Sikh Academies Trust Scheme of Delegation

This Scheme:

Sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trust board under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below.

Definitions - In this scheme, the phrases used in the table below have the following meaning:

Approve: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the trust and/or schools should undertake the task including determining appropriate milestones and targets to be reported against.
Comply: the individual/group will follow agreed policies and procedures
Consult: the individual/group that should be consulted as part of the process of completing a particular task
Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In case of the Head this will be at school level.
Recommend: the individual/group that should make recommendations as to how a particular task should be completed
Report: the individual/group that has responsibility for reporting on the delivery of tasks
Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring actions to be taken to ensure task is delivered appropriately.

GOVERNANCE

Ref		SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
1.1	**Articles** - To review and amend the articles	To be **consulted** by members and **approve** on any matters resulting in changes to the Sikh character or Ethos	To **approve** any changes to the articles	To **Recommend** changes to the articles to Members				To **Recommend** changes to the articles to Trust board				
1.2	**Trust Name** - To change the name of the Trust	To be **consulted** by members and **approve** on any matters resulting in the name change impacting the Sikh character of the trust	To **Approve** name change of trust	To **Recommend** name change to Members								
1.3	**Members** - To appoint/remove members	To **Approve** 1 SSST trustee to be a member To **Approve** 2 members and provide **consent** to any further members being appointed	To **review** and **approve** appointments and removals									
1.4	**Trustees** - To appoint/remove Trustees		To **Approve** up to 8 trustees	To **Approve** up to 4 co-opted trustees **Recommend** trustees to the Members				**Recommend** trustees to the trust board				
1.5	**Trustees** - To appoint/remove Chair and Vice Chair of Trustees			To **approve**								
1.6	**Scheme of Delegation** - To review and amend the Scheme of delegation	To be **consulted** by trust board and **approve** on any matters resulting in changes to the Sikh character or Ethos		To **approve** changes to the scheme of delegation				To **Recommend** changes to the scheme of delegation				
1.7	**Committees** - To review trust committees on an annual basis	To be **consulted** by trust board and **approve** on any matters resulting in changes to the Sikh character or Ethos		To **review** and **approve**	To be **informed** by the trust board	To be **informed** by the trust board		To be **consulted** by trust board	To be **informed** by the trust board			To be **informed** by the trust board
1.8	**Terms of Reference** - To review terms of reference for trust board and committees			To **approve**	To **review**	To **review**	To **review**	To **recommend** to trust board				To be **informed** by the trust board
1.9	**Terms of Reference** - To agree and review terms of reference for LAB annually			To **approve**				To **recommend** to trust board	To **review**			To be **informed** by the trust board
1.10	**LAB** - To appoint/remove Chair of LAB			To **approve**					To **recommend** to trust board			
1.11	**LAB** - To appoint/remove Chair and Vice Chair of LAB								To **approve**			
1.12	**LAB** - To appoint/remove LAB governors			**Approve** up to 6 LAB governors					**Recommend** trust appointed LAB governors to the trust board			**Deliver** election of 2 parents LAB governors and 2 staff LAB governors
1.13	**Clerk** - Appoint/remove clerk to trustee board and LAB			To **approve**				To **recommend** to trust board				
1.14	**Skills Audit** - Complete skills audit to review and recruit to fill gaps			To **Deliver** skills audit and **review** full trust results to identify skill gaps.	To **deliver** skills audit and **report** to the board	To **deliver** skills audit and **report** to the board		To **deliver** skills audit for central team and **report** to the board	To **deliver** skills audit and **report** to the board			
1.15	**Trust Self Review** - Complete annual self review of trust board and committee performance			To **deliver** self review of trust board	To be **consulted** by trust board	To be **consulted** by trust board			To be **consulted** by trust board			

Ref		SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
1.16	**LAB Self Review** - Complete annual self review of LAB			To **review** self review of LAB					To **deliver** self review of LAB and report to the trust board			
1.17	**Trustee Review** - Perform individual Trustee contribution review			To **deliver** trustee contribution review								
1.18	**Annual Schedule** - Annual schedule of business for Trust			To **review** and **approve**	To be **informed** of the schedule of business	To be **informed** of the schedule of business		To **deliver** the schedule of business for the year and **report** to trust board	To be **informed** of the schedule of business	To be **consulted** by CEO		To be **informed** of the schedule of business
1.19	**Annual Schedule** - Annual schedule of business for LAB			To **review** and **approve**				To be **consulted** by LAB	To **deliver** the schedule of business for the year and **report** it to the trust board			To be **consulted** by LAB
1.20	**Websites** - Update Trust and Academy website with latest and up to date governance details							To **review** and ensure compliance of websites in accordance with guidelines		To **deliver** updates to the Trust website		To **deliver** updates to the School websites and **report** compliance in termly HT report to trust board

Strategic Vision and Ethos												
Ref		SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
2.1	**Develop the ethos, character and mission** of the Trust & Schools		Approve	Develop				Develop				Deliver
2.2	**Set Strategic objectives** of the Trust and Schools		Approve					Develop				
2.3	**Deliver the strategic objectives** of the Trust and Schools			Review				Deliver	Review			Deliver
2.4	**Scrutiny** - Review and challenge progress of the trust against its strategic objectives and KPIs			**Review** progress of the trust and schools	**Review** reports from HT's, Central Team, CFO **Report** progress of the schools to Trust Board	**Review** reports from HT's **Report** progress of the schools to Trust Board	**Review** reports from CEO, CFO and HT's **Report** progress of the schools to Trust Board	**Review** reports from HT's, Central Team, CFO **Report** progress of the schools to Trust Board	**Review** progress of the schools **Report** progress of the schools to CEO and Trust Board	**Review** progress of the trust and schools **Report** progress of the schools to CEO and Trust Board		**Report** progress of the schools to CEO and LABs and trust when required
2.5	**Growth** - Growth of the trust			Approve				**Recommend** to trust board				
2.6	**PAN** - Change of PAN			Approve				**Recommend** to trust board	Review			**Recommend** to CEO and LAB

FINANCE												
Ref		SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
3.1	**External Auditors** - To appoint/dismiss external auditors		**Approve** appointment/dismissal	**Recommend** appointment/dismissal of external auditors to Members	**Propose** appointment/dismissal of external auditors with relevant information			**Propose** appointment/dismissal of external auditors with relevant information		To be **informed** of appointment/dismissal		
3.2	**Internal Auditors** - To appoint/dismiss internal financial scrutiny auditors			To **review** change	**Approve** appointment/dismissal of internal scrutiny auditors			**Recommend** change to the FAR committee		To be **informed** of appointment/dismissal		
3.3	**Financial Control Review** - Annual review of finance manual and financial controls to ensure compliance with updated regulations			Approve	**Review** and **recommend** changes to the trust board			**Review** and **recommend** changes		**Recommend** changes		
3.4	**Annual Accounts** - Approve annual accounts		To **receive** the annual accounts from trustees	**Approve** annual accounts and any financial improvements highlighted by the audit report	**Review** annual accounts and **propose** to trust board for approval			**Recommend** annual accounts delivery		**Deliver** annual accounts in accordance with requirements and **report** to FAR **Deliver** financial improvement plan based any actions highlighted by the audit report	**Support** CFO with relevant details and information required from the academy for annual accounts and audit	**Support** CFO with relevant details and information required from the academy for annual accounts and audit
3.5	**BFR** - Setting the annual trust and academy budgets			**Approve** annual budgets	**Review** annual budgets and **propose** to trust board for approval			**Recommend** annual budgets delivery	**Informed** of approved annual academy budgets	**Prepare** annual budgets for each academy and **report** to FAR		**Deliver** against approved budgets
3.6	**Budget Monitoring** - Monthly management accounts setting out the overall trusts and individual academies financial performance and position			**Review** monthly management accounts	**Review** management accounts and **report** to the trust board			**Recommend** budget monitoring delivery		**Deliver** monthly management accounts and **report** to Chair of trust and FAR		

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
3.7	**Budget Changes** - Changes to approved budgets			**Approve** budget deviation (based on value) To be **Informed** about any budget deviations agreed by FAR which were under the agreed allowances	**Approve** request for budget deviation from CFO or make **recommendation** to trust board for approval if above the agreed allowance (trust approval only required based on value)			To be **consulted** by CFO for any budget deviations		**Propose** budget deviation and provide **recommendation** to FAR for review and approval		**Prepare** request for deviation of approved budget To be **informed** of budget deviations once agreed
3.8	**Pecuniary interest**s - To maintain a register of business interests			**Comply** by updating the register of business interests on a yearly basis or sooner if a business interest occurs	**Comply** by updating the register of business interests on a yearly basis or sooner if a business interest occurs	**Comply** by updating the register of business interests on a yearly basis or sooner if a business interest occurs	**Comply** by updating the register of business interests on a yearly basis or sooner if a business interest occurs	**Comply** by updating the register of business interests on a yearly basis or sooner if a business interest occurs	**Comply** by updating the register of business interests on a yearly basis or sooner if a business interest occurs	**Comply** by updating the register of business interests on a yearly basis or sooner if a business interest occurs	**Deliver** the yearly business interests review	**Comply** by updating the register of business interests on a yearly basis or sooner if a business interest occurs
3.9	**Bank Accounts** - Opening/Closing bank, merchant or credit card processing accounts			**Approve** request to open/close bank, merchant or credit card processing accounts	**Recommendation** to trust board			To be **consulted** by CFO to open/close bank, merchant or credit card processing accounts		**Propose** opening/closing bank account with justification to FAR		**Request** to CFO for opening/closing bank, merchant or credit card processing accounts account with justification
3.10	**Expenses** - Approval of expenses			Chair to **Approve** CEO expenses	**Approve** expenses for trustees			**Approve** all central function staff expenses		**Review** all staff expenses are within the guidelines of the expenses policy	**Prepare** staff/trustee/LAB expense approval requests	**Approve** all academy staff expenses
3.11	**Contracts** - Approval/renewal of all contracts			**Approve** all contracts above £5,000 once all the relevant value of money checks have been completed	**Approve** contracts with value between £3,000 - £4,9999 once all the relevant value of money checks have been completed			**Approve** contracts up to the value of £2,999 once all the relevant value of money checks have been completed		**Recommend** contract/SLA/Service for approval along with business justification	**Prepare** a minimum of 3 quotes for all contracts over £1,000.00 and submit to CFO for review	**Request** a contract/SLA/Service with business justification
3.12	**Capital Funding**			**Approve** all capital funding	**Review** all capital funding			**Review and Recommend** to trust board for all capital projects with a supporting business case	**Informed** of approved capital projects	To be **consulted** by CEO for all capital projects and budget feasibility **Review** capital project requests provide relevant financial guidance for the business case		**Request** for capital budget projects to be submitted to CEO with a business case
3.13	**Funding Model** – Changing the funding model across the trust academies, shared services and top slice			**Approve** all changes to the funding model	**Recommend** funding change with business justification to the trust board			**Prepare** request and recommendation to FAR for any changes to the funding model with a business case		**Prepare** request and recommendation to FAR for any changes to the funding model with a business case **Informed** of any changes to the funding model		To be **consulted** by CEO for all changes to the funding model **Informed** of any changes to the funding model

Policies

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
4.1	**Policies Register** - Maintain trust and academy policies register							1. Deliver and Review policy compliance across trust and schools ensuring policies meet the statutory guidelines and regulations			**2. Maintain** register for all policies and inform CEO of any gaps in policy documentation **3. Co-ordinate** the cyclic review of policies and ensure all parties complete their reviews and final approvals are completed within the deadlines	
4.2	**Trust wide statutory policies**	**4. Review** and **update** relevant policies which impact the Sikh Ethos as required by the HT/CEO and Central team		**6. Review** and **approve** all trust wide statutory policies	**5. Review** all trust wide statutory policies which impact on financial, audit, risk matters and make **recommendation** to trust board for approval	**5. Review** all trust wide statutory policies which impact the Sikh Ethos or Sikh character and make **recommendation** to trust board for approval	**5. Review** all trust wide statutory policies which impact on staff remuneration and make **recommendation** to trust board for approval	**1. Responsible** to ensure trust and academies have all relevant policies in place and they meet the most up to date regulations and guidelines	**5. Review** all trust wide statutory policies which impact education, curriculum, standards and make recommendation to trust board for approval **8. Report** non-compliance of policies to trust board	**4. Review** and **update** relevant policies (of a financial nature) as required by the HT/CEO and Central team	**3. Initiate** the cyclic review of polices as they come up for renew **2. Maintain** register for all policies and **inform** CEO of any gaps in policy documentation	**4. Review** and **update** relevant policies as per request from CEO and central team. This may require staff consultations **7. Deliver** against approved policies relating to academy
4.3	**Trust wide non-statutory policies**	**4. Review** and **update** relevant policies which impact the Sikh Ethos as required by the HT/CEO and Central team		6. Informed by committee chairs of any non-statutory policies which have been approved	**5. Review** and **approve** all trust wide non-statutory policies which impact on financial, audit and risk matters	**5. Review** and **approve** all trust wide non-statutory policies which impact the Sikh Ethos or Sikh character	**5. Review** and **approve** all trust wide non-statutory policies which impact on staff remuneration	**1. Accountable** to ensure trust and academies have all relevant policies in place and they meet the most up to date regulations and guidelines	**5. Review** and **approve** all trust wide non-statutory policies which impact education, curriculum, standards **8. Report** non-compliance of policies to trust board	**4. Review** and **update** relevant policies (of a financial nature) as required by the HT/CEO and Central team	**3. Initiate** the cyclic review of polices as they come up for renew **2. Maintain** register for all policies and **inform** CEO of any gaps in policy documentation	**4. Review** and **update** relevant policies as per request from CEO and central team. This may require staff consultations **7. Deliver** against approved policies relating to academy
4.4	**Academy specific statutory policies**	**4. Review** and **update** relevant policies which impact the Sikh Ethos as required by the HT/CEO and Central team		**6. Review** and **approve** all statutory policies				**1. Accountable** to ensure trust and academies have all relevant policies in place and they meet the most up to date regulations and guidelines	**5. Review** and **update** relevant policies as required by the HT/CEO and Central team **8. Report** non-compliance of policies to trust board	**4. Review** and **update** relevant policies (of a financial nature) as required by the HT/CEO and Central team	**3. Initiate** the cyclic review of polices as they come up for renew **2. Maintain** register for all policies and **inform** CEO of any gaps in policy documentation	**4. Review** and **update** relevant policies as per request from CEO and central team. This may require staff consultations **7. Deliver** against approved policies relating to academy
4.5	**Academy specific non-statutory policies**	**4. Review** and **update** relevant policies which impact the Sikh Ethos as required by the HT/CEO and Central team		6. Informed by LAB chairs of any non-statutory academy policies which have been approved				**1. Accountable** to ensure trust and academies have all relevant policies in place and they meet the most up to date regulations and guidelines	**5. Review and approve** all academy specific non-statutory policies **8. Report** any non-compliance of policies to trust board	**4. Review** and **update** relevant policies (of a financial nature) as required by the HT/CEO and Central team	**3. Initiate** the cyclic review of polices as they come up for renew **2. Maintain** register for all policies and **inform** CEO of any gaps in policy documentation	**4. Review** and **update** relevant policies as per request from CEO and central team. This may require staff consultations **7. Deliver** against approved policies relating to academy

Curriculum and Standards

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
5.1	**Annual Report** - Annual trust performance report	To be **informed** of annual report from the trustees	To be **informed** of annual report from the trustees	**Review** annual trust performance report and **report** to members & religious authority				To **deliver** annual trust performance report	To be **informed** of annual report from the trustees	**Support** CEO to prepare annual trust performance report	**Support** CEO to prepare annual trust performance report	**Support** CEO to prepare annual trust performance report
5.2	**Termly Report** - Termly Head teacher reports			**Review** HT report	**Informed** by trust board of the termly head teacher report	**Informed** by trust board of the termly head teacher report	**Informed** by trust board of the termly head teacher report	To be **consulted** by HT of each school on termly HT report for trust board	**Informed** by HT of the termly head teacher report **Review** HT report	**Informed** by trust board of the termly head teacher report	**Informed** by trust board of the termly head teacher report	Prepare and **deliver** termly report on performance of the school including all key data points and an executive summary
5.3	**Key Performance Indicators** - Setting and reviewing the key performance indicators of the Trust & the Schools			**Approve** Trust and school KPIs **Review** performance of schools and central team against KPIs and targets	**Review** performance of the schools against targets	**Review** performance of the schools against targets	**Review** performance of the schools against targets	To prepare and **recommend** trust and school KPIs to the trust board **Review** performance of schools and central team against targets on termly basis	**Review** performance of the schools against KPIs and hold HT's to account for delivery against KPI's			**Deliver** against the KPIs and targets set for each school **Report** performance of school to LAB and CEO and include within termly head teachers report
5.4	**School Improvement Plan & Self Evaluation Form**	To be **Consulted** on any matters which impact the Sikh Ethos, as part of the School Improvement Plan		**Review** School improvement plan and SEF	**Informed** by CEO of the approved school improvement plan	**Informed** by CEO of the approved school improvement plan	**Informed** by CEO of the approved school improvement plan	**Accountable** for each school having an up to date school improvement plan and delivering against the approved SIP **Approve** the school improvement plan and SEF	**Approve** the school improvement plan and SEF **Review** the deliver of school improvement plan of each school	To be consulted by COE and HT of each school on financial feasibility of the SIP and ensure the SIP is fully costed within the budgets		**Prepare** and **Recommend** the school improvement plan and SEF **Deliver** against approved school improvement plan
5.5	**Quality of Teaching** - ensuring appropriate levels of support, challenge and interventions to support delivery of education outcomes			**Review** quality of teaching				**Deliver** reductions outcomes across all the schools	**Review** the quality of teaching across the schools and challenge when necessary			**Deliver** & **Review** management of staff to ensure teaching and learning objectives are met **Report** to the LAB, CEO and via termly head teacher reports
5.6	**Curriculum** - Setting the curriculum for academies and reviewing its effectiveness	**Consulted** and **consent** on matters related to Sikh Ethos, religious education and collective act of worship which can not be agreed by the Sikh Ethos committee		**Review** delivery of the curriculum		**Consulted** and **consent** on matters related to Sikh Ethos, religious education and collective act of worship **Review** the effectiveness of the curriculum related to Sikh Ethos		**Accountable** for the effective delivery and implementation of curriculum **Approve** curriculum	**Review** the effectiveness of the curriculum and challenge when necessary			**Recommend** the curriculum to be adopted **Deliver** & **Review** the agreed curriculum including compliance with any funding agreement requirements **Deliver** a provision for daily collection act of worship
5.7	**Pupil Premium** - reviewing and challenging the value for money/ROI of the pupil premium in terms of educational outcomes and narrowing the achievement gap			**Review** effectiveness of pupil premium				**Report** to the trustees effectiveness of use of the pupil premium across the trust	**Review** the effectiveness of pupil premium and challenge HT when necessary			**Recommend** the best use of pupil premium funding **Deliver** to ensure best possible educational outcomes and narrowing the achievement gap **Report** on effectiveness of the use of pupil premium at the schools

SEN

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
6.1	**SEN** - Ensure that the legal requirements for children with special needs (SEN) are met and adequate provisions are in place to support their learning			**Review** effectiveness of SEN provision across the schools				To **approve** and **review** that correct SEN provisions are in place and being delivered as expected	To **review** impact and effectiveness of SEN interventions and effective provisions have been put in place and challenge when necessary			To **deliver** adequate provisions for SEN needs across the school and **report** to the LAB, CEO and via termly head teacher reports

Safeguarding

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
7.1	**Safeguarding** - ensure each school has appointed a designated safeguarding lead and ensuring compliance with all other statutory safeguarding guidance			To **deliver** a designated trustee with responsibility for safeguarding **Review** compliance against statutory safeguarding guidance	**Review** compliance against the safeguarding policies and guidance			To **review** the delivery of safeguarding compliance against policies and statutory guidance across all academies	To **deliver** a designated LAB member for safeguarding To **review** safeguarding compliance against policies and challenge HT when necessary.			To **deliver** a DSL and deputy DSL within the schools and ensure their training and statutory requirements are fulfilled To **deliver** effective safeguarding across schools and **report** effectiveness to the LAB, CEO and via termly head teacher reports

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
7.2	**Single Central Record** - ensure SCR is managed and maintained to required levels at all times		To **review** SCR compliance	To **review** SCR compliance			To **review** the delivery SCR compliance	To **review** SCR compliance		To **deliver** enhanced DBS check, section 128 check, identity check, right to work check, overseas check and barred list checks and any other required checks on all employees and volunteers	To **review** SCR compliance

Behaviour

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
8.1	**Student issues** - including attendance, exclusions, punctuality and disciplinary matters		Review student issue trends and the effectiveness of the relevant policies and practices				To **review** delivery and compliance against relevant policies across all academies and report on the overall patterns and concerns to trust board	**Review** student issue trends and challenge HT when necessary To **review** compliance against relevant policies at the schools To **support** head teacher in reviews and panels for exclusions if required **Report** any material issues/concerns to the trustees and the CEO			To **deliver** ensuring student issues are dealt with promptly and in accordance with the relevant policies **Report** effectiveness to the LAB, CEO and via termly head teacher reports

Admissions

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
9.1	**Policy** - Set admissions policy	**Approve** faith admissions policy To **deliver** scoring of the SIF and part of the admissions process		To **approve** a trust wide admissions policy				To **recommend** to trust board To **review** delivery and compliance against the policy across all academies	To be **consulted** by trustee board while determining the admissions policy To **support** head teacher with any admission appeals			To be **consulted** by trustee board while determining the admissions policy To **Deliver** compliance against the admissions policy **Deliver** arrangements for determining admissions and hearing admission appeals
9.2	**Admissions** - Faith Elements Changes	**Approve** any changes to the 'Supplementary Information Form' in relation to Sikh faith admissions		To be **consulted** by CEO on changes to admissions policy To **recommend** any admissions policy changes which impact the faith element to SSST				To **recommend** changes to the admissions policy				To **Deliver** changes as approved

Pupil Related Matters

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
10.1	**School Lunches** - Ensure that school lunch nutritional standards are met			**Consult** with trust board				Review the delivery of lunch menus to ensure academy is complying with government nutrition guidelines and meeting allergy requirements for all students in the academy	Review the lunch provisions and support HT adopting lunch menus which comply with relevant standards and allergy requirements			**Deliver** lunches as per government nutrition standards and allergy requirements.
10.2	**Free School Meals** - To ensure provision of free meals to those pupils meeting the criteria			**Review** free school meals provision					**Review** free school meals provision			**Deliver** free school meals provision to those who are entitled **Report** numbers to the LAB, CEO and via termly head teacher reports
10.3	**Term Dates** - Set the times of school sessions and the dates of school terms and holidays			**Approve** the school timing and term dates.				To be **consulted** on timings and term dates **Recommend** timing and term dates for all schools in the trust to the trust board for approval				**Recommend** timing and term dates for the school

HR Management

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
11.1	**Appointing** - CEO and CFO			**Approve** appointment of CEO and CFO				**Recommend** CFO appointment to trustee board				
11.2	**Appointing** - Trust Central staff			**Approve** appointment of Central trust staff				**Recommend** appointment to trustee board				
11.3	**Appointing** - Head teachers/Deputy Head			**Approve** appointment of Head teachers				**Recommend** head teacher appointment to trustee board **Approve** deputy head teacher appointment	**Consulted** during recruitment of head teacher and deputy head teacher			**Recommend** deputy head teacher appointment to CEO
11.4	**Appointing** - Senior Leadership Team at schools							**Review** and **Approve** SLT appointments				**Recommend** SLT appointments to CEO

Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
11.5	**Appointing** - School staff						**Review** and **Consulted** during recruitment of school staff				**Approve** school staff appointments
11.6	**Dismissing -** CEO, CFO, Head teacher, Senior Leadership Team, Central team		**Approve** dismissal of CEO, CFO, Head teachers and central team				**Approve** dismissal of Senior leadership team in schools				
11.7	**Dismissing -** All other staff (in accordance with disciplinary and capability polices)		**Review** dismissal of staff	**Review** dismissal of staff			**Approve** dismissal of staff	**Review** dismissal of staff			**Recommend** to CEO
11.8	**Restructures** - Restructure of staff which involves redundancies		**Approve** all staff restructures which involve redundancies				**Review** all staff restructures and **recommend** to trust board		**Consulted** on all staff restructures which include redundancies		**Recommend** to CEO for staff related to schools
11.9	**Performance Management**		**Deliver** performance management for CEO **Approve** performance management for CEO			**Review** performance management for all staff	**Deliver** performance management for head teachers, Central Team and CFO **Approve** for head teachers, SLT, Central Team and CFO	**Review** performance management for head teachers			**Deliver** performance management for SLT, teaching and non-teaching staff **Approve** for SLT, teaching and non-teaching staff
11.10	**Pay Reviews**		**Approve** CEO, CFO and Head teachers pat review			**Approve** teaching, non-teaching, SLT, Central team staff pay reviews **Recommend** CFO, Head teachers to Trust Board	**Recommend** CFO, Central team, Head teachers and SLT members to Pay Review committee	LAB will be **informed** of the EH appointment.	**Review** all staff pay reviews from a financial and budgetary view		**Recommend** teaching and non-teaching staff pay reviews
11.11	**Employment T&Cs** - Setting terms and condition of employment and staff handbook (including all changes)		**Approve** changes to T&C's of employment or staff handbook			**Review** changes to T&C's of employment or staff handbook	**Recommend** changes to T&C's of employment or staff handbook				**Consulted** by CEO on changes
Audit and Risk											
Ref	SSST	Members	Trustees	Finance/Audit&Risk	Sikh Ethos	PayReview	CEO	LAB	CFO	Central Team	Head teacher
12.1	**Risk Management** - Approving a risk management framework and Risk Policy		**Approve** framework and policy	**Review** framework and policy			**Recommend** risk management framework and policy	To be **informed** of the framework and policy			
12.2	**Scrutiny Programme** - Adopt a yearly scrutiny programme and execute		**Approve** scrutiny programme	**Recommend** yearly scrutiny programme to trust board **Deliver** the scrutiny programme			**Review** the outputs of the scrutiny audits and **deliver** the improvements				
12.3	**Risk Register** - Maintaining a Risk Register in accordance with the Trust's risk management framework		**Approve** risk register	**Review** risk register			**Review** and **Report** risk register to trust board **Deliver** risk register updates on regular basis with risk related at trust level	**Deliver** risk register updates on regular basis with risk related at trust level	**Deliver** risk register updates on regular basis with risk related at trust level	**Deliver** risk register updates on regular basis with risk related at trust level	**Deliver** risk register updates on a regular basis and ensure it is always kept up to date