust, there would be no foundation governors on the LGC, but it would be expected that an appropriate representative of the local parish is invited to join the LGC as a Trust-appointed governor. There would typically be 4 Trust-appointed governors, alongside the Headteacher, a staff governor and 2 parent governors.

At any point the LGC must not have more than one third of the total number of its members who are employed at the school (including the Headteacher).

The Directors (all or any of them) shall also be entitled to attend any meetings of an LGC. Any Director attending a meeting of a LGC shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the LGC.

The quorum for any LGC meeting will be 3 governors or (where greater) one third of the LGC membership. Governors not employed at the school must always be in the majority. The LGC may also have associate members. Associate members are appointed by the LGC and may attend and speak at meetings, but they do not count towards the quorum and do not have voting rights. Associate members cannot sit on the Pay or Pay Appeals committees and cannot sit on any panel which the LGC may be required to convene (e.g. Staff Discipline, Exclusions, Complaints).

## Term of Office and Resignation/Removal

All governors will be required to sign a confirmation of eligibility to serve on a LGC upon appointment/election. The confirmation of eligibility (and reasons for disqualification) is set out in the Trust's Articles of Association; all governors, directors and members will be requested to re-confirm their eligibility at the start of each autumn term.

Every governor and associate member will be required to undertake an enhanced DBS check prior to appointment. The Board reserves the right to refuse the appointment of any governor or associate member based on the outcome of the DBS check.

The term of office for all governors will be 4 years except for the Headteacher, who is an ex officio member.

A parent governor whose child leaves the school to move on to their next stage of education may serve out their term of office.

The Headteacher and staff governor will no longer sit on the LGC if they no longer work at the school.

The Board of Directors may remove any governor or associate member who, in its reasonable opinion, has become ineligible to sit on the LGC as set out in the Articles or who has acted in a manner that breaches the CDAT governor code of conduct which each governor and associate member is required to sign on appointment.

## Delegated Powers

Each school is ultimately governed by CDAT, but the Trust recognises the benefits of the local skills, knowledge, autonomy and commitment required to support and challenge those who work within its schools to ensure the best outcomes for its children and young people.

This scheme sets out the decision-making levels and responsibilities for the Trust. The levels may vary within the Trust depending on the situation of each school (e.g., if it is sponsored by CDAT). This will be reviewed annually.

**CDAT reserves the right to overrule this scheme if at any point it judges that a LGC is not acting in the best interests of the children at the school, or in order to ensure that the school is acting in accordance with the values and purposes of CDAT. It is expected that this would only occur in exceptional circumstances and where possible the LGC will be given warning of any concerns.**

## Financial Arrangement – Management Fee

A percentage, called the Management Fee, from each school's basic school budget (General Annual Grant (GAG)) is retained by the Trust to allow it to provide high-quality central services. No Management Fee is charged on additional funding such as Pupil Premium and PE/Sports Premium and schools are accountable to the Board for grant usage.

Additional DfE Grants, which will ultimately become part of the GAG calculation in the future, along with Free Early Education Funding (FEEE) from LAs will be subject to a further management fee at the same rate.

The calculation of a school's management fee is based on the number of pupils on role at the time of conversion but may be reviewed should pupil numbers change so that the school falls into another banding.

Typically, the management fees for different sizes of schools will be:

- Primary school with fewer than 300 pupils: 5%
- Primary school with between 300 and 500 pupils: 4%
- Primary school with 500 or more pupils: 3%

However, in schools where significant additional support is identified as being required, such as schools that 'require improvement', schools in an Ofsted category who have not received additional school improvement funding, schools identified in their local authority's 'causing concern' protocol or exceptionally small schools, the Trust may make an additional, reasonable and fully costed charge where no additional external funding is available and support costs are exceptionally high. Also, where there is a reduction in the level of delegation to the Local Governing Body, a proportion of the school's budget may be retained centrally to enable the Trust to carry out those functions.

The Management Fee will be reviewed annually and may be amended to reflect additional services provided centrally.

## The role of the DBE

All schools that came into CDAT as Diocesan schools (VA or VC) remain part of the Diocesan family of schools, and the Trust team and Board work closely with the officers of the DBE. The CEO and Board ensure that the Trust acts

at all times in line with the appropriate statutory requirements of the DBE, as laid out in the DBE Measures.

## GOVERNANCE

Responsibility	Articles of Association
Headteacher	N/A
Local Governance Committee (LGC)	N/A
CEO (and others as specified)	N/A
CDAT Board of Directors	N/A
Members	<ul style="list-style-type: none"> <li>Agree amendments to the Articles</li> </ul>

Responsibility	Strategic Vision of the Trust
Headteacher	N/A
Local Governance Committee (LGC)	<ul style="list-style-type: none"> <li>Ensures that school's vision aligns with strategic vision of the Trust</li> </ul>
CEO (and others as specified)	<ul style="list-style-type: none"> <li>Work with the Board to develop the overall strategic vision of the trust</li> </ul>
CDAT Board of Directors	<ul style="list-style-type: none"> <li>Develop the overall strategic vision and monitor its implementation</li> </ul>
Members	N/A

Responsibility	Appointment/Removal of Members
Headteacher	N/A
Local Governance Committee (LGC)	N/A
CEO (and others as specified)	N/A
CDAT Board of Directors	N/A
Members	<ul style="list-style-type: none"> <li>Members and their appointing bodies with reference to the Articles</li> </ul>

Responsibility	Appointment/Removal of Directors
Headteacher	N/A
Local Governance Committee (LGC)	N/A
CEO (and others as specified)	N/A
CDAT Board of Directors	<ul style="list-style-type: none"> <li>Co-opts Directors in line with Articles</li> </ul>
Members	<ul style="list-style-type: none"> <li>The majority of Directors are appointed by the Members.</li> </ul>

Responsibility	Appointment, Election and Removal of Governors or Associate Members on an LGC
Headteacher	<ul style="list-style-type: none"> <li>Administers the parent and staff election processes</li> </ul>
Local Governance Committee (LGC)	<ul style="list-style-type: none"> <li>Recommends appointment of Foundation governors, and Trust-Appointed governors for LGCs of previously VC schools</li> <li>Consults the CEO if it is believed that the governor Code of Conduct has been breached</li> <li>Ensures LGC composition is in line with Scheme of Delegation.</li> </ul>
CEO (and others as specified)	<ul style="list-style-type: none"> <li>Liaises with DBE on confirmation of Foundation governor appointments and reports new appointments termly to Board.</li> <li>Monitors effectiveness of LGCs, references LGC self-evaluation and skills audits to inform decisions about appointments.</li> </ul>
CDAT Board of Directors	N/A
Members	N/A

***Where the school is in Band 3, or if the school is entering the trust in Band 2, CDAT will conduct its own audit of the quality of governance and will use this as the starting point for appointments to the LGC.***



<b>Responsibility</b>	<b>Appointment of Chair/Vice-Chair</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Annually elects Chair and Vice Chair</li> </ul>
<b>CEO (and others as specified)</b>	N/A
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Annually elects Board Chair and Vice Chair</li> </ul>
<b>Members</b>	N/A
<i>Where the school is in Band 3 the appointment of the Chair and Vice-Chair will be nominated jointly by the LGC and CEO and agreed by the CDAT Board. Where the school is in Band 2, the appointment of the Chair will be agreed jointly by the LGC and CEO.</i>	
<b>Responsibility</b>	<b>Register of Business Interests</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Ensures register of business interests and governor information is published on the school website</li> <li>Ensures governor information is kept up to date on GIAS</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Governors confirm their business interests on GovernorHub at the start of the academic year and update as necessary</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Ensures Directors' and Members' information and register of business interests is maintained and published on the Trust website.</li> <li>Ensures Trust Board information is kept up to date on GIAS</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Clerk to the Board maintains register of business interests for Directors</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>Clerk to the Board maintains register of business interests for Members</li> </ul>
<b>Responsibility</b>	<b>Safeguarding Checks</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Administers DBS and Section 128 checks for governors and associate members, teaching staff and support staff, in line with the statutory requirements within KCSIE</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Seeks assurance from the Headteacher that a DBS and Section 128 check has been carried out on new governors and associate members.</li> <li>Ensures that all governors complete the declaration of eligibility to serve on a LGC at the start of each autumn term</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Administers DBS and Section 128 checks for Board members.</li> <li>Receives summary of checks for LGC members and monitors process</li> <li>Ensures the Chair of the Board undertakes an enhanced DBS check as required by the Secretary of State</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Monitors DBS and Section 128 compliance through safeguarding reports from CEO</li> <li>Directors to complete the declaration of eligibility at the start of each autumn term</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>Members to complete the declaration of eligibility at the start of each autumn term</li> </ul>
<b>Responsibility</b>	<b>Scheme of Delegation</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Advises the Board on the delegated powers for each school following external inspection outcomes, discussions with the LGC and the review of information gathered regarding school effectiveness – at least through the Annual Conversation</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Review the scheme of delegation annually. In the event that a school enters a formal category of Ofsted concern, or Requires Improvement, the Board may re-categorise the school and amend the scheme of delegation.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	<b>Chair's Action</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	N/A
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Board Chair can make/ratify decisions (agreed parameters) where decision is needed between scheduled meetings: an explanation</li> </ul>

	of any actions will be minuted at the next Trust Board meeting
<b>Members</b>	N/A
<b>Responsibility</b>	
	<b>LGC Committees</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Ensures statutory committees (e.g. HTPM, Pay) are in place</li> <li>Agrees terms of reference and membership of any advisory committees formed by the LGC and informs Governance Manager</li> </ul>
<b>CEO (and others as specified)</b>	N/A
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Agrees LGC terms of reference and considers any requests to increase/decrease the number of LGC members.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	
	<b>Link Governor/Director Roles</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Identifies suitable dates for link governors to make visits to school to meet with the appropriate staff member</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Ensures that LGC has nominated link governors as statutorily required (SEND, Safeguarding). Appoints link governors responsible for Pupil Premium and LAC children, H&amp;S</li> </ul>
<b>CEO (and others as specified)</b>	N/A
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Appoint link directors for SEND, Safeguarding, Data Protection</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	
	<b>Meeting Schedule</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Ensures LGC meets in line with requirements of annual planner</li> <li>Clerks send schedules to Governance Manager</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Liaises with the Chair of the Board to arrange meeting schedule of the Board and its committees</li> <li>Monitors meeting schedules of LGCs</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Meets at least termly and sets out further meetings of Board and committees in line with statutory and operational requirements.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	
	<b>Clerk/Governance Professional</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Ensures that each LGC has a named clerk from the trust's chosen Governance Support Provider (Second2None)</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Appoints governance professional to the Trust Board and committees other than LGCs.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	
	<b>Setting Agendas and Managing Minutes.</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Liaises with LGC chair on setting agendas.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Chair of the LGC sets the agenda following consultation with the Headteacher (and the CEO if necessary), and in line with agreed calendar of meetings.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Informs LGC Chairs and clerks of any items that must be included on any LGC agenda if required.</li> <li>Liaises with the Chair of the Trust Board on setting agendas.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Chair of the Board sets the agenda consulting with the governance professional and the CEO as necessary.</li> </ul>
<b>Members</b>	N/A

<b>Responsibility</b>	<b>Policy Development and Approval</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>• Draws up school specific policies outside the CDAT model framework.</li> <li>• Adapts model/trust wide policies with information appropriate for individual school context for adoption by the LGCs.</li> <li>• Publishes policies on the school website in line with statutory requirements</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Approves school specific policies.</li> <li>• Receives model/trust wide policy. Agrees and approves contextual amendments proposed by the Headteacher.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Develops trust wide model policies for approval in line with latest statutory requirements for academy policies.</li> <li>• Develops other policies as required.</li> <li>• Monitors school-specific policies and may override LGC approval if policies do not fulfil statutory requirements or CDAT wide values.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Approves Trust wide policies.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	<b>Equality Policy and Objectives</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>• Agree and publish the school's Equality Objectives; review every 4 years.</li> <li>• Ensure the policy is communicated and made readily available to staff, parents/guardians and visitors to the school.</li> <li>• Ensure the policy is implemented and that staff are aware of their responsibilities and given appropriate training and support.</li> <li>• Ensure appropriate action is taken in any cases of unlawful discrimination</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Agree the school's Equality Objectives; review every 4 years.</li> <li>• Adopt the CDAT Equality policy</li> </ul>
<b>CEO (and others as specified)</b>	N/A
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Set Trust Equality Objectives; review every 4 years.</li> <li>• Review Trust Equality policy annually. Ensure compliance with equality legislation and effective operation of this policy.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	<b>Evaluation</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Undertakes an annual self-review and/or skills audit of the performance of the LGC and reports back to the Governance Manager</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Monitors the work/ effectiveness of the LGCs.</li> <li>• Solicits feedback from LGCs on the performance of the Trust.</li> <li>• Participates in any External Reviews of Governance required of an LGC.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Supports monitoring of the work of LGCs.</li> <li>• Undertakes an annual self-review of the performance of the Board and particularly its effectiveness in supporting schools.</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>• Monitors the work of the Board through the AGM and General Meetings.</li> </ul>

## PERSONNEL

Responsibility	CEO Appointment
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	N/A
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Responsible for running recruitment process for new CEO, working with appropriate external advisors as appropriate.</li> <li>Ensures all relevant stakeholders are represented in the process.</li> </ul>
<b>Members</b>	N/A
Responsibility	Appointments to Central Team
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>CEO (and/or DOF/DOO) responsible for running recruitment process for central team staff.</li> <li>Liaise with CDAT Chair/ board to confirm new appointments.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Involved in selection/ interview process for senior central team staff (manager/director level).</li> </ul>
<b>Members</b>	N/A
Responsibility	CEO Dismissal
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	N/A
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Ensures appropriate capability/disciplinary process followed and HR and legal advice sought and acted upon.</li> <li>Negotiates and agrees any discretionary payments/ severance agreement if negotiated settlement agreed.</li> </ul>
<b>Members</b>	N/A
Responsibility	Dismissal of Central Team Member
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>For capability/disciplinary matters, ensures appropriate process followed and HR and legal advice sought and acted upon.</li> <li>Negotiates and agrees any discretionary payments/ severance agreement if negotiated settlement agreed.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Gives final approval to any settlement agreed as part of a negotiated exit by a central team member.</li> </ul>
<b>Members</b>	N/A
Responsibility	Appointment of Headteacher (including interim roles, maternity leave and sickness absence)
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Ensures any maternity leave dates, resignation or retirement notices go to the CEO as well as the Chair of the LGC.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Identifies LGC members to sit on appointments panel constituted by the CEO.</li> <li>Informs CEO of any leadership absence that may require an interim leadership appointment.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Informs the Board of resignation, retirement, maternity leave or sickness absence of a Headteacher lasting more than 10 working days.</li> <li>Leads recruitment process for new Headteacher, working with Chair of LGC.</li> <li>Chairs the appointment panel and notifies the CDAT Board of appointment made.</li> <li>For interim roles, identifies suitable candidate(s) (with external support as needed) and makes recommendations to LGC and board.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Ensures that Board is represented on appointment panel to provide surety re appointments.</li> </ul>

<b>Members</b>	N/A
<b>Senior Leadership Team Recruitment</b>	
<b>Responsibility</b>	
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Notifies the CEO and the LGC Chair as soon as he/she becomes aware of a potential vacancy in the Senior Leadership Team (Deputy Headteacher, Deputy/Assistant Headteacher).</li> <li>Liases with the CEO and LGC in constituting a recruitment panel.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Identifies LGC members to sit on appointments panel constituted by the Headteacher and LGC Chair in collaboration with the CEO.</li> <li>Jointly leads the process for filling any vacancies in the Senior Leadership Team with the Headteacher and CEO.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>If there is any dispute over the appointment, the CEO will prevail (only if the appointment would be deemed to be detrimental to the school and its pupils).</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A
<i>In a school that is in Band 2 or 3, the process for the appointment of a Deputy Headteacher (or an Assistant Headteacher, if they are to be the most senior school leader after the Headteacher), will mirror the process for appointing a Headteacher and will therefore be led by the CEO.</i>	
<i>In a school in Band 3, the appointment of any teachers to a TLR post, and the appointment of a new Senior Finance Officer (e.g., SBM) will be conducted jointly, as for Deputy/Assistant Headteacher posts above.</i>	
<b>Senior Finance Officer (e.g. SBM) Recruitment</b>	
<b>Responsibility</b>	
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Liases with the CEO, DOF, and LGC in constituting a recruitment panel.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Jointly leads the process for filling any senior finance vacancies with the Headteacher and CEO/DOF.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Ensures Trust is represented on any interview panel.</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A
<b>Requests for secondments, etc.</b>	
<b>Responsibility</b>	
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Jointly with the LGC considers and responds to any requests for secondments/ support for other schools from staff below Deputy Headteacher level and conveys decision and rationale to CEO.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Jointly with the Headteacher, considers and responds to any requests for secondments/ support for other schools from staff below Deputy Head level, and conveys decision and rationale to CEO.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Considers and responds to any secondment/support requests involving the Headteacher or their Deputy. These requests are unlikely to be granted in supported/sponsored schools.</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A
<b>Teacher Recruitment</b>	
<b>Responsibility</b>	
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Informs CEO and LGC Chair of any resignations.</li> <li>Leads the process for filling teacher vacancies in conjunction with the Senior Leadership Team and a representative of the LGC.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Nominates a representative from the LGC to participate in the teacher appointment process.</li> <li>Chair ensures LGC members involved in recruitment undertake Safer Recruitment training</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Provides advice and support as necessary for teacher recruitment including consideration of recommendation of staff from other academies in the Trust.</li> <li>Provides opportunities for safer recruitment training.</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A

***In a school in Band 3 that is receiving a very high level of support and has limited leadership capacity to recruit/make appointments, the trust/CEO may take the lead for any appointments, including teachers and support staff. Where this is the case, it will be done in full consultation with the LGC Chair.***

<b>Responsibility</b>	<b>Support Staff Recruitment</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>As above but an LGC member may not be required to be involved in the process.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>May nominate a representative from the LGC to participate in the recruitment process if appropriate.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Provides advice and support as necessary for recruitment including consideration of recommendation of staff from other academies in the Trust.</li> <li>Provides opportunities for safer recruitment training.</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A

***In a school in Band 3 that is receiving a very high level of support and has limited leadership capacity to recruit/make appointments, the trust/CEO may take the lead for any appointments, including teachers and support staff. Where this is the case, it will be done in full consultation with the LGC Chair.***

<b>Responsibility</b>	<b>Decisions re. Recruitment of Staff in addition to School's Staffing Structure</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Discusses any requirements for additional staffing with the CEO (and DFO) and LGC Chair</li> <li>Develops amended staffing plan with agreement of CEO/DFO and LGC Chair, ensuring affordability and in accordance with HR advice</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Consulted regarding any proposals for increasing staffing or revising staffing structures</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Approves recruitment of additional staff not previously budgeted for (including staff part-funded through specific funding)</li> <li>Reports significant staffing structure changes and possible financial impact to the CDAT Board.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Approves any changes where additional cost to budget is above the CEO's authorisation level of</li> </ul>
<b>Members</b>	N/A

<b>Responsibility</b>	<b>Reductions in Staffing and related Revisions to Staffing Structures</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Notifies the CEO and LGC Chair as soon as possible after becoming aware that reductions in staffing may be necessary.</li> <li>Proposes a revised staffing structure with the support of the CEO and HR advisor for consultation with the LGC.</li> <li>Manages the redundancy process, supported by the CEO and HR Advisor.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Consulted regarding any proposals for reducing staffing or revising staffing structures.</li> <li>Works with the Headteacher, CEO and HR Advisor in supporting the restructuring process.</li> <li>Forms panel to agree recommendations to CEO for redundancy.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Supports the Headteacher throughout the restructuring process and attends consultation meetings.</li> <li>Reports significant staffing structure changes and possible redundancies to the CDAT Board.</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A

<b>Responsibility</b>	<b>Decisions re Discretionary Payments Linked to Redundancy, Retirement or Other Cessation of Employment</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>In discussion with HR and legal advisors (and unions, as appropriate), approves any discretionary payments to be made to individual staff as part of agreements linked to redundancy, retirement or other cessation of employment</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Approves any discretionary payments (as detailed) where size of payment is above authorisation level of CEO and/or would require ESFA approval</li> </ul>
<b>Members</b>	N/A

<b>Responsibility</b>	<b>CEO Performance Management</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	N/A
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Panel of 3 trustees undertake performance appraisal and salary review. Committee makes a salary recommendation to Finance and Operations committee.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	<b>Headteacher Performance Management</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Pay Committee and Headteacher Performance Management Committee conduct the Headteacher's annual performance review and decide, with the support of the central team, whether the Headteacher's performance targets have been met and to set new targets.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Advise the LGC on headteacher performance targets, as appropriate.</li> <li>Advise the LGC any changes to national pay arrangements as appropriate.</li> <li>Develop and review TOR for a Pay Committee and Headteacher Performance Management Committee</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Approves the Trust pay policy.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	<b>Teacher Appraisal and Salary Review</b>
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	<p>The Pay Committee will:</p> <ol style="list-style-type: none"> <li>Confirm automatic annual pay progression for teaching staff, as set out in the CDAT Pay Policy;</li> <li>Discuss and confirm decisions on any exceptions, as set out in the CDAT Pay Policy, where teachers will not be eligible for automatic annual pay progression;</li> <li>Agree, and notify to payroll, applications to be paid on the Upper Pay Range.</li> </ol> <ul style="list-style-type: none"> <li>Convene a Pay Appeal Committee as circumstances require.</li> <li>Considers, with the support of the central team, the implications on the school budget of any pay awards.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Monitors the salary review process across the Trust and sets the Trust pay policy.</li> <li>Advise the LGC any changes to national pay arrangements as appropriate.</li> <li>Develop and review TOR for the Pay Committee and Headteacher Performance Management Committee</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Approves the Trust pay policy.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	<b>Terms of Employment</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Consulted regarding any proposed changes to terms and conditions of employment.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Consulted regarding any proposed changes to terms and conditions of employment.</li> <li>Informs CEO of any sickness absence of the Headteacher lasting more than 5 days.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Proposes any changes to terms and conditions of employment following consultation with staff and unions and LGC.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Approves any changes to the terms of employment of school staff (both teaching and support).</li> </ul>
<b>Members</b>	N/A

<b>Responsibility</b>	<b>Disciplinary and Grievance Procedures</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Notifies the CEO, LGC Chair and HR Advisor as soon as possible after becoming aware of any issue that may need to be dealt with under the disciplinary or grievance procedures.</li> <li>Ensures the CDAT disciplinary and grievance procedures are followed.</li> <li>Notifies CEO that disciplinary action or suspension is being initiated.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Chair responsible for informing the CEO and HR Advisor if an allegation is made against the Headteacher.</li> <li>Chair ensures the CDAT disciplinary and grievance procedures are followed with support from the CEO and HR Advisor.</li> <li>Forms panels for disciplinary and grievance hearings (except for the Headteacher) as may be required.</li> <li>Individuals from the LGC may also sit on panels for disciplinary/grievance (Headteacher) and appeal hearings at other schools, providing that there is no conflict of interest.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Responsible for constitution of panels consisting of members of CDAT Board for disciplinary and grievance hearings for the Headteacher and appeal hearings against the decision of LGC.</li> <li>May sit on panels for disciplinary/grievance (Headteacher) and appeal hearings.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Sits on panels for disciplinary/grievance (Headteacher) and appeal hearings.</li> </ul>
<b>Members</b>	N/A

<b>Responsibility</b>	<b>Capability Proceedings</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Manages the process set out in the CDAT appraisal and capability procedures.</li> <li>Keeps the CEO, Education Officer and LGC informed regarding the progress of the proceedings for any member of teaching or support staff.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Informs CEO of any capability concerns regarding the Headteacher arising from the LGC.</li> <li>Chair works with CEO on proceedings involving the Headteacher.</li> <li>Chair kept informed by the Headteacher but in such a way as to ensure that it does not 'taint' possible members of any panel.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Informs Chair of LGC if CEO has any capability concerns regarding the Headteacher.</li> <li>Manages process set out in the CDAT appraisal/capability procedures if Headteacher is the subject.</li> <li>Keeps CDAT Board and LGC informed of proceedings without 'tainting' possible members of any appeal panel.</li> <li>Works with HR rep. and Board in the event of negotiated exit by a Senior Leader.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Sit on panels for final stage Capability (Headteacher) and appeal hearings.</li> <li>Gives final approval to any settlement agreed as part of a negotiated exit by a senior school leader.</li> </ul>
<b>Members</b>	N/A

<b>Responsibility</b>	<b>Whistleblowing</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Along with SLT is responsible for making employees aware of this policy.</li> <li>Maintains a confidential record of concerns raised and their outcomes; reports to the LGC and CEO routinely including on those found not to require further action.</li> <li>Alongside the LGC and Trust Board, has overall responsibility for ensuring the Whistleblowing Policy is managed appropriately in school.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Receives reports from the Headteacher.</li> <li>Alongside the Headteacher and Trust Board, has responsibility for ensuring the Whistleblowing Policy is managed appropriately in school</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Receives reports from the Headteacher.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Has overall responsibility for the Whistleblowing policy.</li> </ul>
<b>Members</b>	N/A

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## CURRICULUM AND STANDARDS

Responsibility	Quality of Education
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Has overall responsibility for ensuring that the school provides a good standard of education.</li> <li>Has overall responsibility for maintaining good academic standards within the school.</li> <li>Ensures that the school follows trust-wide policies/practice regarding teaching, learning and assessment.</li> <li>Ensures that the school's self-evaluation (SEF) is updated regularly in readiness for Ofsted inspection.</li> <li>Works effectively with the SI Team/CEO to monitor and further improve standards and overall quality of education.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Provides effective support and challenge to the Headteacher in order to ensure that the school provides a consistently good standard of education and that academic standards are good.</li> <li>Reviews the school's SEF at least annually, ensuring LGC members are familiar with school's judgements and identified strengths/weaknesses.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>CEO and SI Team provide support and challenge to individual schools to ensure that each school is providing a consistently good standard of education and achieving good academic standards.</li> <li>CEO and SI Team support school improvement through trust, cluster and school level initiatives and intervention.</li> <li>CEO ensures that Board (including via Education Effectiveness Committee) are well informed about the quality of education and academic standards in all schools across the trust, and also about the effectiveness and impact of support in Band 2/3 schools.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Through the Education Effectiveness Committee, receives regular reports on the quality of education in each school.</li> <li>Ensures that the CEO and SI Team have a clear view of the quality of education and academic standards within individual schools and across the trust, and that they have clear plans in place to address any weaknesses at individual school or whole trust level.</li> </ul>
<b>Members</b>	N/A
Responsibility	PE & Sports Premium Funding
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Develops a strategy for using funding and ensures that this meets statutory requirements.</li> <li>Ensures impact of use of funding is well evaluated and required reporting completed.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Monitors use of PE/Sport funding to ensure it complies with regulations and that identified success criteria are being met.</li> <li>Ensures that report of use of funding is published and submitted as statutorily required.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Ensures funding is delegated to schools.</li> <li>Monitors that funding is being used appropriately.</li> <li>DOE/SI Team support schools looking to develop a combined strategy to using funding.</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A
Responsibility	Curriculum
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Has overall responsibility for ensuring that school's curriculum is of a high quality, is in line with recognised good practice and is having a positive impact on pupils' learning.</li> <li>Ensures Spiritual, Moral, Social and Cultural education is embedded across the curriculum.</li> <li>Ensures that the school's core curriculum is well enhanced through a range of clubs, trips and visitors.</li> <li>Ensures that all required policies for teaching and learning/subject policies are in place.</li> <li>Ensures that arrangements for subject leadership, appropriate to school size/context, are in place.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Maintains a secure understanding of the intent and implementation of the school's curriculum, and the impact of the curriculum on pupils' learning.</li> <li>Checks that the core curriculum is being effectively enhanced with clubs, trips etc.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>CEO/Director of Education (DOE) establishes the Trust's overall curriculum strategy in line with best practice and national strategy.</li> </ul>

	<ul style="list-style-type: none"> <li>DOE/SI Team monitor curriculum impact and facilitate professional development opportunities to support curriculum development, subject knowledge and subject leadership.</li> <li>Where significant additional support is needed, DOE/SI Team may co-lead curriculum development</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Ensures that curriculum strategy is in line with the aims and distinctive nature of the Trust.</li> <li>Monitors curriculum strategy, implementation and impact across the Trust.</li> </ul>
<b>Members</b>	N/A
<p><b><i>When working with a school in Band 3, the DOE and SI Team will provide bespoke support to help school leaders to ensure that the Quality of Education and effectiveness of the school's Curriculum are improving rapidly to good.</i></b></p> <p><b><i>In providing this support, there are likely to be elements of co-creation and co-delivery with the headteacher and other leaders, and the DOE/SI Team will also contribute significantly to monitoring/evaluation activities.</i></b></p>	
<b>Responsibility</b>	
<b>School Development</b>	
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Responsible for ensuring that school has at least an annual School Development Plan, (SDP) based on a good understanding of the school's strengths and areas for improvement.</li> <li>Works with CDAT Finance Team to ensure that budget aligns with SDP priorities.</li> <li>Ensures that the LGC are provided with at least termly updates of progress towards SDP priorities.</li> <li>Agrees challenging targets for assessment outcomes and achievement with the DOE/SI Team.</li> <li>Ensures that the LGC and DOE are provided with regular updates of pupil progress towards these targets.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Agrees School Development Plan (SDP) with Headteacher.</li> <li>Receives regular updates on SDP progress and progress towards targets for assessment outcomes from the Headteacher, providing support/ challenge as appropriate.</li> <li>Supports trust-wide improvement plans and initiatives.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Reports regularly to the Board on development across the Trust about standards and performance of each school.</li> <li>Informs Board if monitoring indicates concern about the school.</li> <li>Works with SI Team, school leaders and external stakeholders to develop, implement and monitor trust-wide improvement plans and initiatives.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Monitors developments and improvements across the Trust, at school and Trust level, and takes action as necessary.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	
<b>Church School Distinctiveness</b>	
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Leads by example, ensuring that the school consistently fulfils its Christian vision and ethos.</li> <li>Ensures that school has an up-to-date and suitable self-evaluation against the SIAMS framework.</li> <li>Ensures that good quality collective worship takes place daily.</li> <li>Ensures that good quality religious education is in place across the school.</li> <li>Ensures that the policies for RE and collective worship are in place.</li> <li>Works with the trust and Diocese to further develop the school's Christian distinctiveness.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Ensures the vision and ethos of the school is consistent with the distinctive Christian vision of CDAT.</li> <li>Provides support and challenge to Headteacher to ensure that collective worship and RE are of a good quality and that suitable policies are in place and regularly reviewed.</li> <li>Supports and helps to develop good links/ relationship with local church/parish.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Monitors the distinctiveness of each school and reports any areas of concern to the Board.</li> <li>Ensures that all schools receive support and challenge in preparation for SIAMS inspection.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Ensures that CDAT's Christian vision informs policy development and decision making.</li> <li>Monitors the church school distinctiveness across the Trust and takes action as necessary.</li> </ul>
<b>Members</b>	N/A

## WELFARE

Responsibility	Safeguarding (including Prevent)
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Provides effective leadership of safeguarding at all times, ensuring that safeguarding culture and practice in the school are strong.</li> <li>Ensures that a Designated Safeguarding Lead (DSL) and Deputy DSL have been appointed and that their training is current and at the appropriate level.</li> <li>Ensures all staff and the LGC receive appropriate, regular safeguarding and prevent training and that good quality records of this training are maintained.</li> <li>Ensures that school staff and the LGC are aware of current KCSIE requirements and remain up to date with changes made to the KCSIE document.</li> <li>Appoints a designated teacher (DT) for Looked After Children.</li> <li>Ensures that the school has a complete and compliant Single Central Record using the trust's chosen template/system.</li> <li>Ensures that all appropriate safeguarding checks for all staff, LGC members and volunteers have been carried out.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Monitors the effectiveness of safeguarding culture and practice at the school, providing support and challenge as appropriate to the headteacher.</li> <li>Appoints one of the LGC as the named safeguarding link-governor to liaise with the Headteacher regarding safeguarding matters.</li> <li>Chair or designated governor liaises with Headteacher in arranging regular safeguarding training for all LGC members.</li> <li>A nominated LGC member monitors the Single Central Record on at least a termly basis, ensuring that it is up to date and accurate.</li> <li>LGC Chair ensures that safeguarding is a standing item on LGC agendas.</li> <li>Ensures that the Local Authority Safeguarding policy is reviewed and adopted annually and submitted to the CEO.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Ensures each school has an appointed DSL, DDSL and DT for LAC.</li> <li>Checks that required training has been undertaken and suitable records of this training maintained.</li> <li>Makes arrangement for safeguarding audits and reports the outcomes to LGCs and trust Board as needed.</li> <li>Informs the MAT Board of any safeguarding allegation raised in respect of the Headteacher, any member of the Senior Leadership Team or any other key employee and takes action as necessary.</li> <li>Monitors compliance with all statutory safeguarding regulations.</li> <li>Checks that all schools have reviewed and adopted their LA Safeguarding policy annually.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Has overall responsibility for ensuring that safeguarding policies are implemented across the Trust and that it is satisfied that procedure and practice are compliant with those policies.</li> <li>Nominates a director to act as Safeguarding link director.</li> </ul>
<b>Members</b>	N/A
Responsibility	Special Educational Needs
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Ensures that the school's ethos and practice reflect the trust's vision for high-quality and effective inclusion.</li> <li>Designates a SENCO and ensures that the designated SENCO receives (a) any mandatory training and (b) designated time to carry out their duties.</li> <li>Reports to LGC and SI Team on achievement of SEND pupils.</li> <li>Ensures that school is meeting all statutory obligations with regards to SEND, including publication of the school policy and other information online.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Appoints LGC member as link-governor for SEND and inclusion.</li> <li>Monitors implementation of SEND policy and achievement of pupils with SEND.</li> <li>Checks that school is meeting all statutory obligations with regards to SEND.</li> <li>Ensures compliance with the Equality Act, including publication of school's Equality Objectives.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Establishes a clear vision for high-quality and inclusive practice and effective provision for SEND throughout the trust.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develops a clear trust strategy for SEND/Inclusion.</li> <li>• Through the SI Team, monitors outcomes for SEND pupils and reports any concerns to the Board.</li> <li>• Ensures that schools in need of support with SEND practice receive the support they need.</li> <li>• Champions the needs of schools and of pupils with SEND, ensuring that schools are kept up to date with best policy and practice.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Maintains oversight of the trust's vision and strategy for high-quality and inclusive practice and effective provision for SEND.</li> <li>• Through Education Committee, receives reports on achievement and progress of SEND pupils.</li> <li>• Nominates a director to act as SEND link director.</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	<b>Pupil Premium</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>• Ensures that school has a Pupil Premium Strategy Statement in place, clearly identifying how the school will support pupils eligible for pupil premium support (including LAC).</li> <li>• Monitors the impact of pupil premium and amends plan as necessary. Reports to the LGC.</li> <li>• Publishes Pupil Premium Plan on the website</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Appoints a governor responsible for pupil premium.</li> <li>• Approves pupil premium strategy statement.</li> <li>• Monitors impact of pupil premium.</li> <li>• Ensures statutory information regarding pupil premium is published on the school website.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Monitors impact of pupil premium across the Trust and reports any concerns to the Board.</li> <li>• Ensures best practice in using pupil premium funding is shared.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Receives reports of any concerns re: outcomes for Pupil Premium children and takes action as necessary.</li> </ul>
<b>Members</b>	N/A
<b>Pupil Premium (Band 3)</b>	<b><i>When working with a school in Band 3 that has joined CDAT as a sponsored academy, CEO ensures that any Pupil Premium review recommended by Ofsted is undertaken and liaises with Headteacher and LGC to implement recommendations.</i></b>
<b>Responsibility</b>	<b>Behaviour and Attendance</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>• Rigorously monitors levels of attendance and persistent absence, sets ambitious attendance targets and develops strategies to continually improve attendance.</li> <li>• Ensures that the school has an up-to-date attendance policy that is reviewed annually and published on the school website.</li> <li>• Works with trust and statutory agencies (e.g., local authority) to improve attendance/ tackle non-attendance.</li> <li>• Ensures that the school's ethos for addressing behavioural issues is in line with the trust's approach and expectations.</li> <li>• Ensures that the school has a clear, evidence-led behaviour policy that is implemented consistently.</li> <li>• Informs LGC Chair and CEO immediately of any serious behavioural incidents (e.g., those leading to, or likely to lead towards fixed-term or permanent exclusions)</li> <li>• Ensures CDAT exclusions policy and procedures are followed.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Agrees school attendance targets and policy.</li> <li>• Monitors levels of attendance and supports Headteacher in cases where formal action may be needed.</li> <li>• Agrees school behaviour policy and regularly receives reports from Headteacher about quality of behaviour in the school.</li> <li>• Constitutes panel to review exclusions as required by the CDAT exclusions procedures and statutory guidance.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Establishes clear attendance and behaviour expectations for the trust, reflecting the trust's Christian ethos.</li> <li>• Monitors attendance and exclusions across the Trust and reports to the Board.</li> <li>• Ensures school/trust behaviour, attendance and exclusion policies comply with current best practice guidelines.</li> <li>• Provides specialist support for improving behaviour/attendance as needed by individual schools.</li> <li>• Supports Headteacher in setting up independent review panels.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Monitors data on attendance and exclusions across the Trust and takes action as necessary.</li> </ul>

<b>Members</b>	N/A
<b>Responsibility</b>	<b>Educational Visits</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>• Ensures that school has an Educational Visits Co-ordinator (EVC) who has received suitable training.</li> <li>• Ensures that all required documentation (Evolve), including risk assessments, is completed prior to an Educational Visit, in line with statutory guidance</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Monitors provision for Educational Visits, ensuring that all statutory requirements are met</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Receives copies of relevant EV records and provides advice/support for schools as required.</li> <li>• Ensures schools are all complying with best practice and statutory requirements for Educational Visits.</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A

## SCHOOL ORGANISATION AND ENGAGEMENT

Responsibility	Term Dates and the School Day
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Proposes term dates, inset days and opening hours based on local context and other provision in the area to LGC.</li> <li>Reports agreed term dates, inset days and opening hours to CEO.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Agrees term times, Inset days and opening hours, in line with statutory requirements.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Monitors across the Trust and reports any issues to the Board.</li> <li>At the CEO's discretion designate mandatory Inset days for some or all CDAT schools.</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A
Responsibility	Admissions and School Organisation
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Ensures admissions procedures are followed.</li> <li>Ensure accurate and timely publication of statutory information on school website.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Proposes admissions policy based on current regulations and requirements of CDAT/DBE and in accordance with the Admissions Code.</li> <li>Proposes, to the CEO, any requested changes to admissions arrangements.</li> <li>Submits draft policy to CEO in the autumn term and prior to any consultation.</li> <li>Undertakes statutory consultation process when applicable.</li> <li>Ensures appeals procedures follow statutory requirements.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Ensures all admission policies are compliant and academies use an appeals service that fulfils statutory requirements.</li> <li>Coordinates statutory consultation process when applicable.</li> <li>Advises Board of admissions policy of schools joining and any amendments required or agreed thereafter.</li> <li>Approves over-admission to any year group.</li> <li>Takes a strategic lead on school organisational issues (e.g., changes to PAN, school age-range, or consideration of changes proposed by the LGC), in consultation with school, liaising with RD as required, and ensuring that the requirements of the Admissions Code are met.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Is the admissions authority for all CDAT schools.</li> <li>Determines school admissions policies annually, or otherwise in accordance with the Admissions Code</li> <li>Approves any applications to RD for variations to a school's admissions arrangements.</li> <li>Approves any applications to RD for changes to school organisation e.g. age range.</li> <li>Ensures that any changes to admissions arrangements are in line with the requirements of the DBE Measure.</li> </ul>
<b>Members</b>	N/A
Responsibility	Stakeholder Views
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Gather staff, pupil and parent voice across the year and report to LGC and CEO.</li> <li>Produce an action plan to respond to outcomes of audits and report on progress to LGC and stakeholders.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Consider the outcomes and monitor progress of actions.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Carry out staff voice surveys, identifying strengths, weaknesses and focus areas – e.g. CPD needs.</li> <li>Report trends and actions to schools and Board.</li> <li>Consider outcomes of surveys carried out by schools, supporting with remedial action as needed.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Receive CEO reports and Monitor actions.</li> </ul>
<b>Members</b>	N/A
Responsibility	Information Management

<b>Headteacher</b>	<ul style="list-style-type: none"> <li>• Ensures accurate and timely publication of statutory information on the school website and GIAS.</li> <li>• Maintains accurate and secure pupil and staff records.</li> <li>• Ensures compliance with data protection legislation in the school.</li> <li>• Ensure that all staff have received appropriate, regular and relevant UKGDPR/information management training.</li> <li>• Reports any potential UKGDPR/data protection breach to DPO and maintains a school data breach log.</li> <li>• Writes and implements remedial action plan following any such potential breach.</li> <li>• Maintains an accurate and complete information assets register.</li> <li>• Maintains a log of requests received under the Freedom of Information Act and information rights requests, reporting them to the Trust's Specific Point of Contact every month.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Ensures effective implementation of data protection policies and procedures.</li> <li>• Following any UKGDPR/data protection brief, monitors implementation of remedial action plan.</li> <li>• Ensures secure systems are in place.</li> <li>• Ensures that statutory information is published on the school website.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Sets standards for information security, privacy, data protection and freedom of information for CDAT.</li> <li>• Ensures compliance with data protection legislation across all academies.</li> <li>• Develops a set of data policies and procedures to support school and Trust compliance with current regulations.</li> <li>• Maintains accurate and secure staff records for the CDAT central functions.</li> <li>• Ensures registration with the Information Commissioner's Office is up to date.</li> <li>• Monitors school websites across the Trust to ensure statutory information is included.</li> <li>• Works with DPO to address any potential UKGDPR/data breaches at school and/or Trust level.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Approves data policies and monitors procedures at Trust level.</li> <li>• Appoint a Director responsible for data management.</li> <li>• Ensures Trust has suitable DPO in place and appoints a Specific Point of Contact (SPOC) and Senior Information Risk Owner (SIRO)</li> <li>• Receives regular reports/updates from the SPOC regarding UKGDPR and data protection compliance.</li> </ul>
<b>Members</b>	N/A

## PREMISES AND ESTATES MANAGEMENT

Responsibility	Health and Safety
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Has day-to-day responsibility for ensuring that the school is a safe and healthy working environment for staff and pupils.</li> <li>Draws up site specific health and safety procedures in conjunction with H&amp;S advisor.</li> <li>Engages with an annual health and safety audit and actions any recommendations made within it.</li> <li>Ensures suitable risk assessments for the school site and activities are in place and regularly reviewed, and appropriate actions taken.</li> <li>Ensures that staff are appropriately trained (e.g., site managers) and that training is accessed, with staff records kept up to date.</li> <li>Ensures that health &amp; safety documentation is maintained as appropriate, using Trust recording and reporting systems e.g. Smartlog.</li> <li>Monitors accident reporting and agrees appropriate actions.</li> <li>Reports immediately to the LGC, CEO, and health &amp; safety advisor any serious incidents.</li> <li>Reports compliance with health &amp; safety systems termly to the LGC.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Appoints a governor with responsibility for Health and Safety.</li> <li>Supports the headteacher in ensuring that the school is a safe and healthy working environment for staff and pupils.</li> <li>Approves site specific procedures.</li> <li>Monitors the effectiveness of health and safety policy and procedures.</li> <li>Undertakes annual site inspections with a senior member of staff.</li> <li>Ensures compliance with all required health and safety checks.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Appoints suitably skilled and qualified specialist Health and Safety (H&amp;S) advisor to work across the trust.</li> <li>Coordinates the work of the H&amp;S advisor in developing and implementing trust wide H&amp;S policy.</li> <li>Develops and maintains a health and safety reporting framework and central monitoring system to provide the Board with positive assurance of compliance.</li> <li>Ensures adequate insurance cover is in place.</li> <li>Provides access to appropriate health &amp; safety training.</li> <li>Monitors health and safety procedures across the Trust.</li> <li>Reviews school risk assessments and reports health and safety performance to the Board.</li> <li>Ensures that health and safety performance is considered in all building maintenance contracts and ensures compliance is monitored during works.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Is the duty holder for health &amp; safety across the Trust.</li> <li>Monitors health and safety compliance and concerns through regular reports from the CEO and checks on the timeliness and effectiveness of the Trust's response to any health and safety issues/incidents.</li> <li>Approves insurance arrangements.</li> <li>Approves Trust Health and Safety policy.</li> </ul>
<b>Members</b>	N/A
Responsibility	Maintenance
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Works with appropriate professionals (e.g. H&amp;S consultants, building consultants) to draw up a Premises Maintenance plan within CDAT guidelines that is costed, and the expenditure built into the budget forecast.</li> <li>Reports plan to the CEO and LGC.</li> <li>Ensures that all required statutory compliance checks are carried out in a timely manner and by suitably qualified professionals.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Approves the school premises maintenance plan and monitors its implementation.</li> <li>Ensures that the school operates within the CDAT Estates Strategy.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Develops, maintains, and implements a CDAT estates strategy.</li> </ul>



	<ul style="list-style-type: none"> <li>• Develops and maintains data-based information to facilitate the appropriate identification of need and targeting of resources.</li> <li>• Monitors the premises maintenance programmes across the Trust.</li> <li>• Works with Headteachers and LGCs to develop a trust-wide approach to premises/ buildings maintenance that secures optimum value for money and aligns with Good Estates Management Strategy (GEMS) principles.</li> <li>• Ensures that buildings are maintained to adequate levels as required by statutory requirements and DfE standards.</li> <li>• Facilitates access by schools to appropriate buildings professionals.</li> <li>• Facilitates access by schools to appropriate contractors.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Receives reports from the CEO on the premises maintenance programme and makes necessary adjustments to ensure financial viability while maintaining good quality learning environments that meet adequate levels as required by statutory requirements and DfE standards</li> </ul>
<b>Members</b>	N/A
<b>Responsibility</b>	
<b>Capital Work</b>	
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>• Works with CDAT-appointed building consultants to identify capital needs and to ensure that the school has a buildings development plan.</li> <li>• Works with building consultants and DOO to recommend projects to LGC.</li> <li>• Works with consultants and DOO to ensure that good quality funding applications are submitted to the DfE for grant-eligible projects.</li> <li>• Works with consultants and DOO to ensure that areas of need that may be covered by DFC can be developed into appropriate projects.</li> <li>• Submit projects approved by the LGC to the DOO using Trust project form templates.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Agrees building development plan to be submitted to board and reviews annually.</li> <li>• Agrees projects to be recommended to CEO.</li> <li>• Propose expenditure of DFC.</li> <li>• Agree further school contributions to capital projects, where applicable and where budgets allow, to be recommended to the CEO.</li> <li>• Ensures that all capital works are undertaken with the overview of CDAT-appointed buildings consultants.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Develops, maintains, and implements a CDAT estates strategy.</li> <li>• Develops and maintains data-based information to facilitate the appropriate identification of need and targeting of resources.</li> <li>• Appoints building consultants with approval of Board.</li> <li>• Where the trust is eligible for CIF, identify, develop, and submit appropriate projects.</li> <li>• Where the Trust is eligible for School Condition Allocation (SCA) funding, develop and manage an annual capital programme in line with the estates strategy and DfE funding conditions.</li> <li>• Submit all assurance and reporting requirements to the DfE for CIF/SCA/DFC returns.</li> <li>• Ensures that capital funds are utilised within DfE regulations.</li> <li>• Facilitates access by schools to appropriate buildings professionals.</li> <li>• Facilitates access by schools to appropriate contractors.</li> <li>• Reports on school building development plans and funding applications to Board.</li> <li>• Actively seeks emerging funding sources and opportunities.</li> <li>• Approve expenditure of DFC.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Approves school building development plans.</li> <li>• Monitors the implementation of the estates strategy.</li> <li>• Approves submissions for CIF funding.</li> <li>• Approves the SCA annual capital programme.</li> <li>• Monitors capital work across the trust.</li> </ul>

<b>Members</b>	N/A
<b>Responsibility</b>	<b>Lettings/Use of School Facilities</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>• Ensures that clear policy is in place for all lettings/use of school facilities by other parties, operating on a minimum cost recovery model unless otherwise agreed with the CEO.</li> <li>• Utilises Trust lettings agreements template for new arrangements or when existing arrangements are reviewed.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Approves any use of school facilities by other parties.</li> <li>• Ensures that any additional insurance arrangements required for third-party use are in place.</li> <li>• .</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Maintains a strategic overview of use of premises and approves and regularly reviews cost/charging models in place in individual schools.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Approve Trust lettings agreement template</li> </ul>
<b>Members</b>	N/A

## FINANCE

Responsibility	General
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Operates compliant financial processes within the school.</li> <li>Maintains adequate operational and internal controls in line with the CDAT Financial Procedures Manual.</li> <li>Maintains full, accurate and up to date records in order to provide financial and statistical information</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Ensures there are adequate operational controls in place for all the financial processes within the school with reference to the CDAT Financial Procedures Manual.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Recommends to the Board appropriate levels of delegation based on the current circumstances of the Trust.</li> <li>Ensures the Financial Scheme of Delegation is operated in conjunction with Financial Regulations.</li> <li>Ensures the financial procedures reflect the scheme of delegation.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Approves the scheme of delegation which includes its financial powers and duties to its Trustees and Academies.</li> <li>Approves CDAT Financial Procedures Manual.</li> <li>Approves the amount to be retained from the school budget to cover services provided centrally (Management Fee)</li> </ul>
<b>Members</b>	N/A
Responsibility	Risk Management
<b>Headteacher</b>	N/A
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Ensures that the school complies with Trust's risk management policy.</li> <li>Ensures school's Risk Register is regularly updated in line with the risk policy and reported to the Central Team</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Ensures Trust's Risk Register is regularly updated in line with the risk policy and reported to the board.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Oversees risk management processes to ensure diligent management of risks</li> </ul>
<b>Members</b>	N/A
Responsibility	Leases (Operating and Financial) and Licences
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Takes advice from the central trust team and proposes any leases where there is no option to secure better value for money through trust-wide purchasing.</li> <li>Takes advice from the central trust team and proposes any licences in excess of twelve months where there is no option to secure better value for money through trust-wide purchasing.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Responsible for ensuring that any licenses required are in place at either school or trust level.</li> <li>Agrees leases for approval and signing by CEO</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Ensures that schools are informed of any centrally held licenses, and that these are renewed as required.</li> <li>Approves and signs any leases.</li> <li>Approves licenses at school level in excess of twelve months duration.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Monitors (through F&amp;O Committee) that spending on leases. is providing best value.</li> </ul>
<b>Members</b>	N/A
Responsibility	Audit
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Ensures full accurate and up to date records are kept and available for audit.</li> <li>Takes any action required by reports from the internal or external auditors</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Informs the CEO if it suspects any irregularity affecting resources or if concerns about the ability to sustain a balanced budget or concerns about meeting the agreed budget for the year.</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Ensures each school is audited as required and procedures for internal/external audit followed.</li> <li>Ensures any actions, agreed by the Board following reports on internal and external audit, are carried out.</li> </ul>

	<ul style="list-style-type: none"> <li>Provides the Board with informed assurance of compliance with CDAT procedures and the terms of the Funding Agreements and Academy Trust Handbook.</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>Recommends external auditors to the Members.</li> <li>Receives the reports and supplementary information given by the external auditor and ensures action is taken as necessary.</li> <li>Approves the audited financial statements prior to submission to the Secretary of State by 31 December.</li> <li>Agrees annual internal audit plan.</li> <li>Receives reports on internal audit and agrees any necessary action. Monitors resolution of actions.</li> <li>Informs the ESFA if it suspects any irregularity affecting resources</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>Appoint the External Auditor</li> </ul>
<b>Responsibility</b>	<b>Budgets/Budgetary Control</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>With support from the school's appointed SBSO, prepares an annual draft budget plan for consideration by the LGC in accordance with the CDAT calendar.</li> <li>Ensures that draft budget is supported by a 3- year financial plan.</li> <li>Monitors expenditure and income against the approved annual budget and submits regular reports on the school's financial position to the LGC, based on the centrally provided monthly management report.</li> <li>Complies with Authorisation levels as outlined in appendix to Scheme of Delegation.</li> <li>Reports to the CEO all significant financial matters and any potential overspend on the overall annual budget at the earliest opportunity.</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>Agree the submission of the annual school budget and supporting 3- year plan for formal approval by the Trust in accordance with the CDAT calendar.</li> <li>Monitors the effectiveness of financial controls in the school and holds the Headteacher to account for financial performance.</li> <li>Considers budgetary reports on the school's financial position, supporting appropriate action to contain expenditure within the overall budget</li> <li></li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>Oversees the preparation of the draft financial statements for each school prior to audit.</li> <li>Ensures that each school has submitted an annual budget in accordance with the CDAT calendar supported by a 3-year financial plan.</li> <li>Monitors income and expenditure from individual schools and the central office and makes regular reports to the Board.</li> <li>Complies with authorisation levels as outlined in appendix to Scheme of Delegation.</li> <li>Manages CDAT central spending and reports this to the Board.</li> <li>Ensures that an annual budget for the trust's central spending, supported by a 3-year financial plan, is prepared for presentation to the Board in accordance with the CDAT calendar.</li> </ul>
<b>CDAT Board of Directors</b>	<p>Approves school budget for submission to the ESFA in line with ESFA deadline and requirements.</p> <ul style="list-style-type: none"> <li>Considers budgetary control reports for each school's accounts with relevant explanations and documentation where required.</li> <li>Complies with authorisation levels as outlined in appendix to Scheme of Delegation.</li> <li>The chair to review management accounts monthly and the board to receive them at least six times per year.</li> </ul>
<b>Members</b>	N/A
<b><i>In a school in Band 2 or 3, the CEO and CDAT Board reserve the right to amend the size of quotations and contracts, approval of under/overspends and approval of use of reserves that is delegated to the Headteacher and LGC. If these amounts are altered, this will be set out in writing when the school joins the Trust and will be reviewed regularly, and no less than annually, in line with the school's ongoing financial performance.</i></b>	
<b>Responsibility</b>	<b>Income and Security of Assets</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>Ensures arrangements for collection of income and security of assets in accordance with CDAT financial procedures.</li> <li>Ensures proper security for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under their control.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensures that all income is accurately accounted for and is promptly collected and banked in full.</li> <li>• Ensures suitable insurance cover is in place additional to Risk Protection Arrangement and notifies the CEO of anything that could affect these insurance arrangements.</li> <li>• Maintains an asset register of all items of furniture, equipment, vehicles and plant valued at over £500, including all ICT equipment.</li> <li>• Authorises the write off of debts not collectable and the disposal of equipment and materials surplus to requirements, unusable or obsolete in line with Authorisation levels in appendix to Scheme of Delegation.</li> <li>• Ensures use of CDAT Lettings Agreement for all external hires</li> </ul>
<b>Local Governance Committee (LGC)</b>	N/A
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Authorises the write off of debts not collectable and the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete in line with authorisation levels in appendix to Scheme of Delegation.</li> <li>• Maintains a permanent and continuous asset register of all items of furniture, equipment, vehicles and plant held centrally.</li> <li>• Ensures that adequate insurance cover is in place for each school.</li> </ul>
<b>CDAT Board of Directors</b>	N/A
<b>Members</b>	N/A
<b>Responsibility</b>	<b>Purchasing and Contract Management</b>
<b>Headteacher</b>	<ul style="list-style-type: none"> <li>• Ensures ordering of goods and services and making of payments are in line with ESFA and Trust policies and agreed levels of authorisation (See Section 9 of CDAT Financial Handbook)</li> <li>• Ensures that 2 comparable, recorded oral quotations are secured for delegated purchases between £1,000 and £4,999; that 3 comparable written quotations are secured for delegated purchases of over £5,000, and that for purchases over £10,000 clear tender criteria are produced</li> <li>• Ensures that copies of all quotations or information obtained are attached to the order on the finance system.</li> <li>• Ensures fairness in purchasing and payment procedures, so that orders are not artificially combined/split to circumvent authorisation levels</li> </ul>
<b>Local Governance Committee (LGC)</b>	<ul style="list-style-type: none"> <li>• Oversees appropriate use of school budget on purchase of delegated items</li> </ul>
<b>CEO (and others as specified)</b>	<ul style="list-style-type: none"> <li>• Ensures that central-Trust and larger school purchases and contracts comply with ESFA and Trust policies and agreed levels of authorisation</li> </ul>
<b>CDAT Board of Directors</b>	<ul style="list-style-type: none"> <li>• Has oversight of all school and Trust budgets, ensuring policies and procedures have been followed and authorisation levels adhered to</li> </ul>
<b>Members</b>	N/A

## APPENDIX A – AUTHORISATION LEVELS

Delegated Duty	Value (net of VAT)	Delegated Authority
Ordering Goods and Services for delegated items	Up to £1,000	School Business Manager <sup>^</sup> (if delegated)
	Up to £10,000	Headteacher
	£10,000 to £20,000	DoF
	Between £20,000 and the EU Competition threshold	CDAT Board
	The EU competition threshold Find a Tender (FTS)	Compliance with EU public procurement Compliance with UK public procurement
Annual Service Contracts for School Meals Provision, Cleaning Contracts and Service Level Agreements etc which exceed the Headteacher's authorisation level will be authorized by the Director of Finance if included in the approved budget.		
Such contracts must be reviewed at least every 5 years to ensure continued Best Value applies.		
Signatories for cheques <i>Use of cheques is strongly discouraged and should only be used in situations where no other option is available.</i>	Up to £30,000	Any two of DoF / DoO / CEO only
	Over £30,000	DoF and Board Member
Authorisation of Bankline payments (BACS and other bank transfers) Cumulatively within a 5 working day period	Up to £20,000	Headteacher
	Over £20,000 per school	DoF
Signatories for ESFA grant claims and ESFA returns	Two signatories (or as required by ESFA) from: <ul style="list-style-type: none"> <li>• Headteacher</li> <li>• School Business Manager (or +-equivalent)</li> <li>• DoF / DoO</li> <li>• CEO</li> </ul>	
Approval of in-year overspend of budget headings (for delegated items) within overall annual budget	Up to £2,000	Headteacher
	£2,000 to £10,000	DoF
	Over £10,000 and below £25,000	CEO
	Over £25,000	CDAT Board
Approval of use of school's reserves as part of annual budget setting exercise	Up to £10,000	Headteacher, in consultation with DoF
	Over £10,000 and below £30,000	CEO
	Over £30,000	CDAT Board
Disposal of assets/write off of bad debts (subject to limits set by ESFA that require ESFA approval)	Up to £1,000	School Business Manager <sup>^</sup> (if delegated)
	Up to £10,000	Headteacher
	£10,000 to £20,000	DoF
	Over £20,000	CDAT Board
Acceptance of quotations, including authority to accept other than lowest quotation.	£2,000 to £10,000	Headteacher
	£10,000 to £20,000	DoF
	£20,000 to £50,000	CEO
	Over £50,000	Appropriate tender process required, CDAT Board approval
<b><i>In a school in Band 2 or Band 3, the CEO and CDAT Board reserve the right to amend the size of quotations and contracts, approval of under/overspends and approval of use of reserves that is delegated to the Headteacher. If these amounts are altered, this will be set out in writing when the school joins the Trust and will be reviewed regularly, and no less than annually, in line with the school's ongoing financial performance.</i></b>		
Granting or take up of any leasehold or tenancy agreement		CDAT Board

<sup>^</sup>The Headteacher may choose to request delegation of authority for amounts up to £1,000 for the School Business Manager in these areas:

- Ordering Goods and Services for delegated items
- Disposal of assets/write off of bad debts (subject to limits set by ESFA that require ESFA approval)
- Delegation of authority must be requested by the Headteacher, in writing, to the CEO.

## APPENDIX B – DECISION-MAKING MATRIX

### Key

**A = Decision-maker.** Please note that each area may have more than one process and therefore more than one decision maker, depending on the constituent task.

**C = To be consulted by decision-maker or will contribute to the decision-making process or the implementation of associated actions.**

**P = Proposer or provider of information to decision-maker.**

Decision or Task	HT	LGC	CEO	CDAT Board	Members
<b>Governance</b>					
Articles of Association				C	A
Strategic Vision of the Trust	C	C	P	A	
Appointment/Removal of Members					A
Appointment/Removal of Directors				A (co-opted only)	A
Removal of Governors or Associate Members on an LGC	P	P	C/P	A	
<i>Where the school is in Band 3, or if the school is entering the trust in Band 2, CDAT will conduct its own audit of the quality of governance and will use this as the starting point for appointments to the LGC.</i>					
<i>Foundation Governors are approved by the Diocesan Corporate Member (DCM) and appointed by CDAT with particular reference to their Christian faith.</i>					
Appointment of Chair/Vice-Chair – Trust Board				A	
Appointment of Chair/Vice-Chair – LGC		A			
<i>Where the school is in Band 3 the appointment of the Chair and Vice-Chair will be nominated jointly by the LGC and CEO and agreed by the CDAT Board. Where the school is in Band 2, the appointment of the Chair will be agreed jointly by the LGC and CEO.</i>					
Register of Business Interests – Trust Board			C	A	
Register of Business Interests – LGC		A			
Safeguarding Checks	C	A	C		
Scheme of Delegation			C	A	
Chair's Action			P	A	
Trust Board Committees				A	
LGC Committees		A	C		
Link Director Roles				A	
Link Governor Roles	C	A			
Meeting Schedule – Trust Board			C	A	
Meeting Schedule - LGC	C	C	A		
Clerk/Governance Professional		C	C	A	
Setting Agendas and Managing Minutes – Trust Board			C	A	
Setting Agendas and Managing Minutes – LGC	C	C	C		
Policy Development and Approval - Trust			C	A	
Policy Development and Approval – School-specific	C	A			
Equality Policy and Objectives	C	C		A	
Evaluation		C	C	C	A
<b>Personnel</b>					
CEO Appointment				A	
Appointments to Central Team			C	A	
CEO Dismissal				A	
Dismissal of Central Team Member			C	A	
Appointment of Headteacher (including interim roles, maternity leave and sickness absence)		C	A	C	
Senior Leadership Team Recruitment	P/C	P/C	A		

Decision or Task	HT	LGC	CEO	CDAT Board	Members
<i>In a school that is in Band 2 or 3, the process for the appointment of a Deputy Headteacher (or an Assistant Headteacher, if they are to be the most senior school leader after the Headteacher), will mirror the process for appointing a Headteacher and will therefore be led by the CEO.</i>					
<i>In a school in Band 3, the appointment of any teachers to a TLR post, and the appointment of a new Senior Finance Officer (e.g., SBM) will be conducted jointly, as for Deputy/Assistant Headteacher posts above.</i>					
<b>Senior Finance Officer (e.g. SBM) Recruitment</b>	P/C	P/C	A		
<b>Requests for secondments, etc.</b>	A	C	C		
<b>Teacher Recruitment</b>	A	C	C		
<i>In a school in Band 3 that is receiving a very high level of support and has limited leadership capacity to recruit/make appointments, the trust/CEO may take the lead for any appointments, including teachers and support staff. Where this is the case, it will be done in full consultation with the LGC Chair.</i>					
<b>Support Staff Recruitment</b>	A	C	C		
<i>In a school in Band 3 that is receiving a very high level of support and has limited leadership capacity to recruit/make appointments, the trust/CEO may take the lead for any appointments, including teachers and support staff. Where this is the case, it will be done in full consultation with the LGC Chair.</i>					
<b>Decisions re. Recruitment of Staff in addition to School's Staffing Structure</b>	P/C	C	C/A	A	
<b>Reductions in Staffing and related Revisions to Staffing Structures</b>	P/C	P/C	A		
<b>Decisions re Discretionary Payments linked to redundancy, retirement or other cessation of employment</b>			A	A	
<b>CEO Performance Management</b>				A	
<b>Headteacher Performance Management</b>		C/P	C/P	A	
<b>Teacher Appraisal and Salary Review</b>		A	C		
<b>Terms of Employment</b>	C	C	P	A	
<b>Disciplinary and Grievance procedures</b>	P	A	C	C	
<b>Capability Proceedings</b>	P	C	C	A	
<b>Whistleblowing</b>	P/C/A	C/A	C	A	
<b>Curriculum and Standards</b>					
<b>Quality of Education</b>	A	C	A	A	
<b>PE &amp; Sports Premium Funding</b>	P	A	C		
<b>Curriculum</b>	A	C	A	C	
<i>When working with a school in Band 3, the DOE and SI Team will provide bespoke support to help school leaders to ensure that the Quality of Education and effectiveness of the school's Curriculum are improving rapidly to good. In providing this support, there are likely to be elements of co-creation and co-delivery with the headteacher and other leaders, and the DOE/SI Team will also contribute significantly to monitoring/evaluation activities.</i>					
<b>School Development</b>	A	C	A	C	
<b>Church School Distinctiveness</b>	A	C	A	A	
<b>Welfare</b>					
<b>Safeguarding (including Prevent)</b>	A	A/C	A/C	A	
<b>Special Educational Needs</b>	A	A/C	A/C	A	
<b>Pupil Premium</b>	A	A/C	C	A/C	
<i>When working with a school in Band 3 that has joined CDAT as a sponsored academy, CEO ensures that any Pupil Premium review recommended by Ofsted is undertaken and liaises with Headteacher and LGC to implement recommendations.</i>					
<b>Behaviour and Attendance</b>	A	A/C	A/C	A/C	
<b>Educational Visits</b>	A	C	A/C		
<b>School Organisation and Engagement</b>					
<b>Term Dates and the School Day</b>	P	A	C		
<b>Admissions and School Organisation</b>	P	P/C	C	A	
<b>Stakeholder Views</b>	P	C	A	C	
<b>Information Management</b>	A	A/C	A	A	
<b>Premises and Estates Management</b>					
<b>Health and Safety</b>	A	A/C	A/C	A	
<b>Maintenance</b>	P/A	A/C	A/C	C	
<b>Capital Work</b>	P/C	P/C	A/C/P	A	



<b>Decision or Task</b>	<b>HT</b>	<b>LGC</b>	<b>CEO</b>	<b>CDAT Board</b>	<b>Members</b>
<b>Lettings/Use of School Facilities</b>	A/P	A/C	C	A/C	
<b>Finance</b>					
<b>General</b>	A	C	C/P	A	
<b>Risk Management</b>		C	C	A	
<b>Leases (Operating and Financial) and Licences</b>	P/C	P/C	A/C	C	
<b>Audit</b>	A	C	C	A	A
<b>Budgets/Budgetary Control</b>	P/C	P/C	P/C	A	
<i>In a school in Band 2 or 3, the CEO and CDAT Board reserve the right to amend the size of quotations and contracts, approval of under/overspends and approval of use of reserves that is delegated to the Headteacher and LGC. If these amounts are altered, this will be set out in writing when the school joins the Trust and will be reviewed regularly, and no less than annually, in line with the school's ongoing financial performance.</i>					
<b>Income and Security of Assets</b>	A		A		
<b>Purchasing and Contract Management</b>	A	C	C	C	