Introduction

Chorus Education Trust's Board of Trustees is accountable in law for all major decisions about our academies. However, this does not mean that the Board of Trustees is required to carry out all the Trust's governance functions, and many can and should be delegated, including to the Chief Executive Officer (CEO), the Board of Trustees' committees, and to Local Governing Bodies (LGBs). The decision to delegate a function is made by the full Board of Trustees, reviewed annually, and is recorded. LGBs, committees and individuals have power to act according to the Schemes of Delegation (SoD).

Which functions the Trustees decide to delegate may vary depending upon the performance of each school, in relation to academic achievement, safeguarding and financial outcomes.
A scheme of delegation (SoD) is the key document defining the lines of responsibility and accountability in our Trust. It is designed to be a simple yet systematic way of ensuring that the Members, Trustees, Board Committees, LGBs, CEO and Headteachers are all clear about their roles and responsibilities. This overarching SoD for all decision making in Chorus Trust will sit alongside the written scheme of delegation of financial powers, as referred to in the Academies Financial Handbook.

Chorus Trust aims to:
§   Promote a culture of honesty and accountability
§   Ensure the executive leadership is clear about which decisions the Board of Trustees remain in control of
§   Identify responsibility for the appointment and performance management of the CEO and Headteachers
§   Ensure that the role of the CEO is fully understood throughout the Trust
§   Identify responsibility for policy and practice in each school
§   Identify responsibility for oversight of educational performance in each school
§   Identify responsibility for oversight of each school's budget
§   Identify responsibility for assessment of risk in each school

Schemes of Delegation:
Chorus has used a RACI format for our SOD so there is clarity around roles and responsibilities, decision making and lines of accountability.
Our grid format, with columns for each layer of governance will enable stakeholders to quickly determine who is responsible, accountable, consulted, or informed for each strategic decision within Chorus Trust.
The grid is in five key areas to reflect both the governance framework and the core functions:
1. Governance, structure and strategy
2. Education and curriculum
3. Finance
4. HR
5. Operations

The following tabs introduce each layer of Governance and leadership's role and responsibilities, followed by the Scheme of Delegation.

Roles and Responsibilities

1.   The Members

The Members of Chorus Education Trust are guardians of the governance of the Trust and as such have a different status to Trustees. There are five Members in Chorus Trust. Members are not permitted to be employees of Chorus Trust.

The Members are the signatories to the Memorandum of Association and will have agreed Chorus Trust's first Articles of Association (the legal document which outlines the governance structure and how the trust will operate). The Articles of Association will also describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board.

The Members function is threefold:

1.   The members appoint Trustees to ensure that the Trust's charitable object is carried out and so can remove Trustees if they fail to fulfil this responsibility.
2.   The Members hold the Board of Trustees to account. The Board of Trustees submit an annual report on the performance of the Trust, and this is scrutinised by the Members.
3.   Members are also responsible for approving any amendments made to the Trust's Articles of Association.

Roles and Responsibilities

2.   The Board of Trustees (BoT)

Chorus Education Trust is a charitable company and so Trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. The Trustees are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement.

The Board of Trustees are legally responsible and accountable for:

·   all statutory functions of the Trust,

·   the performance of all schools within the Trust,

·   the approval of a written scheme of delegation of financial powers that maintains robust internal control arrangements.

Therefore, they will:

·   Ensure clarity of vision, ethos, and strategic direction for Chorus Trust

·   Hold the CEO to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff

·   Oversee the financial performance of the Trust and make sure its money is well spent

The Board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

Roles and responsibilities of the Board of Trustees in detail:

1.   Compliance with all statutory regulations and Acts of Parliament governing the operations of the schools

2.   Preparation, approval and review as appropriate of the terms of reference and operating policies under which each school is governed and managed

3.   Compliance with the provisions of the Master Funding Agreement

4.   Determination of the annual funding allocations to each school

5.   Compliance with DFE/ESFA requirements in relation to financial management, accounting and reporting as set out in the Academies Handbook and the Funding Agreements

6.   Oversight of banking arrangements and cash flow for the Trust and its Academies, including monitoring overall income and expenditure

7.   Appointment of Responsible Officer(s) for the Trust, who will prepare financial reports for receipt and approval as required

8.   Appointment of External Auditor for the Trust, and receipt and approval of audit plans and reports as required

9.   Approval of the Trust Annual Report and Accounts

10.   Determination of asset management and capital investment planning across the Trust and its Schools, including responsibility for any acquisition or disposal of land and buildings

11.   Determination, in consultation with the LGBs, of the extent of central services provided to the Academies by the Trust, including the appropriate allocation of costs

12.   Employment of all staff in accordance with the Trust's human resource policies and procedures, including responsibility for their terms and conditions of employment

13.   Ensuring that admissions policies and practices are in accordance with all relevant statutory requirements

14.   Oversight of the educational vision and strategic planning and development of the Trust and its schools, in consultation with the LGBs, including approval of the Chorus Improvement Plan and School Improvement Plans

15.   Oversight and final approval of quality improvement strategies to ensure delivery of the highest possible standards of teaching and learning, and student progress and achievement

16.   Oversight and final approval of strategies to ensure the provision of effective student support and the delivery of high standards of student behaviour, safety, and well-being

17.   Arranging the recruitment and appointment of the Trust Headteachers, in consultation with the LGB if appropriate.

Board of Trustees Sub Committees

Chorus Trust has established sub- committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Board of Trustees. These are:

·   The Quality Of Education Committee: Holding each school to account for academic progress

·   The Attendance, Behaviour and Safeguarding (ABS) Committee: Ensuring that staff and students are safe

·   The Finance and Resources Committee: Scrutinising operations; HR, Finance, IT and Estates

·   The Audit and Risk Committee: Scrutinising Risk, internal and external audit, H&S and GDPR compliance

·   The South Yorkshire Teaching Hub Committee

The membership (there must be at least three Trustees on each committee) and responsibilities of Trustee sub committees are set out in theBoard of Trustees terms of reference. It is usual for the Board of Trustees to appoint board committee chairs and committee members according to their skills.

Roles and Responsibilities

1.   Local Governing Bodies

On joining Chorus Trust the school's Governing Body will become known as the Local Governing Body (LGB). The LGBs are extremely important to the effective governance of each school and the overall governance of the Trust. The intention of Chorus Trust is for the BoT to support the LGBs to focus more on strategic school improvement and on the safeguarding and wellbeing of their staff and students. Therefore, the BoT will be responsible for the development and review of Trust wide policies and procedures, negotiations with unions and central finance reporting etc.; enabling the LGBs to have a greater degree of focus on what is important and relevant to the individual circumstances or context of their own schools within the Trust.

The Board of Trustees delegate, through the SoD, responsibility for the operations and activities of each school to the respective Local Governing Body. In consultation with the relevant LGB, these delegated responsibilities may subsequently be varied at the discretion of the Trust.

Membership of the LGB

LGB members are appointed or elected in accordance with the procedures established by the Trust on the basis of the Articles of Association. If the Governance of a school joining is determined by Ofsted and through the Trust's due diligence process as 'good or 'outstanding' then the Trust will ratify the current membership and they will become the new LGB.

If a school's Governance is deemed 'requires improvement' or 'special measures', then the Trust will undertake a review of the LGB and make recommendations for improvement, whilst offering support. It is the aim of the Chorus Board of Trustees to work collaboratively with the LGBs, however, if there are serious concerns about the Governance of a school, the Trustees can alter or remove the structure of an LGB or its committees whilst addressing these concerns.

LGB Roles and Responsibilities

Are set by the Scheme of Delegation and the LGB Terms of Reference, which are reviewied annually for each new academice year.

1.   Implementation or monitoring of actions required to comply with statutory regulations, risk, and the Funding Agreements
2.   Monitoring of expenditure to ensure compliance with the overall financial plan for the school
3.   Compliance with and implementation of all relevant Trust policies and procedures
4.   Monitoring of the School Improvement Plan in line with the Chorus Improvement Plan and the educational vision of the Trust; including:
·   Oversight and approval of whole School strategies designed to ensure delivery of the highest possible standards of teaching and learning, and student progress and achievement; and:
·   Oversight and approval of whole School strategies to ensure the provision of effective student support and the delivery of high standards of student behaviour, safety, and well-being
5.   Establishment and operation of LGB sub-committees in line with Trust guidelines to facilitate the effective management of the School
·   Oversight of systematic reporting procedures from the LGB to the Trust in accordance with guidelines set down by the Trust

LGB Committees

It is an expectation that the LGB committees will have the same meetings calendar, structure and purpose across the Trust for ease of decision making, communication and accountability.

Roles and Responsibilities

The CEO has the delegated responsibility for the operation of Chorus Trust including the performance of the Trust's schools and so the CEO will performance manage Headteachers.

The CEO is the accounting officer so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the trust. The CEO will delegate executive management functions to the Central Team and is accountable to the Board of Trustees for the performance of the Central Team.

The CEO has responsibility for leading the Trust's professional team and for making a substantial contribution to the strategic development of the Trust. They are accountable to the Board of Trustees for the overall performance of each school; thus each school's Headteacher will report directly to the CEO or Exec Director of Education with regard to the direction and operation of their particular institution. The CEO's role therefore involves direct oversight of the performance of the Trust's Headteachers as they carry out their duties as set out in section 6 below.

The CEO is also responsible for providing professional advice to the Board of Trustees and any relevant committee (including the LGBs) about all matters of professional interest and concern that will contribute to the successful development and operation of the Trust and its schools.

The CEO will, in addition, be responsible for:

1.   Ensuring that the strategic direction and future development of the Trust schools is consistent with and supportive of the vision and values of the Chorus Education Trust Board

2.   Ensuring that Trust Directors are systematically provided with sufficient and timely information to enable them fully and effectively to discharge their responsibilities for monitoring and guiding the work of the Trust

3.   Identifying, introducing, and overseeing significant educational innovations designed to drive forward the positive development and continual improvement of the Trust schools

4.   Ensuring that comprehensive and effective quality assurance systems deliver the highest possible standards of teaching and learning, student safety and well-being, and student progress and achievement in all Trust schools

5.   Overseeing the appointment of Trust Headteachers, in collaboration with Trust Directors and, where appropriate, LGBs and HTs currently in post.

6.   Collaborating with Trust Directors and senior Trust staff as appropriate in order to secure efficient and effective management of finance, estates, human resources, IT and MIS to achieve the Trust's aims and objectives

7.   Acting as Accounting Officer for the Education and Leadership of the Trust

Roles and Responsibilities

Each Headteacher will report directly to the CEO or Exec Director of Education in relation to the direction and operation of their school, while also retaining a substantial degree of autonomy and flexibility in carrying out their delegated responsibilities. They will be responsible to the Local Governing Body for the following matters:

1.   The leadership and management of the School.
2.   Implementing the agreed policies and procedures set down by the Trust, including the implementation of all statutory regulations
3.   Appointing all school staff, allocation of duties, and appraisal and discipline procedures, in line with Trust policies and practices under the guidance of HR
4.   Arranging for the admission of students in accordance with Trust policies and relevant statutory requirements
5.   Managing the delegated budgets and resources in line with Trust policies as agreed with the CEO/CFO
6.   Ensuring that all aspects of current best practice in relation to matters of health and safety and safeguarding are properly implemented and consistently adhered to across the relevant school, under the advice of the central team

7.   Advising the Local Governing Body on strategic direction, forward planning and quality assurance, including the devising, implementation and monitoring of the School Improvement Plan; including:
o   Ensuring the delivery of an appropriate school curriculum, together with the development and implementation of effective measures to secure the highest possible standards of teaching and learning, and student progress and achievement; and:

o   Ensuring the development and implementation of measures to secure effective support for students together with the delivery of high standards of student behaviour, safety and well-being
o   All such additional functions as may be assigned under the job description or contract of employment.

Chorus Education Trust Schemes of Delegation 2024-25

KEY:

R	**Responsible** - The group or person(s) who actually carry out the task or process, responsible for getting the job done. Multiple groups or people may be responsible.
A	**Accountable** - The person or group which is ultimately responsible for ensuring that the task or process is completed appropriately. Only one person / group can be accountable for a task or process.
C	**Consulted** - People or Groups that are not directly involved in carrying out the task or process, but who are consulted. May be a stakeholder or subject matter expert.
I	**Informed** - Not involved in carrying out a process or task, and not a decision maker, but have a need to stay informed

Category	Decision	Members	Trust Board	Audit & Risk Committee	Finance & Resources Committee	Quality of Education Committee	S&I Committee	SYTH Committee	CEO / Accounting Officer	Local Governing Body (LGB)	Head of School / Principal	Comments
Governance, Structures and Strategy	Members - Appointment and Removal	A/R	C						I			Articles of Association 15A, 16, 18
	Members - Terms of Reference and role descriptors	A/R	C									Refer to Academies Handbook and NGA
	Trustees - Appointment and Removal	A/R	C									Articles of Association 50-56
	Trustees Chair and Vice Chair - Appointment and Removal	I	A/R						C			Articles of Association 82-85, 90
	Trust Governance structure - To establish and review structure of Board committees (anually)		A/R						C			Refer to Academies Handbook and NGA
	Trustees - Terms of Reference and role descriptors for Trustees/Chairs/ Committees		A/R						C			*Terms of reference for all Trust Committees*
	Board Committee Chairs - Appointment and Removal		A/R									*Scheme of Governance and Terms of Reference*
	Board Committee Vice Chairs - Appointment and Removal		A	R	R	R	R	R	C			*Scheme of Governance and Terms of Reference*
	Board Audit Committee - appointment of		A/R									*Scheme of Governance and Terms of Reference*
	Board specific task Trustees - Appointment and removal of eg safeguarding, H&S		A/R						I	I	I	*Scheme of Governance and Terms of Reference*
	LGB Structure - To establish and review structure of Local Governing Bodies (LGB) and committees		A/R						C		C	*Chorus LGB Membership Structure*
	LGB Members - Appointment and Removal of LGB members (plus election processes where required)		A/R						C		C	*Terms of Reference for LGBs*
	LGB Chair / Vice Chair - Appointment and Removal		A/R						C		C	*Terms of Reference for LGBs*
	LGB specific task Governors - Appointment and removal of eg safeguarding, H&S, SEND, PP		A/R						A	R		*Terms of Reference for LGBs*
	Clerk to Trustees and Co Secretary - Appointment and Removal		A/R						R			Articles of Association 81
	Clerk to LGB - Appointment and Removal		A						R	C		*Terms of Reference for LGBs*
	Articles of Association - Propose amendments to the DfE for consent	C	A/R						C			Companies Act 2006
	Articles of Association - Approve amendments to the following consent from the DfE	A/R	I						I			Companies Act 2006
	Call meetings - To call an Annual General Meeting and other General Meetings as required	A/R							I			*Articles of Association 19-20, Annual calendar of meetings produced summer term for following year*
	Set vision and strategic objectives - of the Trust and Academies, agree KPIs	I	A/R						R		R	Charitable Objects of the Company in Articles of Association, Trustees approce Chorus Improvement Plan, CEO approve Academy SIPs anually
	Scrutiny - oversee implementation of strategy, measure progress to KPIs	I	A/R						R		R	HoS / Principal responsible at Academy level, CEO at Trust level
	Due diligence - Oversight and scrutiny of schools joining the Trust		A/R						R			
	Compliance Finance - with all requirements of Funding Agreement and Academy Trust Handbook		A						R	I	R	Master Funding Agreement, Academy Trust Handbook Headteacher responsible for compliance at school level
	Compliance Regulatory - with all relevant laws and regulations (e.g. charities law, company law, employment law, GDPR, Health and Safety laws)		A						R	I	R	Refer to legal as necessary, DPO etc
	Compliance Governance - completion of the register of interests, process to deal with conflicts of interest and related party transactions		A						R	I		Accounting officer responsible for register for Members and Trustees
	Schemes of Delegation - Changes to the SOD		A/R						C			
	Skills audit - complete and recruit to fill gaps on Board of Trustees		A/R						C			NGA skills audit available
	Skills audit - complete and recruit to fill gaps on LGB		A/R						C	C	C	NGA skills audit available
	Performance Review Board of Trustees - self-review completed annually, externally year 3		A/R									Academies Handbook and NGA
	Performance Review Chair of Board of Trustees - carry out 360 review periodically	C	A/R						C	C		Chair of LGB consulted
	Board of Trustees committees member contribution - review annually		A/R									*Chairs annual report to Members, Chair to address non-attendance and non-contribution*
	Trustees Succession - plan for Trustee replacement		A/R						C			*Standing item on full board agenda for Chair to review*
	Board of Trustees Annual schedule of business - agree		A/R						C			*Board Annual standing Agendas set*
	Performance Review LGB - Annual self review of LGB complete annually		A						R	C		
	Performance Review Chair of LGB - carry out 360 review periodically		A						C	R	C	Link Trustee consulted
	LGB member contribution - review annually		A						C	R	C	Chair to address non-attendance and non-contribution of LGB memebrs
	LGB Governor Succession - plan for LGB member replacement		A						C	R	C	*Standing item on full LGB agenda for Chair to review*
	LGB Annual schedule of business - agree		A						R	I		*LGB Annual standing Agendas set centrally*
	Reporting Governance - Publication on Trust website of all required governance arrangements		A						R			DfE website requirements, Academy Trust Handbook - CEO responsible for Trust
	Reporting Governance LGB - Publication on Academy websites of all required LGB governance information		A								R	Head responsible for school LGB required information
	Reporting Annual Trustees Report - Prepare and publish Annual Report on the performance of the Trust on website and submit to ESFA	I	A						R			Audited accounts Trustee Report - see Academies Accounts Direction
	Policies Trust Wide - Establish and implement central policies for Formal Complaints, Freedom of Information requests, SEND, Safeguarding and Child Protection, Curriculum, Behaviour, Admissions, Charging & Remissions, Expenses, Health & Safety, Premises Management, Data Protection and Staffing policies including Capability, Discipline, Conduct and Grievance		A	C	C	C	C	C	R	C	C	*Policies Matrix administered by Exec PA*
	Policies school level - determine and approve those which reflect schools ethos & values, admissions, SEND, curriculum, behaviour		A							A	R	*Policies matrix administered by school/ exec PA*
	Compliance Trust Risk Register - Establish, review and monitor Trust Risk Register, to manage and mitigate strategic risk		A	R					C	C	C	CET Risk Register
	Compliance Business Continuity Risk - manage and mitigate through site Business Continuity and Critical Incident Plans		A		C				R	A	R	CEO Responsible centrally, LGB Accountable at school level and Head responsible at school level
	Auditors - Appointment of Trust external auditors	A	R	C					C	I	I	3 year appointment
	Internal Auditors - Appointment of Trust Internal Scrutiny Auditors		A	R					C	I		Appointment every 3 years, Resources Cttee set programme every summer for following Academic Year
	Compliance Trust level auditing and reporting arrangements - agree internal scrutiny programme, QA & reporting eg safeguarding, H&S, employment, finance, IT		A	C	C	C	C		R	I	I	
	Compliance Trustee & Governor Training Programme		A						R	C	C	Central subscription, welcome & induction process issued - training Governor appointed for each school - Chair Responsibility
Education and Curriculum	Establish and Implement School Improvement Plans for each Academy in line with Trust strategy and vision		A			C			R	C	R	The CEO develops School Improvement Plans with Heads in response to Chorus Improvement Plan and QA information
	Agree and review KPIs related to educational performance of Academies		A			C			R	C	R	CEO andHead develop as part of the School Improvement Plans
	Quality of Teaching- ensuring appropriate levels of support, challenge and intervention to support the delivery of educational outcomes		A			C			R	C	R	
	Define the Curriculum for each Academy and review effectiveness		A			C			R	C	R	
	Pupil Premium- review and challenge the value for money of the PP grant in improving educational outcomes		A			C			R	C	R	DfE website requirements- pupil premium strategy statement published annually by 31st December
	Single Central Record		A		C				R	I	R	DfE requirement- log all pre-employment checks, including DBS. Updated whenever new staff are recruited
	Agree PAN annually		A						R	C	C	
	Provision of Relationship and Sex Education		A			C			C	C	R	Statutory requirements in the national curriculum
	Provision of RE		A			C			C	C	R	Statutory requirements in the national curriculum
	Collective worship arrangements		A			C			C	C	R	
	Attendance		A				C		R	C	R	
	Safeguarding		A				C		R	C	R	Director of Safeguarding updates Safeguarding Policy annually in response to the most recent Keeping Children Safe in Education advice
	Suspensions		A				C		R	C	R	
	School Hours- ensuring the minimum number of sessions per academic year		A						C	C	R	
	Term Dates		A						C	C	R	Follows Local Authority patterns

Finance

Task	1	2	3	4	5	6	7	Notes
Funding model - agree funding model that secures financial health in short/long term (management fee %, GAG pooling, central spend etc)		A	C		R	I	I	
Central Scheme of financial delegation - establish & review		A	C		R			*Financial procedures administration and control policy*
Schools Scheme of financial delegation - establish & review		A	C		R		I	*Financial procedures administration and control policy*
Trust Annual Budget - formuate and set central and Trust wide consolidated budget forecast		A	C		R			Access finance & budgeting system , assumptions set centrally
School Annual Budget - preparation for Board approval		A	C		R	C	R	Access finance & budgeting system , assumptions set centrally
Monitor - Trust financial performance against agreed budget - monthly MA's, cashflow forecast, balance sheet		A	C		R			*Monthly MA's produced and reviewed by CEO and Resources Chair- Access accounting system*
Monitor - School financial performance against agreed budget - monthly MA's, cashflow forecast, balance sheet		A	C		R	C	R	*Monthly MA's produced and reviewed by Headteacher - Access accounting system*
Reporting - financial KPIs and benchmarking value for money - setting and reviewing		A	C		R	I		ICFP and VMFI tools
Reporting - School performance v KPIs and benchmarking value for money		A	C		R	C	R	ICFP centrally set KPIs
Finance policies - establish & maintain compliant policies and procedures in line with reporting requirements		A	C		R	I		*Financial procedures administration and control policy - reviewed anually Academy Trust Handbook, Accounts Direction etc*
Compliance Financial Policies Central - oversight of controls, regularity, probity, VFM in relation to public funds		A	C		R	I		Audit Cttee Trust Board, *Chorus Financial procedures administration and control policy*
Prepare and implement trust-wide procurement strategies and efficiency programmes		A	C		R	I		*Financial procedures administration and control policy - reviewed anually*
Receive and respond to external auditor's annual report - statutory financial reporting	A	R	C		R	I		Members receive at AGM
Investments - agreeing policy, setting internal controls and annual plan		A		C	R			*Financial procedures administration and control policy - reviewed anually, investments reported at Board Resources Cttee*
Land & Premises Assets - Acquiring, disposing, or changing use		A	C		R	C	C	
Fixed Asset Register - maintaining FAR		A	C		R			
Grant applications		A	C		R	C	R	Refer to Financial procedures & finance schemes of delegation for limits
Borrowing		A	C		R			
VAT		A	C		R			

HR

Task	1	2	3	4	5	6	7	Notes
CEO - Appointment and Removal of CEO and Accounting Officer	I	A/R				I	I	Articles of Association 107, *Trust wide HR Policies, HR appointment form and letter/contracts*
Central Team CFO - Appointment and Removal for delivery of Academy Handbook and financial probity requirements	I	A/R	C		R	I	I	*Trust wide HR Policies, HR appointment form and letter/contracts*
Central Team Senior Leaders - Appointment and Removal of COO and central excecutive leadership team	I	A/R	C		R	I	I	*Growth plan and central team structure approved by Board, Trust wide HR Policies, HR appointment form and letter/contracts*
Central Team Other Staff - Appointment and removal of other non-SLT staff eg cross Trust teachers, operational support staff		A	I		R	I	I	*Trust wide HR Policies, HR appointment form and letter/contracts*
Central Staffing Structure - Establish and implement organisational structures centrally to suport the Trust and Academies		A	C		R	I	I	CEO sets structure for central team
School Headteacher - Appointment and Removal of Head of School / Principal for each Academy	I	A/R			R	C		Articles of Association 107, *Trust wide HR Policies, HR appointment form and letter/contracts*
School SLT - Appointment and Removal of Senior Leadership at Academy Level		A			R	C	R	*Trust wide HR Policies, HR appointment form and letter/contracts*
School Other Staff - Appointment and removal of non-SLT school based/ line managed staff eg teachers, ed support, school admin support		A			R		R	*Trust wide HR Policies, HR appointment form and letter/contracts*
School Staffing Structures - Establish and implement school organisational structures					A	C	R	Head responsible at school level for school roles which are not centrally line managed, under HR policies and guidance
CEO - Performance Management		A/R	C		I			*CEO performance management procedure & committee of 3 trustees with advisor agreed anually*
School Headteacher - Performance Management of Heads of Schools / Principals		A	I		R		I	*Chorus Appraisal Policy & procedures*
Strategic Director of SYTH - Performance Management		A	I		R			*Chorus Appraisal Policy & procedures*
Trust wide HR policies and procedures - Establish, monitor and implement (Recruitment, pay, disciplinay, greivance, absence) in accordance with appropriate regulations		A	C		R	I	R	Set centrally and Board/CEO accountable and responsible. Head repsonsible for implementing at school level and LGB accountable to monitor at school level
Appraisal and performance management policy and procedures - setting and pay progression, in line with Trust Pay Policy and all statutory regulations		A	C		R	I	I	*Appraisal policy and procedures* CEO responsible for setting and in respect of central SLT and Heads.
Appraisal and performance management - school implementaion of process and pay progression for staff (except Headteacher)		A	C		C	I	R	Head responsible for implementing at school staff level and LGB informed
Terms and Conditions of Employment - Central Staff Handbook		A	C		R	I	I	*Trust Employment Contracts, Trust Staff Handbook* - each site may have own operational site specific staff handbook
Annual Review of Salaries and Pay Increases - in line with Pay Policy and statutory regulations		A	C		R	I		STCPD Teachers, NJC Support Staff
CEO - Annual Pay Award agree		A/R	C		I			*CEO Appraisal and Pay procedure, Pay Policy*
Headteacher - Annual Pay Award agree		A	C		R	I		*Appraisal Procedure and Pay Policy*
Disciplinary and Grievance Policies - review		A	C		R	I		
Central - Organisational restructuring		A	C	C	R			Board ratification required,CEO notified before process begins, central HR involved
School - Organisational restructuring		A	C	C	R			Board ratification required,CEO notified before process begins, central HR involved

Operations

Task	1	2	3	4	5	6	7	Notes
Central Services - Determining and allocating central services provided to the Academies centrally		A			R	C	C	
Central Services - Overseeing the effectiveness of services provided centrally		A			R	C	C	
Insurance cover - Ensuring that the Trust and Academies have all necessary Insurance in place		A	C		R	I		
Media & PR - Overseeing public relations activities to present the activities of the Trust and Academies to the Media and wider community		A			R	I	C	
Stakeholder engagement - Chorus centrally	I	A	C	C	R	C	C	
Stakeholder engagement - school level local community					C	A	R	
Chorus Website		A			R			
School prospectus & website	I				A	C	R	Centrally templated prosectus & website
Asset & premises strategy - determining use of premises and ensuring adequate maintainance		A	C		R	C	C	LGB & Headteacher consulted at school level
IT strategy - determining strategy, use of systems and adequately maintained and lifecycled eqipment		A	C		R	C	C	LGB & Headteacher consulted at school level
Compliance FOI requests and complaints - central		A			R		I	*Chorus FOI and SARS procedures, Complaints Procedure*
Compliance FOI requests and complaints - school		A			C	I	R	*Chorus FOI and SARS procedures, Complaints Procedure*
Legal Claims - with potential impact on reputation		A	C		R	I	I	In respect of non staffing claims, legal claims re staffing dealt with in line with Risk Register