



SCHEME OF DELEGATION

APPROVED: 8 OCTOBER 2019

REVIEW BY: 31 OCTOBER 2020

SCHEME OF DELEGATION

A: SCOPE

This scheme of delegation is intended for the whole of the Hart Schools Trust.

B: BACKGROUND: LOCAL GOVERNING BODIES

The Trust's Articles of Association allow the Directors of the Trust (if they so wish) to appoint Local Governing Bodies for each school or academy and determine their constitution, membership function and proceedings, reviewing them periodically. Local Governing Bodies may include Directors of the Trust but those Directors do not have to form a majority of the Local Governing Body's members.

The Directors of the Trust may delegate to Local Governing Bodies any powers they consider to be appropriate and may apply conditions to the exercise of those powers or alter or revoke their delegation. Local Governing Bodies are required to report to each meeting of the Directors of the Trust on what decisions or actions have been taken in exercise of powers delegated to them.

The Trust has agreed Terms of Reference for its Local Governing Bodies. Each Local Governing Body is responsible for:

- Ensuring that the school or academy is conducted in accordance with the Strategic Plan as laid down by the Trust.
- Recommending the school or academy's annual budget to the Trust for its approval and regularly reviewing management accounts in order to monitor progress against budget and advise the Trust of any challenges in meeting the required financial out-turn.
- Ensuring that all policies of the Trust are implemented at the school.
- Ensuring that the procedures for recruitment of staff, and the framework of pay and conditions for staff, and rules for the conduct and discipline of staff determined by the Board of the Trust are implemented at the school.
- Ensuring that procedures determined by the Board of the Trust for admission, suspension or exclusion of students are implemented at the school.

C: PURPOSE OF THE SCHEME OF DELEGATION

The scheme of delegation needs to deliver the following purposes and these provide the tests for the annual review of the scheme by the Trust's Directors.

- **Effective.** Decisions are taken by the right people, based on accurate evidence and relevant knowledge, in pursuit of the Trust's strategic goals and deliver the intended outcomes for students.
- **Efficient.** The decision making process is timely and harnesses the cost benefits of a group of schools operating within the Trust (and of the Trust's connections with North Hertfordshire College).

- **Simple.** The level of decision making for specific matters is clearly understood by everyone involved.
- **Consistent.** Decisions made at different levels of the Trust are appropriate for the part of the Trust concerned but consistent with the Trust’s overall strategy and policy framework.

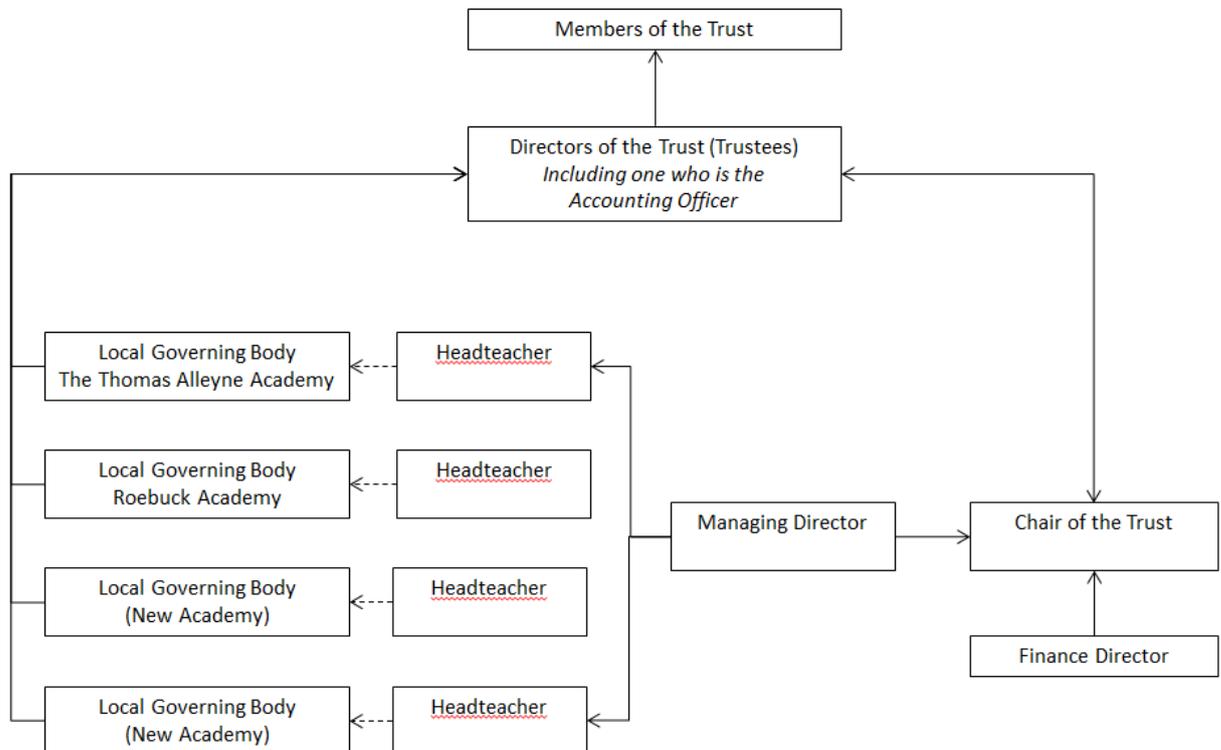
Delivery of these purposes requires **clear lines of accountability** across the different levels of the Trust, with **defined roles and responsibilities** for directors of the Trust and school or academy governors (on the one hand) and executives of the Trust and school or academy Headteachers (on the other) and well-defined boundaries between them.

In general (and as in all forms of corporate governance) the former are responsible for setting strategy, defining policies and monitoring their implementation while the latter are responsible for delivery and performance. The distinction between these roles has been characterised as:

- Doing the Right Things (*governance*)
- Doing Things Right (*executive or management*)

D: DECISION MAKING LEVELS

The following diagram shows the decision-making individuals and bodies within the Hart Schools Trust and the lines of accountability between them.





This diagram illustrates the division of responsibilities (as described in the Articles of Association) between the different parts of the Trust and shows how the Board of Trustees:

- Remains accountable overall to the Members (and to the relevant statutory authorities) for the operations of the Trust and the delivery of its objectives.
- Appoints the Headteachers of the schools and monitors their performance.
- Appoints a person as Chief Executive of the Trust and delegates to him/her some or all of their duties of oversight of individual school Headteachers, or delegates the functions of this role to the Chair of the Trust.
- Appoints Local Governing Bodies to oversee the implementation of the Trust's strategy and policies in ways that are appropriate to each school and that takes account of the views of students and their parents and carers.

It is important to note that this structure, and the scheme of delegation, defines where responsibility lies for specific decisions within the Trust. It does not mean that those bodies reach those decisions in isolation and most decisions will be reached through dialogue among different individuals and bodies. In some cases, this will originate at the Trust level with the Directors consulting Governing Bodies and Headteachers on strategies and policies, but others will start with school Headteachers reporting on or recommending plans to their Governing Bodies for subsequent review and approval by the Trust's Directors.

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

The following table shows specific decision-making responsibilities developed from the rationale outlined in the previous sections. The responsibilities for each level are then described in the appendices

Key:

Accountable	Responsible	Support	Consulted	Informed
Those ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible.	Those responsible for the task, who ensure that it is done.	Support help complete the task, unlike 'consulted', who may provide input to the task. Resources allocated to those responsible.	Those whose opinions are sought, and with whom there is two-way communication.	Those who are kept up-to-date on progress.

Function	Activity	Trust Directors	Managing Director	Local Governing Body	Headteacher
Governance	Articles of Association	A/R	I		
	Constitutions of Local Governing Bodies	A/R	I	I	
	Standing Orders of Governance	A/R	I	I	
	Calendar of Business	A/R	C	I	
	Clerking & secretarial support	A/R	I		
	Recruitment, appointment & support of governors	I	A		R
	Statutory reporting	A	R		S
	Risk management	A	R	C	S

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

Function	Activity	Trust Directors	Managing Director	Local Governing Body	Headteacher
Strategy & Business Plans	Set Trust Strategy and Vision	A	R		S
	Contracts & funding agreements	A	R		S
	Academy Improvement Plans	A	R/S	C	R
	Manage and mitigate strategic risk	A	R		S
	Collaborations and strategic partnerships	A	R	C	C
	Organisational Restructuring	A	R	I	C
Finance	Setting annual Trust budgets	A	R		I
	Setting annual Academy budgets		A	C	R
	Monitoring Financial performance	A	R	C	R/S
	Approving annual accounts	A/R	S		
	Financial Procedures & Controls	A	R	C	S
	Receiving internal and external audit reports	A	I	I	I
	Appointing Accounting Officer and Audit Committee	A / R	I		
	Appointment of Trust internal and external auditors	A / R	I		
	Setting Trust-wide procurement policies for suppliers	A	R		I
	Approval of borrowing	A / R	C		
	VAT	A / R	I		
Resources	Buildings' strategy & estate management including insurance & procurement	A	R	C	R
	Acquiring and disposing of Trust land	A	R		
	Changing use of assets	A	R		
	Submitting Grant applications	I	A/R		S
	Determine the scope of central services to be provided to Academies by the Trust	C	A/R		

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

	Overseeing the effectiveness of services provided centrally by the Trust	A	R		R
Function	Activity	Trust Directors	Managing Director	Local Governing Body	Headteacher
Curriculum, Teaching & Learning	Develop a curriculum strategy		A	I	R
	Academy Development Plans		A	I	R
	Target setting		A		R
	Monitor examination results		A	I	R
	Self-Evaluation Form		A	I	R
	School partnerships, collaborations and cluster arrangements	A	R	I	S
	Quality of teaching strategy	A	R		S
	Term dates and length of school day		A	C	R
Admissions Student Behaviour and Welfare	Admissions Policy	A	A/R	C	R
	Exclusion decisions		I	A	R
	Appeals on admissions and exclusions			A	R
	Trust safeguarding policy & procedures	A	R	C	C
	Link governors for safeguarding	A		I	R
	Policy & procedures for looked after children	A	R	C	I
	Policy & procedures for special educational needs provision	A	R	C	I
	Health & Safety Compliance	A	R	I	I
	Off-site visits and activities for students		A		A
	Provision of free school meals		R	I	S
	Educational outcomes for Pupil Premium	A	S		R
	Child protection training	A		R	R

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

Function	Activity	Trust Directors	Managing Director	Local Governing Body	Headteacher
Staffing & Performance	Terms and conditions of employment & pay structure	A	R	I	S
	Staff complement				
	Headteacher performance management & remuneration	A	R		
	Discretionary pay awards	A	R	I	R
	Appeals from staff		A		R
	Formulate HR Policies	A	R		I
	Formulate Staff Handbook				R
	Appointment of Managing Director	A/R			
	Appointment of Headteacher	A	R	S	
	Appointment of Academy SLT		S		A/R
	Staff disciplinary procedures	A	S	C	R
Public Affairs	Equality objectives, provisions & action plans	A	R	I	S
	Compliance with data protection & FOI requirements	A	R		R
	Community cohesion & stakeholder relations including communications	A	R	C	S
	Academy prospectuses and annual reports to parents & carers		R	I	R
	Crisis management & reputational communications	I	R	I	S

GOVERNANCE

Responsibilities retained by the Trust	Responsibilities delegated to Managing Director	Responsibilities delegated to Local Governing Bodies	Responsibilities delegated to Headteachers of Academies
<ol style="list-style-type: none"> 1. Approving the Trust's Article of Association and their registration with appropriate regulatory bodies. 2. Approving the constitutions of Local Governing Bodies 3. Approving Standing Orders of Governance 4. Agreeing The Trust's annual calendar of business 5. Appointing a clerk and ensuring effective clerking of meetings of the Trust and Local Governing Bodies 6. Appointing Directors of the Trust and members of Local Governing Bodies, subject to the requirements of the Articles and Association and of the constitutions of Local Governing Bodies, including effective recruitment and support, including induction and ongoing training. 7. Approving the statutory reports required of the Trust by DfE and Companies House 	<ol style="list-style-type: none"> 1. Work in accordance with the Trust's Article of Association 2. Consult with Headteacher and the Trust Directors on recommendations for LGB members 3. Working with the Headteacher and Chair of the Local Governing Body of the academy to improve the quality of governance 4. Advice on the Trust's annual calendar of Business 5. Work with the Clerk to co-ordinate papers for Trust meetings and contribute as required to the Trust's statutory reporting processes 6. Ensuring that each Academy is providing details for a register of risks relevant to the academy and supporting the Headteacher with plans to mitigate risks. 	<ol style="list-style-type: none"> 1. Work in accordance with the constitution agreed with the Board of the Trust and to notify the Board of any changes needed with the reasons. 2. Agree an annual calendar of business and meet at least once a term 3. Oversee the process of elections for parent and staff governors 4. Contribute as required to the school or academy's statutory reporting processes 5. Ensure appropriate monitoring of risks according to the risk register approved by the Trust 	<ol style="list-style-type: none"> 1. Working with (and where required as a member of) the Local Governing Body of the academy to help it fulfil its role to best effect. 2. Working with the clerk to co-ordinate papers for LBG meetings 3. Organise the election of staff and parent governors 4. Contributing to the statutory reports required of the Trust by DfE and Companies House 5. Providing details for a register of risks relevant to the academy and proposing plans to mitigate them

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

8. Maintaining and regularly reviewing a register of risks and plans to mitigate them			
STRATEGY AND BUSINESS PLANS			
Responsibilities retained by the Trust	Responsibilities delegated to Managing Director	Responsibilities delegated to Local Governing Bodies	Responsibilities delegated to Headteachers of Academies
<ol style="list-style-type: none"> 1. Agreeing the overall strategy for delivery of the Trust's objectives and responsibilities 2. Approving agreements with DfE and other statutory bodies for the funding of the Trust and its academies, and approving contracts with other commissioners of education provision. 3. Agreeing improvement and development plans for all academies managed by the Trust 4. Collaborations and strategic partnerships 5. Organisational restructuring 	<ol style="list-style-type: none"> 1. Implementing the Trust's strategy via communication with the Headteachers at each academy 2. Supporting the Directors of the Trust and the Headteacher developing funding agreements with DfE and implementing those in place, and helping to secure contracts with other commissioners of education provision 3. Supporting the academy Headteacher to create an improvement and development plan and ensure the plans are implemented 4. Collaborations and strategic partnerships 5. Organisational restructuring 	<ol style="list-style-type: none"> 1. Monitor the implementation of the strategy agreed by the Trust for the school or academy. 2. Contribute to the development of an Improvement Plan for the academy for approval by the Trust and monitor implementation of the agreed plan. 3. Collaborations and strategic partnerships 4. Organisational restructuring 	<ol style="list-style-type: none"> 1. Implementing the Trust's strategy at the academy 2. Developing funding agreements with DfE and implementing those in place, and helping to secure contracts with other commissioners of education provision 3. Proposing improvement and development plans for academy and implementing the plans agreed by the Trust 4. Collaborations and strategic partnerships 5. Organisational restructuring

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

FINANCE			
Responsibilities retained by the Trust	Responsibilities delegated to Managing Director	Responsibilities delegated to Local Governing Bodies	Responsibilities delegated to Headteachers of Academies
<ol style="list-style-type: none"> 1. Approving annual budgets for the Trust and for its individual academies taking account of the recommendations of Local Governing Bodies, and any revisions proposed by the Headteacher or Local Governing Body in the light of actual financial performance. 2. Approving the Trust's annual report and accounts 3. Ensuring adequate financial procedure and controls are in place for the Trust and for all its academies and reviewing and revising these annually in the light of reports from internal and external auditors. 4. Approving and signing the statement of Use of Pupil Premium Fund. 5. Appointing an Accounting Officer and Audit Committee 6. Appointing Trust internal and external auditors 	<ol style="list-style-type: none"> 1. Working with the Headteachers at each academy and the Finance Director to prepare draft academy budgets for discussion at the Trust Board. 2. Responsible for ensuring financial procedure and controls are followed in all of the Trust's academies and revisions are communicated to the Headteachers at each academy 3. Regularly reviewing academy financial performance and reporting financial position of these academies at Trust Board meetings 4. Ensuring the Trust Financial regulations are followed 	<ol style="list-style-type: none"> 5. Recommend and annual budget for the academy for approval by the Trust (to be done in January for the following academic year) 6. Regularly review management accounts of the academy in order to monitor progress against budget and advise the Trust of any challenges in meeting the required financial out-turn 7. Ensure compliance by the academy with financial procedures and controls set by the Trust and that recommendations of internal and external auditors are acted on. 8. Ensure Pupil Premium funding is spent responsibly, with the greatest impact for students for the best value achievable 	<ol style="list-style-type: none"> 1. Proposing an annual budget for the school or academy for endorsement by its Local Governing Body (to be done in January for the following academic year) 2. Provide regular reports of the school or academy's management accounts and progress against budget to the Local Governing Body and advise any challenges in meeting the required financial out-turn 3. Implement the financial procedures and controls set by the Trust and recommendations of internal and external auditors that are accepted by the Trust. 4. Ensure that the Pupil Premium funding is accounted for and spent appropriately. Reporting to the LGB annually on this funding

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

7. Approving borrowing			
RESOURCES			
Responsibilities retained by the Trust	Responsibilities delegated to Managing Director	Responsibilities delegated to Local Governing Bodies	Responsibilities delegated to Headteachers of Academies
<ol style="list-style-type: none"> 1. Agreeing the strategy for effective development and management of the Trust's building estate ensuring adequate insurance 2. Ensuring the Trust and its academies apply the principles of best value (challenge, compare, consult and compete) in the allocation of resources and the procurement of goods and services 3. Acquiring and disposing of Trust land 4. Changing use of assets 5. Be informed about Grant applications. 6. Consult on the scope of central services to be provided to Academies by the Trust. 7. Overseeing the effectiveness of services provided centrally by the Trust. 	<ol style="list-style-type: none"> 1. Responsible for implementing the Trust's building estate strategy 2. Review procurement procedures to ensure the academies are applying principles of best value 3. Acquiring and disposing of Trust land 4. Changing use of assets 5. Work with the Headteachers of Academies to complete Grant applications 6. Manage the central services contracted arrangements to be provided to Academies. Advise the Trust Board 7. Report on the effectiveness of services provided centrally by the Trust and take action to make improvements where service providers are underperforming 	<ol style="list-style-type: none"> 1. Consulted on the implementation of the academy's building strategy and estate management programme and advise the Trust of any concerns. 2. Offer challenge on academy procurement decisions to ensure that the academy is applying principles of best value 	<ol style="list-style-type: none"> 1. Report to the Local Governing Body and MD any significant matters relating to the implementation of the academy's building strategy and estate management programme. 2. Implementing the procedures agreed for procurement of goods and services to secure best value for the academy. 3. Submitting Grant applications with the support of the MD

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

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CURRICULUM - TEACHING & LEARNING			
Responsibilities retained by the Trust	Responsibilities delegated to Managing Director	Responsibilities delegated to Local Governing Bodies	Responsibilities delegated to Headteachers of Academies
<ol style="list-style-type: none"> 1. Agreeing the strategy for the curricula of the Trust's academies, including development plans of individual faculties (subjects). 2. Agreeing a strategy to improve attainment across the Trust. 3. Approving Self-Evaluation Forms for each of the Trust's academies. 4. Approving Academy partnerships, collaborations and cluster arrangements. 5. Oversee the quality of teaching strategy. 	<ol style="list-style-type: none"> 1. Agreeing the strategy for the curricula of the Trust's academies, including development plans of individual faculties (subjects) 2. Setting targets for student attainment in each of the Trust's academies and monitoring achievement 3. Reporting overview of Self-Evaluation Forms for each of the Trust's academies to the Trust Board 4. Planning and implementing Academy partnerships, collaborations and cluster arrangements 5. Ensure that Headteachers in each academy are implementing the quality of teaching strategy effectively 	<ol style="list-style-type: none"> 1. Provide input as required to the academy's development plans and creation of curriculum strategies, including target setting and monitoring of examination results, and self-evaluation processes. 2. Informed of Academy partnerships, collaborations and cluster arrangements 3. Consulted on changes to term dates and length of Academy day 	<ol style="list-style-type: none"> 1. Develop proposals for the curriculum of the academy overall and for individual faculties (subjects) 2. Propose targets for student attainment in the academy and report on student achievements and variances to targets. 3. Develop the academy's Self-Evaluation Form for approval by the Trust. 4. Working with the MD to secure the successful adoption and continued effectiveness of Academy partnerships, collaborations and cluster arrangements 5. Responsible for deciding on changes to term dates and length of Academy day 6. Ensure that SLT and teachers are working within the quality of teaching framework

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

ADMISSIONS, STUDENT BEHAVIOUR AND WELFARE			
Responsibilities retained by the Trust	Responsibilities delegated to Managing Director	Responsibilities delegated to Local Governing Bodies	Responsibilities delegated to Headteachers of Academies
1. Admissions & Exclusions			
1.1. Approving the Trust's overall policy for admissions to its academies and any variances proposed for individual academies.	1.1. Recommend any changes to admissions policy on behalf of the LGB at Trust Board meetings. 1.2. Be informed of exclusion decisions and admissions appeals.	1.1 Recommend an admissions policy for approval by the Trust and monitor its implementation by the Headteacher for the school or academy. 1.2. Monitoring decisions on exclusions of pupils from the school or academy 1.3. Agreeing with the Trust the processes for the hearing of appeals against decisions on admissions or exclusion of pupils and implementing the agreed processes, including ensuring that sufficient governors are trained to serve on appeal panels.	1.1. Implement the Trust's policy on admissions and appeals including, where necessary, proposing and agreeing variances for specific schools or academies and provide regular reports to the Local Governing Body and Trust on admissions. 1.2. Inform MD of exclusion decisions and admissions appeals 1.3. Preparing paperwork and organising panels for exclusion decisions
2. Staff & Student Welfare			
2.1. Approving the Trust's overall policy and procedures for safeguarding and ensuring that the Trust and its Local Governing Bodies each appoint link governors for safeguarding and ensure adequate training. 2.2. Approving the Trust's overall policy relating to Looked-After Children and for provision of special educational needs.	2.1. Ensure that the overall policy and procedures for safeguarding are implemented by all of the academies. 2.2. Ensure the Trust's overall policy relating to Looked-After Children and for provision of special educational needs is implemented by all academies. 2.3. Review and amend where necessary the Trust's	2.1. Ensure effective implementation of the Trust's safeguarding policies and procedures at the academy. 2.2. Appoint a governor to act as the link for safeguarding at the academy and ensure s/he is adequately trained. 2.3. Support the Trust as required in monitoring policies and procedures for looked-after children, special educational needs	2.1. Implement the Trust's overall policy and procedures for safeguarding and provide support to the link governors for safeguarding on the Local Governing Body and the Trust. 2.2. Implement agreed policies relating to Looked-After Children and for provision of special educational needs. 2.3. Implement the Health & Safety Policy

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

<p>2.3. Approving the Trust's overall Health & Safety Policy.</p> <p>2.4. Ensuring effective risk assessment and approval of all off-site visits by students.</p> <p>2.5. Accountable for educational outcomes of Pupil Premium students.</p> <p>2.6. Accountable for ensuring that Child protection training is undertaken by staff across the Trust.</p>	<p>overall Health & Safety Policy.</p> <p>2.4. Approve all off-site visits of more than 24 hours' duration.</p> <p>2.5. Reporting to the Trust on the provision of free school meals in the academies.</p> <p>2.6. Ensuring that academies are following plans to ensure good Reports to Trust Board on Educational outcomes for Pupil Premium students across all academies.</p>	<p>provision and health and safety procedures at the academy.</p> <p>2.4. Understand the expectations of Educational outcomes for Pupil Premiums and the systems in place at the academy to achieve this aim.</p> <p>2.5. Undertake relevant Child protection training.</p>	<p>and provide reports as required.</p> <p>2.4. Develop plans for off-site visits by students, ensuring effective risk assessment and approval of visits in line with the procedures agreed by the Trust. Approving personally visits of less than 24 hours' duration that do not involve a hazardous pursuit or journey by sea or air.</p> <p>2.5. Ensure free school meals are provided at the academy for students who need it.</p> <p>2.6. Develop systems to increase good educational outcomes for Pupil Premium to include regular monitoring and reporting.</p> <p>2.7. Ensure that Child protection training is up-to-date for staff in the academy and records are kept of this training.</p>
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DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

STAFFING & PERFORMANCE			
Responsibilities retained by the Trust	Responsibilities delegated to Managing Director	Responsibilities delegated to Local Governing Bodies	Responsibilities delegated to Headteachers of Academies
<p>3.1. Approving terms and conditions of employment and the pay structure of staff in the Trust's academies.</p> <p>3.2. Approving annual plans for the staffing complement in each of the Trust's academies.</p> <p>3.3. Approving discretionary pay awards for the Trust's Managing Director.</p> <p>3.4. Advising the Trust's Managing Director about discretionary pay award proposals to his/her direct reports .</p> <p>3.5. Hearing appeals from staff in the Trust's academies in respect of any disciplinary actions and/or sanctions, and in relation to pay awards.</p> <p>3.5. Approving HR Policies.</p> <p>3.6. Appointing the Managing Director.</p> <p>3.7. Approving staff disciplinary procedures.</p>	<p>3.1. Appointing the Headteachers of the Trust's academies, determining their remuneration and reviewing their performance.</p> <p>3.2. Producing plans for the staffing complement in each of the Trust's academies.</p> <p>3.3. Approving discretionary pay awards for staff in the Trust's academies taking advice from the Trust Board where appropriate.</p> <p>3.4. Ensuring staff disciplinary procedures comply with the Trust policy.</p>	<p>3.1. Ensuring that the procedures for recruitment of staff, and the framework of pay and conditions for staff, and rules for the conduct and discipline of staff determined by the Board of the Trust are implemented at the academy.</p> <p>3.2. Noting (and commenting on as appropriate) proposals for staffing complement in recommending the academy's annual budget.</p> <p>3.3. Assisting the MD in appointing the Headteacher.</p>	<p>3.1. Appointing staff to the school or academy in line with the terms and conditions of employment and the pay structure of staff agreed by the Trust.</p> <p>3.2. Proposing the annual staffing complement for the school or academy to the Local Governing Body and the Trust and maintaining the complement at the agreed level.</p> <p>3.3. Recommending discretionary pay awards for staff in the academy to the Trust.</p> <p>3.4. Providing reports to the MD in respect of any disciplinary actions and/or sanctions taken against staff, and supporting the Trust in handling appeals from staff.</p> <p>3.5. Creating and maintaining a Staff Handbook.</p> <p>3.6. Appointing the school's SLT.</p> <p>3.7. Ensuring the Trust's Staff Disciplinary procedure is implemented by the academy.</p>

DELEGATED RESPONSIBILITIES FOR THE TRUST'S ACTIVITIES

PUBLIC AFFAIRS			
Responsibilities retained by the Trust	Responsibilities delegated to Managing Director	Responsibilities delegated to Local Governing Bodies	Responsibilities delegated to Headteachers of Academies
<p>4.1. Ensuring obligations for promoting equality and community cohesion are met.</p> <p>4.2. Ensuring there is an effective mechanism for handling requests for information and complying with data protection and Freedom of Information responsibilities under the relevant laws and regulatory guidance.</p> <p>4.3. Ensuring effective planning for crisis situations and implementation of plans, including authorising any communications that may impact on the Trust's reputation.</p>	<p>4.1. Approving the academy's prospectus.</p> <p>4.2. Making arrangements for and attending school events and Trust outside normal school hours where possible including but not restricted to prize giving, summer fair and open evening.</p> <p>4.3. Managing systems to ensure compliance with data protection obligations and authorising disclosures of information in response to Freedom of Information requests.</p> <p>4.4. Managing crisis situations and implementation of plans, including drafting communications that may impact on the Trust's reputation</p>	<p>4.1. Contributing as required to the delivery of the academy's obligations to promote equality and community cohesion, including supporting the school or academy with stakeholder relations and communications.</p> <p>4.2. Approving an Annual Report to Parents and Carers.</p>	<p>4.1. Contributing to and implementing plans for promoting equality and community cohesion.</p> <p>4.2. Ensuring the Trust's Data Protection Policy is implemented by the academy.</p> <p>4.3. Developing plans for crisis situations for approval by the MD and supporting the Trust in communications on critical reputational issues.</p> <p>4.4. Providing support to staff tasked with responding to data protection and freedom of information enquiries.</p>