



Delegated Accountability Framework

Updated September 2021



Document Intent

The Delegated Accountability Framework (DAF) is a key document in defining the lines of accountability and responsibility within the Shaw Education Trust, to ensure that the Members, Trustees, Executive Leaders, Academy Councillors and Principals understand their roles and responsibilities.

The Shaw Education Trust reserves the right to delegate and vary levels of accountability according to the performance of the academy.

The DAF is complimented by the following key governance documentation:

Role	Essential Key Documents
All	<ul style="list-style-type: none"> • The Trust's Governance Handbook <ul style="list-style-type: none"> : The DfE Governance Handbook 2020 : A Competency Framework for Governance 2018 : The Academies Trust Handbook : The Nolan Principles • The Vision and Values of the Shaw Education Trust
Members	<ul style="list-style-type: none"> • Articles of Association: constitution of the Academy Trust specifying the composition of the membership and how it conducts business. • Guidance page on the role of a member.
Trust Board and Sub-Committees	<ul style="list-style-type: none"> • The Trust Board's Terms of Reference which specify the composition, remit and delegated functions. <ul style="list-style-type: none"> : The Essential Trustee • Trustee's Code of Conduct
Regional Board and Sub-Committees	<ul style="list-style-type: none"> • Constitution and Terms of delegation: specifying composition, remit and delegated functions.
Academy Councils	<ul style="list-style-type: none"> • Constitution and Terms of delegation: specifying composition, remit and delegated functions. • Academy Council Code of Conduct

	Governance	Is authority delegated from the Members?	Is authority delegated from the Board of Trustees?	CEO & Accounting Officer (whilst not in office as Trustee)	Company Secretary	
Governance - Members and Trust Board	Appointment of Members (Up to 2 Sponsor appointments. Minimum of 3 members, DfE recommends 5 members)	No - Members vote to appoint other Members through a special resolution (75% of members agree) - Article 15A		No delegated accountability		
	Removal of Members	No - Members vote to remove other Members through a special resolution (75% of members agree) - Article 13		No delegated accountability		
	Appointment of Trustees - must not be less than 3 (Article 46: Up to 5 Sponsor Trustees and 6 independent Trustees up to 2 Parent Trustees)	Yes - Members can appoint Trustees in accordance with Article 50	Trustees can appoint Trustees (co-opt) in accordance with Article 47 & 58	Recommends to Board	Accountable for ensuring GIAS and Companies House are updated with Trustee appointments	
	Appointment of the CEO	Yes	The Trustees appoint the CEO (Article 107)	No delegated accountability		
	Appointment of the CEO as a Trustee	No - Members can appoint the CEO as a Trustee by ordinary resolution (Article 57)		No delegated accountability		
	Removal of Trustees	Can remove Trustees in accordance with Article 66 by ordinary resolution (51% of members agree)	Trustees can resign from Office (Article 65) or can be removed by the person or persons that elected them (Article 66)	Recommends to Board	Accountable for ensuring GIAS and Companies House are updated with Trustee removals	
	Appointment and removal of the Clerk to the Trust Board	Yes	Trustees appoint the Clerk in accordance with Article 81	Recommends to Board	No delegated accountability	
	Appointment of the Chair to the Board	Yes	Trustees elect a Chair and Vice-Chair from among their number on an annual basis (Article 82)	No delegated accountability		
	Appointment of Trust Board Sub-Committee Chairs	Yes	Trustees elect a Chair and Vice-Chair of Sub-Committees from among their number on an annual basis (Article 101)	No delegated accountability		
	Appointment of Trustees to Trust Board Sub-Committees	Yes	Trustees appoint through ordinary resolution a maximum of 5 Trustees to each sub-committee of the board.	Can be appointed as Trustee to all sub-committees with the exception of the Audit and Risk Committee where attendance is by invitation.	No delegated accountability	
	Appointment of the Accounting Officer	Yes	The board of Trustees appoint the Accounting Officer (CEO) through ordinary resolution (51% of Trustees agree)	No delegated accountability		
	Approval of terms of reference for Trust Board subcommittees	Yes	Trustees approve TOR for subcommittees	Recommends to Board	No delegated accountability	
	Approve Annual Accounts	Yes - Members receive the Annual Accounts at the AGM	The board of Trustees approve the Annual Accounts through ordinary resolution (51% of Trustees agree)	Reports to the Board	Accountable for ensuring that the annual accounts are filed with Companies House within the appropriate timeframe	
	Appointment of the External Auditors	No - Appoints the External Auditor in accordance with the Academies Financial Handbook	Makes recommendation for external auditor to the members	Makes recommendation to the Board, Supports the Trustees & Members to carry out a proper procurement process.		
	Appointment of the Internal Auditors	Yes	Appoints the internal auditors. May delegate to the Audit and Risk Committee	Recommends to Board	No delegated accountability	
	Amendment to the Articles of Association	No - Can amend the Articles of Association by special resolution (75% of members agree)	No delegated accountability			
	Approval of the delegated Accountability Framework	Yes	Approves the Delegated Accountability Framework through ordinary resolution (51% agree).	Recommends to Board		
	Ensures effective governance in line with the Governance Handbook and operates within the "Nolan Principals"	Must Comply	Must Comply	Must Comply. Monitors and reports	Must Comply. Monitors and reports.	
	Comply with all obligations of the Funding Agreement including the Academies Financial.		Must Comply			
	Comply with all regulations affecting the Trust (including charity law, company law, employment law and Health and Safety)		Must Comply			
Operates the Trust and the Academies by the objects outlined in the Articles of Association.		Must Comply				
Ensures the organisation has a clear vision and sets a strategy as a robust framework for setting priorities, creating accountability and monitoring progress to realise the organisations vision.	Yes	Approves the vision and sets the strategy for the Trust	Recommends to Board	Quality Assurance of Governance across the Trust		
Review and challenge the progress of the Trust against strategic objectives and KPI's	Yes	Reviews and challenges and holds Trust leaders to account for progress against the strategic objectives and KPI's	Reports to the Board	Quality Assurance of Governance across the Trust		
Ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Yes	Accountable for ensuring appropriate financial controls ensuring regularity, probity and value for money in relation to the management of public funds	Reports to the Board	Quality Assurance of Governance across the Trust		
Take out Director Indemnity Insurance Cover	Yes	Yes	Oversight and Monitoring	Responsible for making adequate arrangements		
Acquisition of legal entities	No	Recommendations to Board	Provision of professional advice	Provision of professional advice		
Maintenance of register of interests	Yes	Yes	Monitors	Ensure Trustee register is maintained		
Entering into, or withdrawing from, a formal partnership	Yes but dependent on financial value and level of risk	Recommends to Members where appropriate.	Recommends to Trustees	Provision of professional advice		
Authorised to approve Trust Delegated Accountability Framework	Yes	Approves	Makes recommendation to the Board.	Makes recommendation to the CEO		
Reporting on Academy Councillors on GIAS and academy website	Yes	Yes	Receives compliance reports and reports	Accountable for ensuring GIAS and website is up to date for SET Members and Trustees. Quality assures Academy level governance		

	Governance	Is authority delegated from the Board of Trustees?	CEO & Accounting Officer	Chief Operating Officer	Director of Compliance	Regional Directors	Academy Council	Principal
Governance - Academy Council	Recruitment procedures for Academy Councils	No	Recommends to Board	Supports CEO with recommendations to the Trust Board			No Delegated Accountability	
	Appointment of Academy Councillors	Yes	Approves appointment	Quality Assurance through DoC	Ensures due process followed and recommends to the CEO	Makes recommendation to DoC	Makes recommendation to DoC	Makes recommendation to the AC
	Appoint Chair of Academy Council	Yes	Receives notification of Chair and Vice Chair appointments within 10 working days of appointment.				Notifies the DoC of Chair and Vice Chair appointments within 10 working days of appointment via email to DoC or via minutes of meetings	No Delegated Accountability
	Removal of Academy Councillors	Yes	Authorises removal of Academy Councillors				No Delegated Accountability	
	Appoint & Remove Clerk to the Academy Council	Yes	Approves appointment				Makes recommendation to DoC	Makes recommendation to the AC
	Ensuring at least 2 parent governors appointed to Academy Council	Yes	Approves Academy Council membership				No Delegated Accountability	
	Appointment of Academy Council link councillors: SEND/Inclusion, Safeguarding, Statutory Grants, Health & Safety, Finance.	Yes	Overview				Quality Assurance through DoC	Quality Assure that each AC have link councillors
	Approval of Terms Of Reference (TOR) for Academy Council	Yes	Approves Terms of Reference	Quality Assures TOR and recommends to CEO	Recommends standardised Trust TOR within the SET Governance Handbook to COO	No Delegated Accountability	Adopts TOR from SET Governance Handbook	No Delegated Accountability
	Authorised to approve/amend academy level Delegated Accountability (DAF)	Yes	Approves DAF for central team	Makes recommendation to the CEO for Central team DAF. Receives compliance audit reports and reports to CEO	Quality Assures the Academy DAF's and reports internal compliance / quality assurance to the COO	Provision of Professional Advice	Authorises Academy level Delegated Accountability Framework. Ensures that framework is adhered to.	May further delegate accountabilities within Academy Team. Must ensure all delegated authority is recorded
	Develop policy and procedures	No, but some policies may be varied according to local operational need	Recommends policies to the Trust Board	Quality Assurance through DoC	Provides quality assurance, oversight and advice.	Approval of local policy	Review and monitor implementation of central and local policy and recommends local changes to RD's	Responsible for delivery of central policy and recommends local policy to AC
Reporting on Academy Councillors on GIAS and academy website	Yes	Receives compliance reports			Quality Assures compliance within the academy	Accountable for managing the performance of the Principal	Oversight and monitoring	Must ensure that all changes to the AC are reported to the DfE through GIAS. All changes recorded on the academy website

	Strategy	Is authority delegated from the Members?	Is authority delegated from the Board of Trustees?	CEO	Chief Operating Officer	Regional Directors	Academy Council	Principal
Strategy	Overall strategy of SET	Yes	No	Responsible for setting strategy, with the Board	Provides financial & operational assistance in developing the strategy	Provides educational advice in developing the strategy	Contributes	Ensures SET strategy is incorporated into local planning
	Deliver the strategic objectives of the Trust and Academies	Yes	Yes	Accountable for the delivery of the Trust strategic objectives where delegated.	Accountable for the delivery of the Trust strategic objectives where delegated.	Accountable for the delivery of the Trust strategic objectives where delegated.	Accountable for oversight and monitoring of the academies performance against strategic objectives	Accountable for the delivery of Academy strategic objectives
	Admission of new academies to SET	Yes	No	Responsible for making recommendations to Board	Provides due diligence advice in relation to potential new academies	Provides due diligence advice in relation to potential new academies	No delegated accountability	
	Approval of academy development and improvement plans	Yes	Yes	Receives reports. Reports to the Board	Supports the process	Accountable for the quality assurance of development planning across the MAT. Reports to the CEO	Accountable for the approval and monitoring of academy improvement plans, reporting of issues to the RD's	Responsible for development and delivery of academy improvement plans

		Education/Curriculum	Is authority delegated from the Board?	CEO	Regional Directors	Director of People and Culture / Institute of Education	Academy Council	Principal
Education and Curriculum	Academy Improvement Plans and self-evaluation	Approval of academy improvement plans in line with the strategic aims of the Trust	Yes	Receives reports. Reports to the Board	Supports the process	Accountable for the quality assurance of development planning across the MAT. Reports to the CEO	Accountable for the approval and monitoring of academy improvement plans, reporting of issues to the RD's	Responsible for development and delivery of academy improvement plans
		Post-Ofsted Action Plan sign off for any academy receiving Grade 4	Trustee approval required	Reviews and makes recommendation to Board	Accountable for the quality assurance and monitoring of plans	Accountable for the quality assurance of support (and brokering thereof) to the Academy	Review of the academy plan - provision of support and challenge	Accountable for the production and successful delivery of plans
		Carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance and monitoring of self-evaluation and report progress to the CEO	Accountable for highlighting and sharing best practice across the Trust	Approval and monitoring of the self-evaluation form	Accountable for the production and maintenance of the academy self-evaluation form and recommends to AC
	Key Performance Indicators	Approval, setting and monitoring of the performance of the Trust, Academies including student achievement and attendance; teaching and learning; and student wellbeing.	Trustee approval required at ESP Committee	Responsible for proposing SET and local targets to the Board and providing appropriate reporting via the ESP	Accountable for setting local targets and providing appropriate reporting to ESP committee via the CEO. Accountable for the Performance Management of the Principal		Review of local target setting and responsible for holding Principal to account	Reports to AC and Board via subcommittees
	Reporting	Reporting Academy educational performance against KPI's at least termly to the Board of Trustees on the performance of the Trust	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance and monitoring of performance against KPI's	Accountable for reporting on the impact of the Institute of Education for commissioned support against KPI's. Must respond to issues raised with academy performance and ensure there is capacity to deliver school improvement.	Accountable for monitoring the academy performance against KPI's and holding the academy leadership team to account	Accountable for achieving the required level of performance against KPI's
		Assemble data for pupil assessment and other returns	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance and monitoring of academy reporting	Can support systems for effective reporting within an academy setting	Accountable for the oversight, monitoring and review of the accuracy and maintenance of pupil data	Accountable for ensuring pupil data is accurate and maintained. Reports progress to AC.
	Quality of Teaching	Ensuring the appropriate levels of support, challenge and intervention to support delivery of education outcomes	Yes	Reports to the Education Performance and Standards Committee	Accountable for the Performance Management of the Principal. Accountable for the quality assurance and monitoring of the quality of teaching	Accountable for supporting academies with developing policies and improvement strategies for quality of teaching	Accountable for the oversight, monitoring and review of educational outcomes	Accountable for ensuring that there are appropriate levels of support, challenge and intervention to support delivery of educational outcomes.

		Education/Curriculum	Is authority delegated from the Board?	CEO	Regional Directors	Director of People and Culture / Institute of Education	Academy Council	Principal
Education and Curriculum	Culture	To create a positive culture across the Trust. Ensure equality, diversity, and tolerance.	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance and monitoring of culture and ethos. Responsible for recording and reporting incidents within academies to the Board via the CEO.	Accountable for promoting a positive culture across the Trust. Provides support and training as required. Accountable for measuring the quality of culture across the Trust and reporting to the CEO.	Accountable for the oversight, monitoring and review of academy culture	Accountable for ensuring that there are robust procedures in place and provide necessary intervention/reporting
	Curriculum	Setting the curriculum for the Academies and reviewing its effectiveness.	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance and monitoring of the effectiveness of the academy curriculum	Accountable for supporting the RD team with the quality assurance of the curriculum and then providing further support as required.	Accountable for the oversight, monitoring and review of the effectiveness of curriculum plans and implementation	Accountable for the successful development and delivery of curriculum plans. Reports to AC.
		Ensuring that the legal requirements for children with special educational needs are met and that they are given support for learning	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance and monitoring of the effectiveness of the academy curriculum for pupils with SEND	Accountable for supporting the RD team with the SEND review process and then providing further support as required.	Accountable for the oversight, monitoring and review of the effectiveness of curriculum plans for pupils with SEND. Must nominate a member of the AC to lead this area.	Accountable for the development and delivery of curriculum ensures compliance with the legal requirements for pupils with SEND and that support is given for their learning.
		Extended Curriculum - To decide to offer additional activities and to decide what form these should take	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance and monitoring of the effectiveness of the extra-curricular activities within the academy	Accountable for creating systems and processes to share best practice across the Trust.	Accountable for the oversight, monitoring and review of the extra-curricular activities within the academy	Accountable for ensuring that there is a wide, varied and high quality extra-curricular offer for pupils within the academy
	School Visits	Approval of school visits	Yes	Yes delegates to RDs and Principals	Approves any international schools visits	No delegated accountability	Recommends International visits to the RD. Oversight and monitoring of UK visits/trips.	Can approve visits/school trips within the UK. Accountable for ensuring there is a robust Risk Assessment and sign off in place for all visits (including International trips after approval from RD's).
Pupil Premium	Reviewing and challenging the value for money / return on investment for the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance and monitoring of the effectiveness of the use of Pupil Premium funds	Accountable for supporting the RD team with the Pupil Premium review process and then providing further support as required.	Accountable for the oversight, monitoring and review of the use of Pupil Premium funds. Must nominate a member of the AC to lead in this area.	Accountable for ensuring that Pupil Premium funds improve educational outcomes and narrow the achievement gap for PP pupils and producing the required reports.	

		Education/Curriculum	Is authority delegated from the Board?	CEO	Regional Directors	Director of People and Culture / Institute of Education	Academy Council	Principal
Education and Curriculum	Education Policy	Approval of education policy (e.g. off site visits, RE provision, Collective worship etc.)	Trustee to approve the Policy Tracker matrix which delegates responsibility of policy approval across members of the Executive Team and Principals	Makes appropriate policy recommendations to the board for approval	Accountable for ensuring robust appropriate policies are developed	Accountable for ensuring robust appropriate policies are developed in relation to People and Culture across the Trust with support from SET HR teams where required.	Accountable for ensuring SET policies are used by the academy	Accountable for the delivery of education against the policy framework. Accountable for ensuring where SET policies refer to an annex for local adaptation these are in place. Accountable for other local policy creation and delivery as delegated by Trustees.
	Assessment, Data and Examinations	Ensuring rigorous, accurate and appropriate assessment systems are in place including compliance with external examinations and SET policy requirements. There are reports to parents as appropriate.	Yes	Receives reports from the RD's. Reports to the Education Performance and Standards Committee	Accountable for the quality assurance of assessment data and processes. Accountable for the Performance Management of the Principal.	Providing support and advice where required	Accountable for the oversight and monitoring of assessment information.	Accountable for ensuring rigorous, accurate and appropriate assessment systems are in place including compliance with external examinations requirements. Makes data available for SET RDs upon request.
	Admissions	Policies and criteria including requests to increase / reduce the PAN and over-subscription criteria.	Yes	Approves the submission. Where needed, submits the business case to the DfE/ESFA.	Accountable for the quality assurance of admissions policy and criteria and recommends a business case for the change in PAN to the CEO. Must ensure due process has been followed by the academy	Providing support and advice where required	Consulted. Must ensure that decision to reduce/increase PAN is clearly documented in AC Minutes	Accountable for ensuring DfE/ESFA procedures are followed. Must consult with the RD.
		Appeals	Yes	Oversight and monitoring	Accountable for the quality assurance of the academy appeals process		Informed of the process.	Accountable for submitting information to the local authority to inform the appeals committees. Authorised to attend admission appeals (this may be delegated)
		Exclusions - Permanent Exclusions	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance of exclusion processes. Approver of any Permanent Exclusions		Accountable for the delivery of the management process	Accountable for ensuring all procedures are followed correctly, and in line with legal requirements. Makes request for approval to RD.

		Education/Curriculum	Is authority delegated from the Board?	CEO	Regional Directors	Director of People and Culture / Institute of Education	Academy Council	Principal
Education and Curriculum	Exclusions	Exclusions - Fixed Term Exclusions	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance of exclusion processes	Providing support and advice where required	Accountable for the delivery of the management process	Accountable for ensuring all procedures are followed correctly and in line with legal guidelines. The Principal is the only person who can make decisions about fixed term exclusions.
		Exclusions - Appeals	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance of exclusion processes		Accountable for the delivery of the management process	Accountable for ensuring LA procedures are followed
		Exclusions - Reinstatement of excluded Pupils	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance of the reinstatement process.		Accountable for the delivery of the management process	Accountable for ensuring all procedures are followed correctly and in line with legal guidelines
	Student Management	Accountable for managing issues in relation to students through appropriate policies	Yes	Reports to the Education Performance and Standards Committee	Accountable for the quality assurance of student issues	Providing support and advice where required	Accountable for the oversight, monitoring and review of student issues	Accountable for enacting related policies for student issues
	Academy Operating Arrangements	Term dates and length of the academy day	Yes	Approves term dates and the length of the academy day	Makes recommendations to CEO	Providing support and advice where required	Consulted	Accountable for providing a business case for change to the Regional Director
		All year round operating agreements	Yes	Approved all year round operating agreements	Makes recommendations to CEO		Consulted	Accountable for providing a business case for change to the Regional Director
	School Meals	School Meals - ensure provided to appropriate nutritional standards	Yes	Receives quality assurance reports from Operations Team in regards to school meal quality and compliance at academy level	Accountable for the Performance Management of the Principal.	Providing support and advice where required	Accountable for the oversight, monitoring and review of the compliance with nutritional standards	Accountable for ensuring school meals provide appropriate nutritional standards
		School Meals - Provision of free school meals to those meeting criteria	Yes	Receives quality assurance report for compliance with process	Accountable for the Performance Management of the Principal.		Accountable for the oversight, monitoring and review of the provision of meals for those meeting the criteria	Accountable for ensuring the provision of free school meals for those meeting the criteria. Actively encourages eligible families to apply.

	Safeguarding	Is authority delegated from the Board?	CEO	Chief Operating Officer (COO)	Director of Compliance (DoC)	Head of HR	Regional Directors	Academy Council	Principal	Designated Safeguarding lead (DSL)
Safeguarding	Complete and maintain a Single Central Register (SCR) - for Central Team SET employees	Yes	Oversight and monitoring	Accountable for the performance management of the Head of HR	No delegated accountability	Accountable for ensuring the SCR is in place for the central team and informs COO	Communication with COO if relevant	No delegated accountability		
	Complete and maintain a Single Central Register (SCR) - for the Trustee Board	Yes		Accountable for the performance management of the DoC	Accountable for ensuring the SCR is in place for the Trustee Board via HR	Coordinates the SCR process and notifies the DoC	No delegated accountability			
	Complete and maintain a Single Central Register (SCR) - for Academy employees and Academy Councillors. HR files are maintained in accordance with Safer Recruitment.	Yes	Oversight and monitoring	Accountable for the performance management of the DoC Reports to CEO	Accountable for delivering training on the SCR	Supports the central quality assurance process	Accountable for managing the performance of the Principal Responsible for QA of the SCR	Accountable for the oversight and compliance especially AC SCR	Accountable for ensuring that a compliant SCR is in place and maintained for the academy and checks at least once per term	Check SCR each term (if delegated to by Principal) alongside AC SG link
	Appoint a Board member as lead safeguarding trustee	No - Chair of the Board ensures a trustee holds this responsibility and regular agenda point on full board meetings		Communicates with link Trustee as appropriate	Meets once per term with SG Trustee	No delegated accountability				
	Appoint a safeguarding Academy Councillor	Yes	Oversight and monitoring	Accountable for the performance management of the DoC	Accountable for ensuring that each AC has a SG councillor and communicates regularly with them and provides training and support	No delegated accountability		Chair of Academy Council is accountable for ensuring a safeguarding councillor is in post	No delegated accountability	Meets with AC link each term
	Ensure an annual safeguarding audit is completed at each academy	Yes	Receives report	Accountable for the performance management of the Director of Compliance. Reports to CEO	Accountable for the Quality assurance of the audit and practice in academies via Folder and visits. Reports to COO.	No delegated accountability	Accountable for managing the performance of the Principal	Accountable for ensuring a SG audit takes place and that response to any necessary actions are swift and continuous	Accountable for the safeguarding audit outcomes and required actions. Accountable for the performance management of the DSL	Accountable for the completion and update of the SG audit and SG folder
	Ensure an annual safeguarding audit is reported to Trustee Board each full meeting	Yes	Reports to the full Trust board.	Accountable for the performance management of the Director of Compliance. Reports to CEO	Produces report for COO to report to Trustee Board.			Accountable for the provision of data as necessary to enable the reporting process		
	Ensure appropriate members of staff and academy councillors are trained in safer recruitment. Ensures all appointments comply with Safer Recruitment and HR files are maintained in accordance with SET policy	Yes	Monitor via COO	Accountable for ensuring at least one member of every Principal, Executive or central team recruitment panel has completed safer recruitment training and ensures that HR files are maintained in accordance with SET policy following recruitment which complies with Safer Recruitment.	Supports with signposting/delivering appropriate training.	Supports the process and accountable for ensuring all HR practioners have received safer recruitment training	Accountable for ensuring at least one member of every recruitment panel has completed safer recruitment training. Accountable for ensuring appointments comply with Safer Recruitment and HR files are maintained in accordance with SET policy.	Accountable for successful completion of safer recruitment training and regularly updates their knowledge in this area Ensures panels have a SR colleague for all interviews	No delegated accountability	

	Safeguarding	Is authority delegated from the Board?	CEO	Chief Operating Officer (COO)	Director of Compliance (DoC)	Head of HR	Regional Directors	Academy Council	Principal	Designated Safeguarding lead (DSL)
Safeguarding	Ensure each academy has an appropriately trained designated safeguarding lead (DSL) and deputy DSL(s)	Yes	Oversight and monitoring	Accountable for the performance management of the Director of Compliance. Reports to CEO	Accountable for ensuring that each academy has a DSL in place and supports with signposting/delivery of appropriate training. Accountable for ensuring that the DSL has the appropriate level of training as identified through the Safeguarding audit.	Accountable for quality assuring that each school has a named person as DSL on the iTrent system	Accountable for managing the performance of the Principal	Accountable for ensuring the DSL is in post and has appropriate training and time to carry out duties	Accountable for ensuring that a DSL is always available to staff and pupils and the person is named as such on the iTrent HR system	Must attend and complete the appropriate level of training every 2 years and carry out specifics of role in accordance with KCSiE 2020
	Ensure a trust wide Safeguarding & Child Protection Policy is in place and compliant with statutory guidance	No	Approves Policy for Board consideration	Accountable for the quality assurance of the policy and performance management of the Director of Compliance. Recommends to COO	Accountable for creation of policy ensuring compliance with statutory guidance and recommends to COO	No delegated accountability	Accountable for managing the performance of the Principal	Must be knowledgeable of policies, supports and challenges Principal	Accountable for ensuring that policies are in place and enacted	Accountable for ensuring policy is communicated to all academy staff and available to stakeholders
	Ensure all relevant linked safeguarding policies are in place in each academy and compliant with statutory guidance	Yes	Oversight and monitoring	Accountable for the performance management of the Director of Compliance. Reports to CEO	Accountable for creation of linked policies as stated on SET Policy Tracker		Accountable for managing the performance of the Principal	Must be knowledgeable of policies, supports and challenges Principal	Accountable for ensuring policies are in place and enacted	Accountable for ensuring relevant policies communicated to all and enacted
	Ensure academy staff receive regular and appropriate safeguarding training	Yes		Accountable for the performance management of the Director of Compliance. Reports to CEO	Accountable for the creation of a whole Trust safeguarding training calendar. Responsible for QA of training		Ensures appropriate training takes place and a log is in place.	Accountable for ensuring staff receive regular and appropriate safeguarding training. Reports to AC		
	Ensure SET central team receive regular and appropriate safeguarding training	Yes	Oversight and monitoring	Accountable for the performance management of the Director of Compliance. Reports to CEO	Accountable for creating a SET central team safeguarding training calendar and quality assures completion by central team	Receives/delivers regular and appropriate training		No delegated accountability		
	Ensure that files related to the protection of children are well-organised and held securely	Yes	Oversight and monitoring	Accountable for the performance management of the Director of Compliance. Reports to CEO	Accountable for quality assurance of the practice in academies via Folder and visits. Reports to COO.	No delegated accountability	Accountable for the performance management of the Principal and safeguarding matters therein	Quality assures arrangements for the storage of records	Accountable for ensuring systems of high quality are in place- QA DSL practice. Reports to Ac and RDs	Accountable for ensuring that files related to the protection of children are well-organised and held securely
	Ensure that a policy is in place and details the procedures following allegations made about staff including Principals	Yes	Liaises with Regional Directors	Supports the process		Liaises with Regional Directors	Liaises with CEO/AC Chair and/or Principal on all allegations	Accountable for working with LADO/Regional Directors if allegation made about Principal	Accountable for working with LADO on relevant cases (or delegating to SLT)	No delegated accountability
	Ensure internet filters and monitoring procedures in place	Yes	Oversight and monitoring	Accountable for ensuring SET central filters and monitoring procedures are in place	Quality assures the academy filtering and monitoring processes	No delegated accountability	Accountable for the performance management of the Principal	Responsible for ensuring academy has systems in place	Accountable for the performance management of the DSL	Accountable for the liaison with Network staff and AC to communicate procedures to each other

		Finance	Is authority delegated from the ESFA?	Is authority delegated from the Board?	CEO / Accounting Officer	Chief Operating Officer/ Chief Finance Officer/ Company Secretary	Director of Infrastructure	Head of Finance - Accounting	Head of Finance - Business Partnering	Regional Directors	Academy Council	Principal
Finance	Statutory Compliance	Completion, submission and approval of annual accounts	Receives Annual Accounts by 31 December annually	No - Trustees approve Annual Accounts	Reviews and reports to Trust Board Finance Committee	Accountable for the quality assurance of the Annual Accounts and recommends to the CEO and Trustees. CS Accountable for the submission of annual accounts to Companies House.	No delegated accountability	Accountable for the consolidation, production and return to the ESFA of the statutory annual accounts and the Academies Accounts Return.	Accountable for the quality assurance and monitoring of the academies financial position.	Accountable for the performance management of the Principal	Accountable for monitoring the academies financial position and ensuring that it balances/is in surplus	Accountable for local academy financial position (surplus/balance) and the provision of records and data to the central accounting team.
		Completion and approval of accounting returns (including to funding and regulatory bodies)	Receives reports where applicable	Yes	Approves returns	Accountable for the quality assurance of returns and recommends to the CEO and Trustees		Accountable for the completion and consolidation of academy and central data for accounting returns and recommends to COO	Accountable for the quality assurance and monitoring of the academies financial data.	Accountable for the performance management of the Principal	Accountable for the monitoring and oversight of the academies finances	Accountable for the provision of accurate financial information required for accounting returns
		Completing annual & periodic financial reports to Board (including I&E, balance sheet, cash flow etc.).	n/a	Yes	Reviews and reports to the Trust Board	Quality Assurance and monitoring of monthly management accounts		Accountable for the monthly preparation of a management accounts pack deliverable to the board by the 15th day of the month	Accountable for ensuring academy financial monitoring is completed by the 12th day of the month	Quality Assurance and monitoring of the academies financial position	Accountable for monitoring the academy's financial performance against KPI's and for the support and challenge of the Academy leadership team	Accountable for ensuring financial data is accurate to ensure month-end closure of period by the required data and reports to AC
		Authorised to complete VAT returns.		Yes	Receives reports	Quality Assurance and authorises returns		Accountable for the preparation, accuracy and timeliness of VAT returns to HMRC	Quality assures and reviews to ensure compliance	Accountable for the Performance Management of the Principal	Accountable for monitoring and ensuring compliance	Accountable for ensuring that academy transactions account for VAT accurately.
		Authorised to submit Payment Practices reports (PRP)		Yes	Receives reports	Quality Assures and authorises returns		Accountable for the collation of data and reports to COO	Supports the process		Accountable for ensuring all payments are made to suppliers within the contracted terms	
		Authorised to submit Energy Compliance reporting (SECR)	Receives report within the Statutory Annual Accounts	Yes	Receives reports	Quality Assurance and monitoring of annual energy compliance reporting and reports to CEO and Trust board (in annual statutory accounts)	Accountable for the provision and collation of data for the ECR	Receives the collated data from the Director of EHSC and reports in the annual statutory accounts	Supports the process	Accountable for the Performance Management of the Principal	Monitors and receives reports	Accountable for supporting with the provision of data
		Assurance over adequacy of systems of internal financial control	Receives reports upon request	No	Provides assurance to EFA as AO	Provides assurance to CEO and Board		Manage annual internal audit programme instructed by Audit and Risk committee	Quality Assurance processes	Accountable for the Performance Management of the Principal	Approval and submission of audit action plan to HOFBP and monitor progress against plan	Annual completion of Internal controls checklist. Accountable for ensuring systems are fit for purpose and support effective audit. Accountable for ensuring any non-compliance is low-risk and there is a robust action plan to rectify.
		Approval of financial regulations	n/a	No	Recommendation to Board	Recommendation to Board	No delegated accountability			No delegated accountability		

		Finance	Is authority delegated from the ESFA?	Is authority delegated from the Board?	CEO / Accounting Officer	Chief Operating Officer/ Chief Finance Officer/ Company Secretary	Director of Infrastructure	Head of Finance - Accounting	Head of Finance - Business Partnering	Regional Directors	Academy Council	Principal
Finance	Budget Management and Reporting	Pooling arrangements by the Multi-Academy Trust	Receives reports upon request	No - Trustees approve Pooling arrangements	Reviews and recommends to Trust Board for approval	Reviews and recommends approval to CEO	No delegated accountability	Accountable for ensuring pooling arrangements are sufficient to ensure provision of central services	Makes recommendations - ensuring that pooling arrangements are affordable by the academies	Consulted	Consulted or Informed of arrangements (dependent upon performance of academy/ whether financial accountability has been removed)	
		GAG balances / carry forward	Yes	Yes	Approval of balances held over carryforward threshold	Reviews and recommends approval of balances held over carry forward threshold		Accountable for production and maintenance of a Trust Investment policy	Accountable for reporting academy balances over the agreed threshold	Accountable for the performance management of the Principal	Approve a carry-forward threshold: Secondary 5% of GAG - Primary/Special 8% of GAG	Recommend for review by the AC a carry-forward threshold greater than: Secondary 5% of GAG - Primary/Special 8% of GAG
		Use of balances	Yes	Yes	Approves academy use of balances	Approves academy use of balances		Enacts the withdrawal of balances in accordance with SET policy	Accountable for providing quality assurance to the COO around the long term financial sustainability of the academy	Consulted	Reviews business case and recommends to COO	Accountable for the preparation of a business case for the withdrawal of balances. Reports to Ac
		Approval of annual budgets and annual staffing structure	Receives Report	No	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to Board		Accountable for the preparation of the SET central annual budget. Reports and recommends to the COO	Accountable for the quality assurance of Academy budgets and annual staffing structure	Consulted and quality assurance in line with educational need and priority	Review and approve budget for recommendation to Trust board	Preparation of detailed academy financial plans and balanced budget - ICFP / KPI's - use of balances business case
		Authorised to Increase Academy/Organisational Headcount within existing budget	Yes	Yes	Reports academy financial position to the Trust Board	Oversight and monitoring, reports to COO		No delegated accountability	Approves increase of headcount overbudget. Quality assures academy processes and ensures they are inline with SET policy.	Reviews and monitors	Can authorise replacement posts in the original budgeted unless it is a role marked as "do not replace" by SET. Where additional roles are required (not accounted for in the original annual budget) a business case should be submitted to the RD for approval.	
		Budget Monitoring (SLA and Non SLA)		Yes	Reports to Finance and Resources Committee	Reports academy and SET central budget monitoring to CEO		Accountable for monitoring of the Central SET budget and consolidation of academies budget monitoring. Must report within defined timescales	Accountable for the quality assurance of academy budget monitoring. Reports concerns to the COO. Must report within defined timescales	Accountable for the performance management of the Principal	Receives reports. Monitors and quality assures	Accountable for ensuring the budget is monitored on a monthly basis in line with SET policy. Reports to the AC
		Approval of expenditure not provided for in the annual budget	Yes	Authority to approve up to £99,999. Reports to the Finance and Resources Committee	Authority to approve up to £39,999. Reports to CEO	Quality assures and makes recommendations to COO		Authority to approve up to £20,000	Powers delegated to Principal up to Academy Council threshold			
		Authorised to submit Revenue Funding Data Collection (pupil number estimates)	Receives reports	Yes	Receives reports	Authorises returns		No delegated accountability	Quality Assures process and recommends approval to COO/RD's	Informed	Accountable for recommendation of pupil number estimates to HFBP	

		Finance	Is authority delegated from the ESFA?	Is authority delegated from the Board?	CEO / Accounting Officer	Chief Operating Officer/ Chief Finance Officer/ Company Secretary	Director of Infrastructure	Head of Finance - Accounting	Head of Finance - Business Partnering	Regional Directors	Academy Council	Principal		
Finance	Purchasing, Procurement and Contract Management	Placing orders for goods and services, entering into contracts	Authorisation required for Related Party Transactions over £20k (Total contract value for total contract period)	Yes where value is less than £100k (OJEU limits to be observed)	Authorised up to £99,999 (formal tender process)	Authorised up to £39,999 (formal tender process)	No delegated authority	No delegated authority	Quality assures academy processes and compliance to SET Policy and regulation	Accountable for the performance management of the Principal	Reviews the business case establishing best value and minutes the decision in AC meetings (within delegated limits)	Accountable in accordance with local academy DAF. 3 quotes should be sought for all expenditure over £500 (however it is best practice to receive 3 quotes or use a pre-tendered framework for all expenditure). Accountable for reporting Related Party Transactions over £20k (Total contract value for total contract period)		
		Authority to accept other than the lowest quote		Yes where value is less than £100k (OJEU limits to be observed) and there is a business case that establishes best value for the organisation	Presents a business case to the Board for approval that establishes best value for the organisation above delegated spend limits	Presents a business case to the CEO for approval that establishes best value for the organisation within delegated limits						Provides business case to AC establishing best value for the organisation (within delegated limits)		
		Ensuring compliance with tendering processes		Yes	Receives report	Accountable for assurance to board						Accountable for compliance with tendering processes in regards to SET Infrastructure. Reports to COO	Accountable for ensuring compliance with tendering processes and for reporting Related Party Transactions over £20k (Total contract value for total contract period)	
		Authorised to create vendors on accounting system		n/a	Yes	Authorised						Accountable for the Performance Management of the Heads of Finance. Authorised to create.	Creates vendors on the accounting system in accordance with SET policy	Requests vendor creation ensuring all required compliance checks have been completed.
		Authorised to sign off vendor payments		n/a	Yes	Authorised						Authorised	Authorised in accordance with SET policy and procedure.	Approves vendor payments within delegated limits
	Banking Authority and Cash	Approval to borrow money (bank or sponsor loan, overdraft)	No - ESFA approval required	No	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board	No delegated accountability		No delegated accountability					
		Cash flow Management, Treasury & Investment	Yes	Yes	Receives reports and monitors	Authorised to Review and approve. Investment details to be informed to Finance & Resources committee	Accountable for the production of a monthly cash flow report. Reports to the COO for quality assurance	Quality assures academy processes and supports the HoF-A	No delegated accountability					
		Open a bank account and approve signatories		Yes	Authorised as approved signatory	Authorised as approved signatory	Recommends to the COO	No delegated accountability	No delegated accountability					
		Applications for business charge card accounts		Yes	Authorised as approved signatory	Authorised as approved signatory	Recommends new applications to the COO.	Accountable for the quality assurance of charge card use within the academy	Accountable for the performance management of the Principal	Receives assurance from the Principal in regards to the uses of charge cards in accordance with SET Policy	Completes an application for a business charge card and submits to the SET central Finance Team. Accountability for ensuring use of cards is within SET policy and monitors for fraudulent activity.			
							No delegated accountability							

		Finance	Is authority delegated from the ESFA?	Is authority delegated from the Board?	CEO / Accounting Officer	Chief Operating Officer/ Chief Finance Officer/ Company Secretary	Director of Infrastructure	Head of Finance - Accounting	Head of Finance - Business Partnering	Regional Directors	Academy Council	Principal	
Finance	Transaction Processing	Income (reconciliation) authority to raise sales orders		Yes	Receives reports	Authorised to approve sales orders in accordance with SET policy		Raises sales orders for the central team. Reports to COO	Accountable for quality assuring appropriate authorisation processes have been followed by academies.		Receives debtors report and monitors.	Accountable for ensuring sales orders are raised in accordance with SET policy. Accountable for collection of debt.	
		Authorisation of expense claims (cannot authorise ones own expenses)		Yes - authorises the expenses of the CEO in accordance with SET policy	Authorised to approve expense claims for the COO in accordance with SET policy	Authorised to approve expense claims for the SET central team in accordance with SET policy		Reports to COO	Accountable for quality assuring appropriate authorisation processes have been followed by academies.		Authorised to approve expense claims for the SET education team in accordance with SET policy	Authorised to approve the Principals expense claim	Accountable for ensuring all academy staff expense claims are approved in accordance with SET policy (May delegate)
		Write-off bad debts		Transactions >1% of annual income or £45k individually; or 2.5% or 5% of annual income cumulatively	Yes - up to ESFA limits	Receives reports and makes recommendations to the Finance and Resources Trust Board Committee		Authorised up to £5k	Accountable for recommending write-off of bad debt to COO for authorisation		Accountable for quality assuring appropriate authorisation processes have been followed by academies.	Recommends to COO	Authorised up to £2k
	Leasing	Taking up a finance lease	No - ESFA approval required	No	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		No delegated accountability		Makes recommendations for approval to CEO for submission to Board	No delegated accountability		
		Taking up a leasehold on land and buildings	Partial - ESFA approval required for leases over 7 years	No	Recommend approval to Board for leases <7years	Recommend approval to Board for leases <7years		Makes Recommendations to the COO					
		Taking up any other lease	Partial - Delegated up to set limits	Yes but must have Board approval for over £99,999	Recommend approval to Board for leases agreements up to £99,999 (total contract period)	Recommend approval to Board for leases agreements up to £99,999 (total contract period)	Makes Recommendations to the COO	Accountable for reporting leases across SET to the COO	Accountable for quality assuring appropriate authorisation processes have been followed by academies.	Accountable for the performance management of the Principal	Oversight and monitoring	Accountable for ensuring leases are signed off by the COO	
		Granting a lease on land and buildings	No - ESFA approval required	No	Recommend approval to Board for submission to ESFA	Recommend approval to Board for submission to ESFA	Makes Recommendations to the COO	No delegated Accountability					
	Special Payments	Non-contractual /non-statutory compensation payments	ESFA Approval required over £50k	Yes	Approval up to ESFA delegated limits of £50k	Quality assures and recommends approval to CEO	No delegated accountability	Informed for Statutory Accounts disclosure	Quality assures and reviews to ensure affordability	Consulted	Accountable for quality assurance and review business case and recommend to the COO	Accountable for creation of a business case and recommendations to Academy Council	
		Contractual / Statutory compensation payments	n/a	Yes	Approval								
		Compensation	n/a	Approval of payments over £50k (where insurance cover is not available)	Approval of payments up to £50k (where cover is not available by an insurance policy)								
		Ex gratia payments	ESFA Approval required over £50k	Yes	Approval up to ESFA delegated limits of £50k								

Human Resources

	Human resources	Is authority delegated from the Board ?	CEO	Chief Operating Officer	Head of HR	Regional Directors	Academy Council	Principal
Grade of posts (teaching & support staff)	Creation and approval of new and revised Job Descriptions and posts	Yes	Receives reports and monitors	Accountable for the performance management of the Head of HR. Reports to the CEO	Quality assures the job description and equal opportunities pan MAT. Evaluates the grading of the post. Supports and advises the Principal. Reports risk to the COO	Approval of new job descriptions and posts in liaison with SET HR and SET finance where appropriate.	Accountable for oversight and monitoring consistent with school staffing model.	Accountable for the creation of the Job Evaluation Questionnaire and sends to SET HR. Recommends new job description and post to the RD for approval.
	Authorised to evaluate jobs and grades	Yes	Authorises job evaluations and grades	Receives reports from Head of HR, monitors and assures cross-organisational grading/equality of pay and reports to CEO.	Responsible for oversight and cross-organisational grading. Evaluates new Job Description and allocates appropriate pay scale. Informs Principal.		Accountable for oversight and monitoring of business case and consistent with school staffing model.	Creates the Job Evaluation Questionnaire and submits to SET HR for evaluation. Once evaluated authorised to distribute.
	Authorised to agree/vary employment Terms & Conditions - hours and working weeks	Yes	Authorises variations to hours and working weeks for Executive Team and Principals. Receives reports and monitors.	Authorises variation to hours and working weeks for SET central team (excluding Executive and Principals). Accountable for the performance management of the Head of HR. Reports to the CEO	Accountable for quality assurance of the consistent application of terms and conditions across SET	Accountable for managing the performance of the Principal	Accountable for the oversight and monitoring of local changes to hours and working weeks within SET terms and conditions	Accountable for approval of local staff hours or working weeks in accordance with SET terms and conditions
Recruitment	Recruitment and appointment of CEO	No - Trustees appoint the CEO	No delegated accountability					
	Recruitment and appointment of COO	No - Trustees appoint the COO	Appoints COO jointly with Board	No delegated accountability				
	Recruitment and appointment of Executive Team Members and Principals	Yes- but may be involved	Appoints Executive Team and Principals	Involved in process (Executive Team)	Supports the recruitment and appointment process	Involved in process (Principals and Executive Team)	Involved in process (Principals)	No delegated accountability but may, by invitation be involved
	Recruitment and appointment of other staff	Yes	Authorised to appoint staff in line with identified strategy	Authorised to appoint staff within own teams as agreed with CEO	Supports the recruitment and appointment process. Accountable for the quality assurance of academy processes.	Approves academy business case for additional roles. Authorised to appoint staff within own teams as agreed with CEO.	Involved in process as appropriate	Can appoint to replacement posts in the original budgeted unless it is a role marked as "do not replace" by SET. Where additional roles are required (not accounted for in the original annual budget) a business case should be submitted to the RD for approval.
	Safer Recruitment and recruitment processes	Yes	Receives reports and monitors	Accountable for the recruitment processes within the SET Central team. Receives reports and monitors. Reports to the CEO	Accountable for the quality assurance of process and compliance; advises on best practice. Reports to the COO	Accountable for the Performance Management of the Principal. Supports the process of Safer Recruitment and legislative practice across the Trust	Involved in the Safer recruitment process and decision making	Accountable for carrying out the recruitment process in line with Safer Recruitment and the SET Recruitment and Selection Policy. Ensures HR files are maintained appropriately
	Signing of employment contracts	Yes (but Chair must sign CEO contract)	All employment contracts are accompanied with a welcome letter signed by the CEO	No delegated accountability				

		Human resources	Is authority delegated from the Board ?	CEO	Chief Operating Officer	Head of HR	Regional Directors	Academy Council	Principal
Human Resources	Pay Policy	Annual approval of pay policy	No	Makes recommendation to Board	Contributes to recommendation to CEO	Accountable for the quality assurance of process and compliance. Makes recommendations on the annual pay policy to the COO	Accountable for the Performance Management of the Principal. Quality assures recommendations for pay increments to CEO within own team and Academy	Accountable for maintaining an awareness of the Trust pay policy and operates within the policy and procedures.	Accountable for operating within the pay policy and submits information upon request
		Determination of pay ranges - including appointments outside range in the salary structure and the awarding of allowances in accordance with the STPCD	Yes (except CEO)	Determines pay ranges for Principals and central staff	Responsible for oversight and cross-organisational grading	Quality assures for consistency across the Trust	Approval of changes to pay ranges, TLR's, SEN and discretionary payments in accordance with SET policy and HR guidance.	Accountable for the quality assurance of the business case to HR. Maintains an awareness of SET pay ranges and scales.	Can authorise changes to pay ranges, and award additional TLR, SEN and discretionary allowances in exceptional circumstances. Requests approval from the RD
		Value of other discretionary allowances	Yes (except CEO)	Approval of discretionary allowances	Makes recommendation to CEO for discretionary allowances for the central operations team	Provides support and advice	Reviews proposal from Academies and makes recommendation to CEO. Recommends discretionary allowances for the central education team	Academy council proposes to RD/COO	Proposals for other allowances
		Annual Pay Progression and Appeals Process	Yes to Nominations and Remunerations Committee	Makes recommendations to N and R Committee for SET	Makes recommendation to CEO for annual pay progression for the central operations team	Provides support and advice	Reviews proposal from Academies and makes recommendation to CEO. Recommends Annual pay progression within own teams	Academy council proposes to RD	Recommends to AC
		Setting Executive Pay	No	Makes recommendation to Board	Contributes to recommendation to CEO	Accountable for benchmarking executive pay across the Multi-academy Trust sector and makes recommendations to the COO	No delegated accountability		
Pension Policy & Discretions		Handling of all pension matters (teachers and support staff)	Yes	Oversight and monitoring	Reviews and quality assures the handling of all pension matters. Accountable for the Performance management of the HR and Payroll team. Oversees Pension audit processes. Reports the exceptions to CEO	Accountable for ensuring appropriate pension arrangements and proper administration. Recommends approval of ill-health, flexible, early retirement cost and actuarial strain costs (redundancy) to COO.	No delegated accountability		
		Approval of use of Pension Policy Discretions	Yes	Oversight and monitoring	Reviews and quality assures the Pension discretions policy. Approves use of the Discretions Policy. Reports exceptions to the CEO.	Accountable for recommendation of Pension Policy discretions to COO.	No delegated accountability		

		Human resources	Is authority delegated from the Board ?	CEO	Chief Operating Officer	Head of HR	Regional Directors	Academy Council	Principal
Human Resources	Operation of Policies	Approval of employment policies	No	Makes recommendations to Board	Receives and reviews employment policies and recommends to CEO	Accountable for the creation and recommendation of employment policies to the CEO, COO and RD's in compliance with legislation and DfE directives	Receives and reviews employment policies and recommends to CEO	No delegated accountability	
		Objective setting and performance appraisal	Yes (except CEO)	Accountable for setting objectives and performance appraisal of COO and RD's	Accountable for setting objectives and performance appraisal of own teams	Accountable for setting objectives and performance appraisal of own teams	Accountable for the setting of Principal's targets with AC and QA pan MAT targets. Accountable for setting Education Team targets	Oversight monitoring of Academy QA	Accountable for conducting appraisal arrangements for own team and ensures pan Academy QA
		Approval of formal restructure plans	Yes	Approves the restructure business case	Receives the restructure business case from the AC and recommends to the CEO	Quality assurance of process and compliance; advises on best practice	Oversight of the restructure plans. Accountable for the performance management of the Principal	Accountable for review of the restructure business case and recommends to the COO. Supports in leading the process in the school.	Accountable for creation of formal restructure plan (with support from SET HR) and establishment of a business case for approval. Leads the process in the school.
		Following a misconduct panel, authority to issue warnings or other disciplinary measures except dismissal	Yes	May issue warnings across the SET and attend panels	May issue warnings in own teams and attend panels	May issues warnings in own team and attend panels. Supports the process across the Trust.	May issue warnings in own teams and attend panels	Accountable for monitoring the level of action taken. Participates in the formal panel.	May issue warnings and disciplinary measures
		Suspension	Yes (except CEO)	Authorised to suspend Principals and all other central staff.	Informs CEO	Quality assurance of process and compliance; advises on best practice	Informed. Reports and makes recommendations to CEO and COO	Informed	May suspend academy employee only following consultation with SET HR and Regional Directors
		Dismissal	Yes	CEO or other executive team member must be involved in dismissal panels	CEO or other executive team member must be involved in dismissal panels	Accountable for giving advice and support the Trust leadership team in dismissal procedures	CEO or other executive team member must be involved in dismissal panels.	Part of formal panel (minimum of 3 panel members)	
		Appeals - Gross misconduct or misconduct	Yes (except where CEO has heard original case)	CEO or other executive team member must be involved in appeals procedures	CEO or other executive team member must be involved in appeals panels	Accountable for giving advice and support the Trust leadership team in appeals procedures	CEO or other executive team member must be involved in appeal panels	May be part of formal panel if not involved in the first panel	
	Data Management	Maintenance and data entry into central HR software	Yes	Receives reports	Accountable for authorisation of software upgrades or changes in accordance with budget provision and legislation requirement.	Recommends business case for change to COO	Accountable for the Performance Management of the Principal	Receives Reports	Accountable for ensuring the accuracy and completeness of data entry into central HR Software

DISCIPLINARY CASES AND DISMISSALS delegation model

DISCIPLINARY, CAPABILITY (PROFESSIONAL & ILL HEALTH), REDUNDANCY (The		
Post	Delegated authority	Appeal
Chief Executive	Board member	3 Board members
Regional Directors and Chief Operating Officer	Board member or Chief Executive	3 Board members
Director of Operations and Director of Estates, Health and Safety and Compliance	Board member or Chief Executive	3 Board members
Principals	Board Member or Chief Executive	Board Member
Subject Directors (Inc. Director of Teaching School and SCITT)	Chief Executive or RD or Chief Operating Officer	Board Member, Chief Executive or Executive Principal
Vice Principal and SLT Members	Principal, RD	Chief Executive
All other Academy posts	Principal	RD
Operations central posts	COO	Chief Executive or RD
Finance central posts	COO	Chief Executive or RD

GRIEVANCE		
Post	Delegated authority	Appeal
Chief Executive	Board Member	Chair of Board
Regional Director, Executive Principal, COO	Chief Executive	Board member
Deputy Regional Director	Regional Director	Chief Executive
Director of Compliance; Director of Infrastructure	Chief Executive	Board member
Principal	RD	Chief Executive/Board member
Vice Principal/SLT member	Principal	RD
All other academy posts	Principal	RD
All central finance posts	COO	Chief Executive
All operational posts	COO	Chief Executive

SIGNATURE ON LETTER OF APPOINTMENTS

Role	Delegated authority
Chief Executive	Chair of Board
RD	Chief Executive
Principal	Chief Executive, RD
All other posts	Chief Operating Officer
Teachers Pay-Threshold/UPS	Principal

STAFFING RESTRUCTURES

Delegated authority
CEO, Regional Directors, Chief Operating Officer, HR, Principal, Chair of Academy Council

PERFORMANCE MANAGEMENT

Role	Delegated authority
Chief Executive	Chair and 1 Board member
RD	Chief Executive
Director of Primary	Chief Executive
COO	Chief Executive
Director of Operations & Director of EHS&C	COO
Principals	RD
Finance core team	COO
Operations core team	Director of Operations
All other academy posts	Principal and academy line management structure

	Is authority delegated from the Board?	CEO	Chief Operating Officer	Director of Infrastructure	Regional Directors	Academy Council	Principal	
Health and Safety	To institute Health and Safety and associated policies	Yes	Reviews and reports to the Finance and Resources committee	Quality assures and reviews the policy framework	Accountable for ensuring that there is a robust Health and Safety (including associated policy) framework	Accountable for monitoring implementation of local policy	Accountable for implementation of local policy	
	Ensuring the adequacy of health and safety practice throughout SET	Yes		Quality assures program of assurance	Accountable for quality assurance and monitoring of implementation of policy within the academy	Accountable for ensuring that there is a robust Health and Safety (including associated policy) framework	Ensures Academy arrangements are adequate	Accountable for implementation of policy. Reports to Academy Council
	Critical incident planning	Yes			Quality assures and monitors. Hold academy Critical incident plans and reviews as appropriate	Accountable for the quality assurance and monitoring of the effectiveness of academy processes.	Ensures critical incident plans are adequate and in place	Accountable for implementation of policy. Reports to Academy Council.
	Health and Safety RIDDOR reporting	Yes		Quality assures program of assurance	Accountable for the quality assurance and monitoring of the effectiveness of academy reporting processes. Reporting of exceptions.	Accountable for the quality assurance and monitoring of the effectiveness of academy processes.	Accountable for ensuring academy arrangements are adequate	Accountable for implementation of policy. Reports to Academy Council.
	Health and Safety Accident reporting	Yes			Accountable for the quality assurance and monitoring of the effectiveness of academy reporting processes. Reporting of exceptions.	Accountable for the quality assurance and monitoring of the effectiveness of academy reporting processes. Reporting of exceptions.	Accountable for ensuring that accident reporting arrangements are in place and actions followed up	Accountable for the implementation of accident reporting arrangements. Must ensure a plan for remedial action is followed up and reported to the AC.
	Statutory training	Yes		Quality assures board report	Monitors and supports with SET statutory training for H&S and reports to Board	Monitors and supports with SET statutory training for H&S and reports to Board	Accountable for the monitoring of academy statutory training for H&S	Accountable for ensuring that there are arrangements for statutory training for H&S
	Statutory compliance testing	Yes		Quality assures program of assurance & reporting	Accountable for the development and monitoring of SET Policy. Provision of statutory compliance infrastructure and access to specialist support services. Reports to Board	Accountable for the development and monitoring of SET Policy. Provision of statutory compliance infrastructure and access to specialist support services. Reports to Board	Accountable for checking procedures are in place and monitors outcomes	Accountable for the implementation and monitoring of local statutory compliance testing (ABM)
	Academy health and safety arrangements including committee and use of risk assessments	Yes			Accountable for the quality assurance and monitoring of the effectiveness of academy reporting	Accountable for the quality assurance and monitoring of the effectiveness of academy reporting	Nominates an Academy Councillor for H&S. Receives reports of H&S committee/resources sub-committee. Accountable for monitoring outcomes	Accountable for ensuring that there is a H&S committee and that it meets at least 3 times a year (can be part of the resources committee)
	Fire risk assessment	Yes		Quality assures program of assurance	Accountable for the development and monitoring of SET Policy. Provision of fire risk assessment infrastructure and access to specialist support services. Ensures Academies have appropriate risk assessments in place through a programme of Quality Assurance.	Accountable for the development and monitoring of SET Policy. Provision of fire risk assessment infrastructure and access to specialist support services. Ensures Academies have appropriate risk assessments in place through a programme of Quality Assurance.	Accountable for supporting academy processes and monitoring outcomes	Accountable for ensuring operational arrangements are in place and effective
	Asbestos risk assessment	Yes			Accountable for the development and monitoring of SET Policy. Provision of asbestos assessment infrastructure and access to specialist support services. Ensures Academies have appropriate risk assessments in place through a programme of Quality Assurance.	Accountable for the development and monitoring of SET Policy. Provision of asbestos assessment infrastructure and access to specialist support services. Ensures Academies have appropriate risk assessments in place through a programme of Quality Assurance.	Accountable for monitoring the impact of operational arrangements	Accountable for ensuring operational arrangements are in place and effective
	Water Hygiene (including Legionella)	Yes			Accountable for the development and monitoring of SET Policy. Provision of water hygiene management infrastructure and access to specialist support services. Ensures Academies have appropriate risk assessments in place through a programme of Quality Assurance.	Accountable for the development and monitoring of SET Policy. Provision of water hygiene management infrastructure and access to specialist support services. Ensures Academies have appropriate risk assessments in place through a programme of Quality Assurance.	Accountable for monitoring the impact of operational arrangements	Accountable for ensuring operational arrangements are in place and effective
	General monitoring and action plans in relation to safety of sites including buildings conditions	Yes		Monitors and reviews quality assurance	Accountable for the quality assurance and monitoring of operational arrangements	Accountable for the quality assurance and monitoring of operational arrangements	Accountable for monitoring the impact of operational arrangements	Accountable for ensuring operational arrangements are in place and effective

		Is authority delegated from the Board?	CEO	Chief Operating Officer	Director of Infrastructure	Director of Finance - Accounting	Regional Directors	Academy Council	Principal	
Infrastructure	Insurances	Annual Risk Review & Premium Renewal	Yes	No delegated accountability	Accountable for the approval of the annual risk review and premium renewal	No delegated accountability	Accountable for ensuring best value for insurance premium renewal and recommends to the COO	Accountable for managing the performance of the Principal	Oversight and monitoring	Accountable for ensuring that insurance certificates are visible in the school reception area. Accountable for ensuring all assets are insured by notifying to SET central team.
		To ensure that there are appropriate levels of building insurance and public liability	Yes	Receives reports.	Accountable for the oversight and quality assurance of insurance levels across the Trust	Informs the process	Accountable for ensuring that there are appropriate levels of building insurance and public liability across the Trust	No delegated Accountability		
		Insurance claims	Yes	Receives reports.	Receives reports.	Supports the process and reports significant issues that impact on the effective operation of the school to the COO and CEO	Accountable for monitoring and reconciling income from insurance claims	Accountable for managing the performance of the Principal	Oversight and monitoring	Accountable for ensuring insurance claims are made to cover loss/damage or other insurable incidents within a timely manner
	Estates Management	Developing academy buildings and facilities estate long term strategy or master plan	Yes	Approves the long term strategy for the SET Estate	Makes recommendations to the CEO	Recommends the long term strategy and master plan to the COO. Creates the operational development plan. Works with Principals to identify opportunities and threats.	Accountable for ensuring assets are maintained on the SET Assets register (value of assets are greater than £3,000)	Contribute to the strategic development plan	Accountable for the oversight of academy development plans	Accountable for contribution to a long term strategy for the development of buildings and facilities. Recommends to the DoI
		Producing and maintaining buildings, including developing properly funded maintenance plan	Yes	Receives reports.	Accountable for the performance management of the DoEHS. Reports to the CEO	Creates strategic master plan and operational delivery plan. Works with principals to identify opportunities and threats. Supports and quality assures the academy processes	No delegated Accountability	Accountable for managing the performance of the Principal	Accountable for the oversight of academy maintenance plans and Health and Safety	Accountable for the maintenance of buildings. Ensuring there is a funded maintenance plan. Must ensure Health and Safety issues are prioritised.
	Fixed Assets	Management of capital projects	Yes	Yes	Accountable for the performance management of the DoEHS. Reports to the CEO	Accountable for ensuring that SET centrally managed capital projects are delivered in accordance with statutory guidelines and within budget	Accountable for ensuring assets are maintained on the SET Assets register (value of assets are greater than £3,000)	Accountable for managing the performance of the Principal	Ensures management and governance arrangements are appropriate.	Accountable for ensuring capital projects are managed in accordance with statutory guidelines and within budget
		Acquiring a freehold on land and buildings	No - ESFA approval required	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board	Recommends approval to COO for submission to Board	No delegated Accountability		Recommend approval to CEO for submission to Board	No delegated Accountability
		Disposal of a freehold on land and buildings								
		Disposing of heritage assets								
		Disposal of assets - not land, buildings or heritage	Yes - but must approve over £5k	Receives reports.	Authorised to Review and approve up to £5k	No delegated Accountability			Authorised to Review and approve up to £1k	Powers delegated to Principal up to Academy Council threshold
Acquisition of assets		Yes where value is less than £100k (OJEU limits to be observed)	Authorised up to £99,999 (formal tender process)	Authorised up to £39,999 (formal tender process)	No delegated Accountability			Authorised up to £20K (minimum of 3 quotes)	Powers delegated to Principal up to Academy Council threshold	
Asset Register		Yes	Receives reports.	Authorised to Review and approve	Accountable for the quality assurance of academy asset registers. Accountable for the maintenance of the SET asset register in accordance with SET policy	Accountable for maintenance of a consolidated assets register for accounting purposes for capital purchases over £3k	Accountable for the Performance Management of the Principal		Monitor asset register	Accountable for maintenance of an Assets Register in accordance with SET policy
Security Of Assets		Yes	Receives reports.	Oversight and must report to Board by exception	Accountable for the quality assurance of academy security of assets. Accountable for ensuring the security of SET assets in accordance with SET policy	No delegated Accountability			Monitor security of assets	Accountable for the security of assets in accordance with SET policy
Loan of Assets	Yes	Receives reports.	Authorised to Review and approve	Accountable for the quality assurance of academy loan of assets. Accountable for maintaining the loan of SET assets in accordance with SET policy	No delegated Accountability	Monitor loan of assets			Accountable for the loan of assets in accordance with SET policy	
Risk Management	Maintenance of a Risk Register	Yes	Receives reports.	Accountable for management of the performance of the DoI. Reports to the CEO	Accountable for ensuring that the SET Central Risk register is maintained and key risks impacting on Set academies is communicated to Principals. Reports to COO	Accountable for advising and reporting financial risk to the DoEHS for inclusion on the SET Risk Register	Accountable for ensuring that the risk register is reported at the full AC meeting. Risks are considered and mitigated.		Accountable for ensuring there is an Academy Risk Register that reflects the overarching risks identified by SET. The Risk register must be reported to the AC at each full AC meeting.	

		Is authority delegated from the Board?	CEO	Chief Operating Officer	Director of Infrastructure	ICT Network Manager	Regional Directors	Academy Council	Principal
ICT Network Management	Office 365 tenant to connect all academies across the Trust.	Yes	Receives reports.	Oversight and monitoring	Accountable for the Performance Management of the ICT Network Manager. Recommends to COO.	Accountable for quality assuring network systems across the Trust. Supports and advises Academy Council and Principals.	Accountable for the Performance Management of the Principal	Oversight and monitoring	Accountable for ensuring that SET Office 365 tenant used within academy to enable efficient and safe SET communications
	Authority to replace servers within academy	Yes							Accountable for ensuring that selection of replacement servers is compliant with SET Protocols
	Ensuring quality filtering and firewalls systems that enable safe and effective digital learning	Yes							Accountable for ensuring that filtering and firewall systems are compliant with SET Protocols
	Ensuring quality broadband systems (Wi-Fi) to enable effective digital learning	Yes							Accountable for ensuring that broadband systems are compliant with SET Protocols and enable extended digital learning.
	Maintenance of network infrastructure	Yes							Accountable for maintaining a quality ICT Network infrastructure.
	Procurement of Telephone systems & Photocopiers (See Financial DAF - Procurement)	Yes							Accountable for ensuring effective systems that are "best value" and ensuring that telephone systems and photocopier selection is compliant with SET Protocols
	Back-Up of data	Yes							Accountable for ensuring that there are regular back-ups on systems to ensure data retention in accordance with SET Policy

	Data	Is authority delegated from the Board?	CEO	Chief Operating Officer	Data Protection Officer	Regional Directors	Academy Council	Principal	
Data	Data audit and Mapping	Yes	Receives reports	Performance Management of the DPO. Reviews and reports to CEO and Trust board	Quality assurance of data management within the school and advises on best practice	Accountable for the managing the performance of the Principal	Accountable for the oversight, monitoring and review of the effectiveness and compliance of school processes	Accountable for data audit and mapping.	
	Ensuring Data Security and Privacy controls are in place and monitored	Yes						Accountable for ensuring Data Security and Privacy controls are in place and monitored.	
	Information and cyber security controls including encryption	Yes						Accountable for information and cyber security controls including encryption	
	Pupil, staff and visitor consent	Yes		Approves DPIA's following consultation with CEO	Recommends DPIA's to COO		Ensures privacy by design is adhered to as key tenet of GDPR	Accountable for ensuring pupil, staff and visitor consent	
	Data Processing Impact Assessments	Yes						Accountable for management of data processing impact assessments	
	Freedom of information requests	Yes		Performance Management of the DPO. Reviews and reports to CEO and Trust board	Quality assurance of data management within the school and advises on best practice		Accountable for the oversight, monitoring and review of the effectiveness and compliance of school processes	Accountable for management of Freedom of information requests	
	Subject Access Requests	Yes						DPO will advise and report to ICO. DPO will make recommendations to the school following a breach or a potential breach	Accountable for management of subject access requests
	Data breach investigations	Yes						Accountable for ensuring all data breach investigations are carried out and reported to the AC and DPO	
	Reporting to ICO and board	Yes		Reports to ICO and CEO	Makes recommendations to COO		Supports Principal on investigation where necessary	Accountable for leading and conducting the initial investigation and reports findings to DPO	
	Document retention compliance	Yes		Performance Management of the DPO. Reviews and reports to CEO and Trust board	Quality assurance of data management within the school and advises on best practice		Accountable for the oversight, monitoring and review of the effectiveness and compliance of school processes	Accountable for ensuring documentation is retained in line with SET's retention schedule	
	Policy Management	Yes		Review and Quality assure SET central policy	Design and implement SET central policies in relation to GDPR			Accountable for the enforcement of SET central and school specific GDPR policies	
	Data Controller Contract, Checks and Management	Yes		Performance Management of the DPO. Reviews and reports to CEO and Trust board	Quality assurance of data management within the school and advises on best practice			Accountable for the management of data controller contracts and checks	
	Monitoring and evaluating the status and effectiveness of privacy controls	Yes						Accountable for the monitoring and evaluation of the status and effectiveness of privacy controls	
Data	Implement any recommendations made by the DPO within the timeframes set.	Yes	Receives reports	Performance Management of the DPO. Reviews and reports to CEO and Trust board	Accountable for quality assuring recommendations made are implemented within the timeframes set	Accountable for the managing the performance of the Principal	Accountable for the oversight, monitoring and review of the effectiveness and compliance of school processes	Accountable for ensuring any recommendations made by the DPO are implemented within the timeframes set	
	Ensure data is disposed of in a manner appropriate to the type of data, including digital data.	Yes			Accountable for the appropriate management of data disposal				
	Maintain an up-to-date and compliant archiving system which is labelled with the relevant retention periods.	Yes			Accountable for ensuring there is an up-to-date and compliant archiving system labelled with the relevant retention periods				
	Ensure role-appropriate training is undertaken by all staff members.	Yes			Accountable for ensuring that role-appropriate training is undertaken by all staff members				
	Ensure websites information is compliant (Ofsted and non-Ofsted compliance such as WCAS, AFH, Governance Handbook, GDPR statutory requirements etc.)	Yes						Accountable for ensuring that the school website and Academy Council information is compliant	

	Marketing and Communications	Is authority delegated from the Board?	CEO	Chief Operating Officer	Marketing and Communications Manager	Regional Directors	Academy Council	Principal
Marketing and Communications	Press release to national or local press	Yes	Authorises press statements. Writes and releases press statements as appropriate.	Accountable for the line management of the MarComs Manager. Can write press statements on behalf of the Trust and recommends to the CEO.	Quality Assures press release content and recommends to CEO. Provides Principals and the central team with guidance and training. Accountable for Press Management and partnership liaison. Responsible for monitoring the press and social media coverage across the Trust.	Can write press releases on behalf of the Trust but must be in consultation with SET MarComs Manager and approval via CEO. QA and support Principals to write releases.	Can write press releases on behalf of the academy in partnership with the Principal but must be approved by SET MarComs Manager via CEO	Can write press releases on behalf of the academy but must be approved by SET MarComs Manager via CEO
	Trust branding	Yes	Agrees branding across the Trust and approves models and strategy. Responsible for recommending to the SET Board a full re-brand if required.	Accountable for the line management of the MarComs Manager. Responsible for ensuring financial planning is viable. Responsible for ensuring procurement is in line with AFH.	Responsible for leading and producing the Trust's branding strategy. Recommends approach to COO/CEO as appropriate. Accountable for ensuring compliance with the agreed brand strategy. Responsible for quality assuring academy approaches, informing RDs of non-compliance. Responsible for ensuring Academy staff are trained and have clarity on expectations via a style guide.	Consulted on any changes to Trust/Academy branding. Responsible for ensuring compliance with Trust branding in their region.	Informed of any changes to Trust branding.	Consulted then informed of any changes to Trust branding. Responsible for ensuring compliance with Trust Branding.
	Academy branding including signage; letterheads; websites; business cards; banners;publications;letters; colours; logos; merchandise	Yes	Final approval of al signage and branding for academies.	Accountable for the line management of the MarComs Manager. Responsible for ensuring financial planning is viable. Responsible for ensuring procurement is in line with AFH.	Responsible for supporting school teams with the processes. Makes recommendations to COO/CEO on their behalf.	Consulted on Academy branding.	Responsible for approving Principal recommendations.	Responsible for scoping and procuring designs. Makes recommendation to AC for any changes. Final plans to MarComs Manager to ensure SET branding is visible if appropriate, for support and recommendation to CEO.
	Communications Strategy	Yes	Approves strategy	Accountable for the line management of the MarComs Manager. Recommends strategy to CEO.	Responsible for designing and implementing the strategy. Accountable for ensuring compliance across the Trust via quality assurance checks.	Contributes to the communications strategy as per the plan. Ensures Principals adhere to the strategy during FLMA sessions.	Contributes to the communications strategy as per the plan	Contributes to the communications strategy as per the plan
	Marketing including advertising and prospectus	Yes	Approves strategy	Accountable for the line management of the MarComs Manager. Recommends strategy to CEO.	Responsible for designing and implementing the strategy. Recommends to COO.	Contributes to the marketing strategy as per the plan.	Supports the Principal with marketing decisions and approach	Responsible for academy marketing and materials. Seeks support as required from MarComms Manager.
	Internal communications	Yes	Approves approach	Accountable for the line management of the MarComs Manager. Recommends approach to CEO.	Ensures internal communications, including intranet align with branding. Responsible for quality assuring compliance across teams. Responsible for leading the generation of standardised documentation frameworks.	Contributes to the Trust internal communications	No delegated accountability	Contributes to the Trust internal communications
	Social media	Yes	Reviews report and presents to Board	Accountable for the line management of the MarComs Manager. Recommends report to the CEO.	Accountable for monitoring social media- reporting incidents-measuring impact. Responsible for social media strategy and delivery. Responsible for quality assurance of central team social media and academies by link.	Has regional overview and oversight	Monitors the Academy's use of social media via committees	Ensures social media is used in line with Trust policy across the academy. Responsible for ensuring school has at least one social media channel.
	HR materials	Yes	Approves documentation.	Accountable for the line management of the MarComs Manager. Accountable for the line management of Head of HR. Recommends approach to the CEO.	Designs and delivers a corporate approach to HR paperwork for employees, including welcome packs; standardised advertising materials; branding. Quality assures this is being used across the Trust.	Contributes to the documentation	Contributes to the documentation	Contributes to the documentation. Aligns all material to comply with the Trust approach.
	IOE	Yes	Delegates to DPC	Accountable for line management of MarComs manager	Works to DPC on IOE strategy and approach	Contributes to the documentation	No delegated accountability	