



# **Anglian Learning**

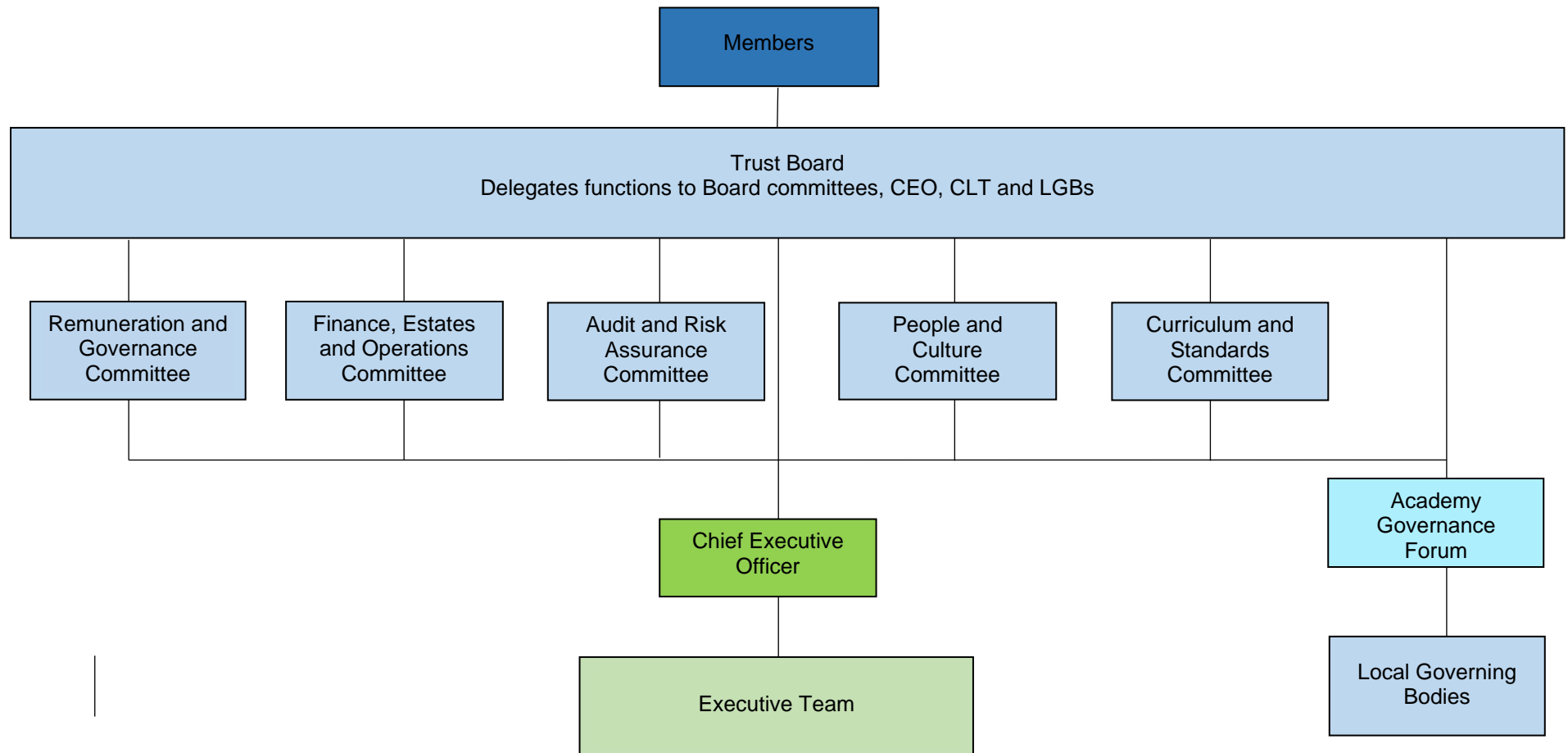
## **SCHEME OF DELEGATION**

**September 2023**

## Introduction

The Scheme of Delegation sets out the delegated powers between the different bodies involved in the governance and operation of the Anglian Learning Multi Academy Trust.

# GOVERNANCE STRUCTURE



## **Roles & Responsibilities**

### **1. The role of the Members**

The Members of the Trust are guardians of the governance of the Trust and as such have a different status to Trustees. Originally, they were the signatories to the Memorandum of Association and agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Articles of Association also describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable objects are carried out and so must be able to remove Trustees if they fail to fulfil this responsibility.

There must be at least three Members, although the DfE prefer at least five, and while Members are permitted to be appointed as Trustees, to retain a degree of separation of powers between the Members and the Trust Board, and in line with DfE expectations, not all Members should be Trustees. Members are not permitted to be employees of the Academy Trust.

The specific responsibilities of the **Members** are as follows:

- Review, amend and agree the Articles of Association
- Change the name of the Trust
- Appoint/remove Members
- Appoint up to ten Trustees and remove any Trustee
- Receive the Trust's audited annual accounts
- Appoint external auditors for the Trust and schools

### **2. The role of the Trustees**

The MAT is a charitable company and so Trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because Trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

The Trustees are responsible for the general control and management of the administration of the Trust and, in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, the Board is legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

- i. Ensure clarity of vision, ethos and strategic direction
- ii. Hold the executive to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff
- iii. Oversee the financial performance of the Trust and make sure its money is well spent

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

### **3. The role of Trust Board committees**

The Trustees may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees) and responsibilities of Board committees are set out in the relevant committee's terms of reference. It is usual for the Trust Board to appoint board committee chairs and committee members according to their skills.

The Academy Trust Handbook 2023 makes it clear that the Board of Trustees should have a finance committee to which the board delegates financial scrutiny and oversight. In trusts with income above a certain level, there must also be a separate audit committee.

Currently, the Anglian Learning Trust Board has established the following committees: Finance Estates and Operations; Audit and Risk Assurance; Curriculum and Standards; People and Culture; and a Remuneration and Governance Committee. An Academy Governance Forum also meets as a conduit for communication with Governors but does not have delegated powers.

### **4. The role of the Chief Executive Officer (CEO)**

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's Academies and accountability for the work of the Academy Principals and Headteachers. The CEO is the Accounting Officer and therefore has overall responsibility for the operation of the Academy Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money. The CEO leads the Central Leadership Team of the Academy Trust. The CEO will delegate executive management functions to the Central Leadership Team and is accountable to the Trust Board for their performance.

### **5. The role of Local Governing Bodies**

The Trustees have established Academy LGBs to carry out some of its school level governance functions, although as Trustees are not required to sit on Academy committees, decision making is limited as outlined in the Scheme of Delegation. Nevertheless, the Trust believes that LGBs have an important role in overseeing and promoting high standards of performance in academies and

representing a wide range of stakeholders. Usually, the Trustees will appoint the Chair, and ensure that two parents and at least one staff member are elected. As committees of the Board, delegation to individual LGBs can be removed at any time. The Trust has produced a LGB Handbook which describes in detail the responsibilities of the local academy committee.

## **6. The role of the Academy Principal/Headteacher**

The Academy Principal/Headteacher is responsible for the day-to-day management of the Academy and is line managed by the Chief Executive Officer, via the Deputy CEO (for secondary academies) and Director of Primary Education but reports to the LGB on matters which have been delegated to it which may include an element of monitoring and scrutiny of the school's management processes.

## **7. Scheme of Delegation (SoD) Framework**

Delegated powers are aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education, Education and Skills Funding Agency, Charities Commission, HMRC and Companies House. The SoD specifies in detail the responsibilities of the Trust Board, Board Committees, CEO, Central Leadership Team, Local Governing Bodies and Principals/Headteachers. The accountable person or body is highlighted in blue.

The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant body. While the Scheme is designed to be comprehensive it will not cover every task.

Local Governing bodies and headteachers should consult and seek approval for activity not listed but which may conflict with the aims, vision and values of the Trust and/or may give rise to contention and controversy which may bring individual academies and the Trust into disrepute.

## **8. Variations to the Scheme of Delegation**

To facilitate academy improvement, the central team will provide varying levels of support against 4 tiers of intervention, support and innovation, set out in the table below and underpinned by the Anglian Learning Quality Assurance School Improvement Framework and the ongoing assessment of risk. An academy where there is concern about leadership, governance or other areas, may have fewer delegated functions which will be determined on a case-by-case basis. An Interim Executive Board may be implemented where local governance is ineffective.

## Academy Transformation: Criteria for Tiered Intervention, Support and Innovation

Tier	Descriptor	Likely Key Features	Examples of support and engagement with and from the Central Team / Wider Trust
<b>1: Sustain and System Lead</b>	An excellent academy in all respects, with the capacity to further its own improvement and offer significant support in many areas to others in the Trust and beyond. This is a academy where there is a culture of consistently high expectations, where the ten pillars as expressed through the blueprints are securely in place.	<p>The academy is achieving and exceeding in all areas identified as being fundamental to excellence, restless in its desire for continual improvement and reflected in innovation, forward thinking developments. All Blueprints demonstrate a high degree of embedded practice, with moderate/high assurance. There is leadership capacity at every level, enabling support to other academies. The academy commands strong support from stakeholders. Morale and aspirations are uniformly high.</p> <p>There is unequivocal support for the vision, values and goals of the Trust. It is a capacity giver and has an increasing regional and national profile. Attainment and progress measures are above or well above average.</p>	<ul style="list-style-type: none"> <li>• Leadership of the Blueprint Peer Review Programme</li> <li>• Governance Review every 4 years</li> <li>• Leadership of Strategic Groups and Improvement Networks</li> <li>• Three to six Academy Improvement Visits per year</li> <li>• Leading in the design and delivery of professional learning programmes</li> <li>• Providing capacity to Stabilise and Repair Academies</li> <li>• Six Professional Learning planning and evaluation visits</li> </ul>
Tier	Descriptor	Likely Key Features	Examples of support and engagement with and from the Central Team / Wider Trust
<b>2: Refine and Develop/2*</b>	A securely good academy that is on a journey to becoming excellent; it has capacity to support other Trust academies in some key areas.	<p>All Blueprints demonstrate a high degree of establishing practice, with some embedded practice. Leadership at SLT level is strong, with emerging excellent middle leadership. Provides some support to others within the Trust. Has the capacity to bring about improvement in their own organisation through a clear focus on what they need to become excellent. Has a strong local reputation, commanding support from a wide range of stakeholders. Accurately self evaluates and prioritises next steps for improvement.</p> <p>Attainment and progress are likely to be average or above and improving over time.</p> <p><i>*academies designated with an asterisk may fulfil the criteria above but be subject to wider contextual factors such as a high proportion of SEND or growth which impacts upon their sustainability of provision and capacity to support across the Trust.</i></p>	<ul style="list-style-type: none"> <li>• Leading involvement in Blueprint Peer Review Programme</li> <li>• Governance Review every two years</li> <li>• Leadership of Strategic Groups</li> <li>• Six Academy Improvement Visits per year</li> <li>• Providing facilitators to professional learning programmes</li> <li>• Six Professional Learning planning and evaluation visits</li> </ul> <p><b>Academy aiming to move to 'Sustain' within three years</b></p>

Tier	Descriptor	Likely Key Features	Examples of support and engagement with and from the Central Team / Wider Trust
<b>3: Reinforce and Improve</b>	<p>A academy that has some capacity for improvement but is not securely strong in core areas of performance; a academy that demonstrates some vulnerabilities towards sustaining a judgement of Good at the next inspection</p> <p><b>Newly opened academies will begin in this phase.</b></p>	<p>Progress and assurance summaries indicate inconsistent practice in most areas, with little that is assessed as embedded. Risk assurance indicates a significant number of emerging medium or high risk areas. Demonstrates capacity to bring about improvement and effectively or sustain improvement in key areas. Leadership capacity is limited but growing; leaders engage with and act on the support and challenge of the Trust's central team and other professionals. There are key operational inefficiencies. Safeguarding may demonstrate serious weaknesses.</p> <p>Attainment and progress are inconsistent but showing signs of improvement.</p>	<ul style="list-style-type: none"> <li>• Involvement in Blueprint Peer Review Programme</li> <li>• Engagement with Academy Transformation Plan</li> <li>• Annual Governance Review</li> <li>• Possibility of Executive Headteacher support in place to secure rapid improvement.</li> <li>• Targeted professional development from Anglian Learning offer.</li> <li>• Six Academy Improvement Visits per year plus additional support from Academy Intervention Team.</li> <li>• Additional funding from Trust reserves to enable improvement.</li> <li>• Six Professional Learning planning and evaluation visits</li> </ul> <p><b>Academy to move to 'Refine' within two years</b></p>
Tier	Descriptor	Likely Key Features	Examples of support and engagement with and from the Central Team / Wider Trust
<b>4: Stabilise and Repair</b>	<p>A academy with significant cultural, structural and performance issues and without the capacity to secure its own improvement. Outcomes and / or safety of pupils are seriously compromised.</p> <p>Academy requires significant change in most if not all areas of its operation; it is likely to be Inadequate or at risk of being judged as such if inspected.</p>	<p>Weak or even toxic academy culture dominates. There is unlikely to be established practice in most if not all of the Blueprints and a lack of compliance with the Trust's Frameworks. Risk assurance indicates a significant number of medium and high risk areas.</p> <p>Attainment and progress are below average and showing few signs of sustained and rapid improvement. Self-evaluation and improvement planning is weak. Morale and perception of the academy is low amongst stakeholders, also reflected in low pupil numbers, staff absence and parental views.</p> <p>Leadership capacity is limited, as is depth of quality of teaching; inflated view of own performance or use of context to excuse poor performance.</p> <p>Financial and operational systems are weak, leading to inefficiency and confusion. There is a need for rapid improvement.</p>	<ul style="list-style-type: none"> <li>• Executive Headteacher in place to support rapid improvement.</li> <li>• Monthly progress meeting with CEO / Director of Primary or Secondary.</li> <li>• Implement the minimum requirements of the Trust-led Academy Transformation Plan, including adoption of centrally mandated approaches to curriculum, teaching, assessment and behaviour policies.</li> <li>• Intensive deployment of Academy Intervention Team.</li> <li>• Baseline / bespoke professional development programme from the Anglian Learning offer.</li> <li>• Re-organisation of the Local Governing Body.</li> <li>• Six or more Academy Improvement visits per year.</li> <li>• Additional funding from the Trust reserves to enable improvement and address other financial and structural weakness.</li> <li>• Six Professional Learning planning and evaluation visits</li> </ul> <p><b>Academy to move to Reinforce within 12-18 months</b></p>

## **9. Chair's Action Between Meetings of the Trust Board**

No individual Trustee is empowered to make decisions on behalf of the Trust outside any specific authority set out in this Scheme of Delegation. However, as an exception, the Chair of Trustees can make a decision as a single trustee when a delay in doing so would be:

- seriously detrimental to the interests of the Trust or one of its schools, and
- it would not be possible to postpone the decision to a meeting of trustees (which the Chair can convene with less than seven days' notice if necessary, provided trustees will have sufficient time to receive and give due considerations to relevant documents relating to the decision).

In consultation with the CEO the Chair may exercise any function of the Trust which can be delegated to an individual under the Articles, the Trust's funding agreements with the Secretary of State for Education, or any function relating to the exclusion of pupils. The Vice-Chair of Trustees may exercise this authority where the Chair of Trustees is unable by virtue of vacancy of office, incapacity or otherwise.

## **10. Trust & Academy policies**

Separate to this Scheme of Delegation is a policy summary which identifies the range of statutory, regulatory and necessary policies and states whether they are Trust or Academy policies. The summary sets out the responsibility for approval and monitoring of these policies.



# SCHEME OF DELEGATION

 indicates whether accountability has been delegated or remains with the Board or one of its committees

1. GOVERNANCE		Board	CEO	CLT	LGB	Principal
1.1	Approve the Trust Scheme of Delegation			Develop		
1.2	Change delegated power or membership of an LGB (where there are concerns about the school or its governance)		Make recommendations to Board			
1.3	Undertake an annual review of the Board and its committees			Develop		
1.4	Appoint and remove co-opted Trustees					
1.5	Establish Trust Committees	Recommended by R&G				
1.6	Adjustment to powers of an LGB upto an including abolishment and replacement by an IEB		Make recommendations to Board			
1.7	Approve Board and Local Governing Body (LGB) Terms of Reference	Recommended by R&G		Develop		
1.8	Approve Trust Committee Terms of Reference	Recommended by each committee		Develop		
1.9	Appoint Chair and Vice Chair of Trust Board	Every 3 years				
1.10	Appoint (and remove) Chairs of Trust Committees	Recommended by each committee				
1.11	Appoint (and remove) Trust Committee members					

1.12	Appoint Chair & Vice Chair of LGB	Every 3 years			Make recommendations to Board	
1.13	Remove Chair or Vice Chair of LGB		Make recommendations to Board			
1.14	Appoint (and remove) LGB members	R&G			Make recommendations to R&G	
1.15	Appoint (and remove) Governance Professional to Board			Manage the appointment process		
1.16	Appoint (and remove) Governance Professional to LGBs			Manage the process		
1.17	Calendar and frequency of Trust Board and LGB meetings			Develop		
	<b>Strategy</b>					
1.18	Determine the vision and values of AL		Make recommendations to Board	Develop	Champion the AL vision and values in the school	Champion the AL vision and values in the school
1.19	Determine the educational character, mission or ethos of the schools, consistent with that of the Trust				In collaboration with the Principal/Headteacher	
1.20	Determine the Trust's KPIs, approve the Strategic Plan and monitor progress against this.	May be delegated to Board committees according to ToR		Develop KPIs & Business Plan and recommend to the Board. Report to Board on progress against the KPIs and Business Plan.		
1.21	Ensure that the school has a medium to long-term vision for its future and that there is a robust strategy in place for achieving its vision					Implement the vision and strategy

1.22	Approve school and MAT applications to join the Trust		Make recommendation to the Board	Develop		
<b>Risk Management</b>						
1.23	Approve risk management policy including Trust's appetite for risk	Recommendation by ARA to Board		Make recommendations		
1.24	Maintain and review strategic and corporate operational risk registers	Board and Committees to review in line with Risk Management Policy		Review Risk Registers report to Trust Board and Committees in line with Risk Management Policy		
1.25	Academy Risk Register	Board and Committees to review in line with Risk Management Policy		Review risks reported by schools and report to ARA and Board as appropriate	Review the schools risk register	Maintain and review the school risk register
<b>Policy and Procedures</b>						
1.26	Statutory Trust-wide policies	Board or committee, see ToR		Develop		Personalise policies for local context as directed
1.27	Non-statutory Trust-wide policies			Approved by members of ELT		Personalise policies for local context as directed
1.28	Statutory school policies					Develop
1.29	Non-statutory school policies					Determine which policies to have in place and how they will be approved, in accordance with trust blueprints and frameworks

1.30	Adopt a Trust-wide Data Protection Policy	FEOC		Implement and monitor compliance, report to FEOC		Appoint school Data Protection Lead Comply with policy and report data breaches.
<b>Academy Organisation</b>						
1.31	Non-contentious changes to Academy times, terms and holidays					
1.32	Change of Academy Age Range		Make recommendations to Board	Consult with	Consult with	Develop
1.33	Expansion/Reduction of Academy PAN		Make recommendations to Board	Consult with	Consult with	Develop
1.34	Extended services on-site eg breakfast club, after-school clubs	FEOC		Make recommendations to Board	Consult with	Develop
1.35	Admissions Policy			Develop		Ensure compliance with the Admissions Policy. Make arrangements for pupil recruitment and school prospectus. Ensure participation in the Fair Access Protocol.
1.36	Admissions allocation of places			Consult with cases of over-admission		Allocated by LA
1.37	Admissions Appeals					With support from admissions consultant
1.38	Academy prospectus					
1.39	Academy website content and compliance					
1.40	Academy logo & branding		Consult with CEO			

1.41	Non-contentious changes to academy uniform within the framework			Consult with DoE		Make recommendations to LGB
1.42	Academy uniform changes to AL framework			COO responsible for implementing		Consult with
1.43	Ensure the Trust and its schools communicate effectively with pupils, parents/carers, staff and the wider community				Monitor	

<b>2. TRUST &amp; ACADEMY PERFORMANCE, CURRICULUM AND TEACHING</b>		<b>Board</b>	<b>CEO</b>	<b>CLT</b>	<b>LGB</b>	<b>Principal</b>
<b>2.1</b>	Trust Strategic Improvement Plan (including Business Plans)		Make recommendation to the Board	Develop		
<b>2.2</b>	Trust Self Evaluation			Develop		
<b>2.3</b>	Trust Quality Assurance and academy improvement Strategy			Develop		
<b>2.4</b>	Academy Key Performance Indicators			Consult with DoE		Develop
<b>2.5</b>	Academy Executive Summaries			Consult with DoE		Develop
<b>2.6</b>	Academy Strategic Improvement Plan					Develop
<b>2.7</b>	Academy Transformation Plan (T3/T4)	C&S	Make recommendations	Develop	Consult with	
<b>2.8</b>	Academy Curriculum Plan					Develop
<b>2.9</b>	Academy Teaching and Learning Policy					Develop
<b>2.10</b>	Trust Blueprints			Develop		Consult with
<b>2.11</b>	Monitor school performance for pupil outcomes, attendance and behaviour	C&S				Develop
<b>2.12</b>	Monitor the impact of Pupil Premium, Sports Premium (primary) and other additional funding across the Trust	C&S		Develop	Monitor	Responsible for statutory reporting
<b>2.13</b>	Careers Information and Guidance				Monitor	
	<b>Behaviour and Attitudes</b>					
<b>2.14</b>	Behaviour Policy and monitoring behaviour in schools					Develop
<b>2.15</b>	Ensure each school has effective attendance processes in place					Develop
<b>2.16</b>	Suspensions					

2.17	Permanent Exclusions			Consult with DoE	Arrange panels to review exclusions	
2.18	Direct a pupil to alternative provision					
2.19	Arrange a managed move					
<b>SEND</b>						
2.20	Educational performance of SEND pupils	C&S		Monitor performance of SEND pupils	Monitor effectiveness of school's SEND provision	Monitor effectiveness of school's SEND provision
2.21	Approve SEND Policy					
2.22	Appoint a SENCO			Consult with Director of Inclusion		
2.23	Liase with the Local Authority in respect of pupils who have (or might have) SEND					
2.24	Make provision for SEND pupils					
2.25	Appoint a SEND Trustee/champion					
2.26	Appoint a SEND link governor					
<b>Safeguarding</b>						
2.27	Trust-wide Safeguarding and Child Protection Policy			Develop and review annually	Review school-specific details in policy and monitor implementation of policy	Personalise for local context as directed
2.28	Trust-wide Safer Recruitment of staff Policy	P&C		Develop		
2.29	Appoint a school safeguarding lead					
2.30	Appoint a Safeguarding Trustee					
2.31	Appoint a Safeguarding Link governor					

<b>2.32</b>	Ensure the Single Central Record (SCR) for schools is complete and regularly updated			Monitor compliance	Monitor compliance	
<b>2.33</b>	Ensure the Single Central Record (SCR) for central team is complete and regularly updated					
<b>2.34</b>	Ensure the school has an appropriate number of trained DSLs and that their details are published on the school website					
<b>2.35</b>	Ensure school staff, Trust central team and governance community receive regular and appropriate safeguarding training			For central team & Trustees	Monitor compliance	For school staff and governors
<b>2.36</b>	Ensure appropriate members of staff and Chair of governors are trained in safer recruitment					Ensure at least one member of every recruitment panel has completed the training
<b>2.37</b>	Ensure that each school has appointed a designated teacher to support Looked After Children					



3. STAFFING AND HR		Board	CEO	CLT	LGB	Principal
<b>Staff Structure</b>						
3.1	Approve Trust staff structure & complement			Develop		
3.2	Approve academy senior management structure					Develop
3.3	Approve Academy staff structure					Develop
3.4	Approve formal staff restructure plans which could involve potential redundancies	For trust-wide restructures	For trust-wide restructures make recommendation with Central HR Advice and support	For local re-structures, report to P&C		Make recommendation with Central HR Advice and support
3.5	Restructuring of a staff group pay and conditions					Make recommendation with Central HR Advice and support
3.6	Changes to Employee Terms & Conditions			Develop		
<b>Recruitment</b>						
3.7	CEO, CFO, DCEO appointment					
3.8	Other Central Leadership Team appointments					
3.9	Central Team appointments					
3.10	Headteacher & Deputy Headteacher appointments	Inform			Consult with	
3.11	Other Senior leadership appointments				Consult with	
3.12	Teaching and support staff appointments					
3.13	Appointment of Senior Finance Lead, Finance staff, ICT Network Lead, ICT technical staff, HR staff					
3.14	Appointment of Site Managers			Consult with		

<b>Pay Policy</b>						
3.15	Approve Trust wide Pay Policy	P&C to recommend		Develop policy		Comply with policy
3.16	Teachers annual pay award	FEOC				
3.17	Support staff annual pay award	FEOC				
3.18	Determination of pay ranges	R&G	Make recommendation			
3.19	Review and approve pay progression recommendation for CEO,	R&G				
3.20	Review and approve pay progression recommendations for Trust leaders	R&G	Make recommendation			
3.21	Review and approve pay progression recommendations for Principals	R&G	Make recommendation			
3.22	Review and approve pay progression recommendations for other academy staff					
3.23	Review of Academy's ISR and other pay range related matters	R&G				
<b>Pension Policy and Discretions</b>						
3.24	Handling of all pension matters (teachers and support staff)					
3.25	Approval of use of pension discretions (decisions that can be made at the employer's discretion)					
3.26	Approval of pension strain payments eg for ill-health retirement. (For financial authorisation in relation to staff severance see 4.36 and 4.37)					
<b>Operation of Policies</b>						
3.27	Performance management	For CEO	For ELT	For central staff, Principals/HTs		For all school staff including deputies

3.28	Approval of redundancy agreements (for approval of settlements see 4.36 for financial approval)			Make recommendation		Make recommendation
3.29	Suspension or Dismissal or disciplinary and appeal of CEO	Suspension/dismissal by Chair with external advice, appeal by panel				
3.30	Suspension, dismissal, disciplinary or appeal of Headteacher		Appeal panel of 3 chaired by CEO	Director of Education with Director of People advice and approval		
3.31	Suspension, dismissal of other staff		If ELT/CLT, with advice from central HR	requires Central HR Team advice and approval		requires Central HR Team advice and approval
3.32	Authority to issue warnings or other disciplinary measures except dismissal (other staff)			For central team		HT or nominated deputy with Central HR Team support and advice
3.33	Appeals against disciplinary action or dismissal (other staff)		If no prior involvement; with Central HR Team support and advice	If no prior involvement, or for academy staff where Principal involved; with Central HR Team support and advice		Principal if not involved in disciplinary; with Central HR Team support and advice
3.34	Employee grievances and appeals	Appeals in exceptional cases	For executive directors; with Central HR Team support and advice	For school staff with Central HR Team support and advice		For school staff with Central HR Team support and advice
3.35	Act on behalf of the Trust in legal disputes					

4. FINANCIAL GOVERNANCE		Board	CEO	CLT	LGB	Principal
<b>Financial and Statutory Reporting</b>						
4.1	Appoint the Accounting Officer		Act as the Accounting Officer			
4.2	Appoint Trust external auditors	ARA to recommend to Members		Management of appointment process		
4.3	Appointment of Trust internal auditors	ARA to recommend		Management of appointment process		
4.4	Maintain a register of business interests for the Trust					Maintain register for school and LGB
4.5	Approve Annual Accounts and associated returns for submission to funding and regulatory bodies	ARA to recommend	To review as Accounting Officer	Prepare and review for recommendation to CEO and Board. Work with external auditors to prepare Annual Report and Accounts and Academies Accounts Return		
4.6	Approve School Resource Management Self- Assessment Checklist	FEOC to approve submission. Trust Board to be sighted on submission		Prepare and review for recommendation to the CEO and FEOC		
4.7	Approve submission of Academies budget forecast return (related to budget process below)	FEOC to recommend 3-year budget	Review as Accounting Officer	Prepare and review		
4.8	Authorised to complete and submit other accounting returns including those related to PAYE, VAT, pensions and Gift Aid					
<b>Budget and Management Reporting</b>						
4.9	Agree long term financial strategy of the Trust	Recommendation by FEOC	Make recommendations			

4.10	Approve the annual budget and associated medium term financial plan (5 years in total)	Recommendation by FEOC	Endorsement as Accounting Officer	Prepare financial plans for recommendation to Board		Propose local budget
4.11	Determine how central services will be funded	Recommendation by FEOC	Endorsement as Accounting Officer	Make recommendations and undertake relevant stakeholder engagement		Consult
4.12	Monitor monthly management accounts and outturn forecast	Reviewed by the Chair of the Board and Chair of FEOC each month and available to all Trustees. Presented to Board and FEOC Committee meetings for review.		Monitor budget and forecasts		Complete review with Trust business partnering lead each month
4.13	Approve requests to use reserves in line with the Reserves Policy (as part of annual budget process)	Recommendation by FEOC		Make recommendations		
4.14	Approve requests to use reserves in line with the Reserves Policy (outside of annual budget process)	FEOC (requests over £50,000)		Delegated authority to ELT (and headteacher representation) for requests under £50,000 to a cumulative sum of £100,000		One primary and one headteacher representative to consider reserves bids under delegated authority with ELT
4.15	Approve changes to approved budgets including virements between budget headings and expenditure not provided for in the budget (Limits set out in Finance Regulations)	FEOC		Delegated authority (within agreed limited)		Delegated authority within agreed limits and supported by appropriate business case as directed by the ELT

Systems of Internal Financial Control						
4.16	Adopt Trust Financial Regulations	FEOC		Develop regulations (updating regularly to ensure compliance with the Academy Trust Handbook) and monitor compliance		Comply with regulations
4.17	Ensure proper financial controls are in place across the Trust		Provide assurance to ESFA as Accounting Officer	Ensure adequate controls are in place.		Ensure that controls are complied with at school level
4.18	Ensure recommendations in external audit reports are addressed			Review reports and ensure recommendations are addressed. Report to ARA and Board		Ensure that any school specific recommendations are implemented
4.19	Ensure recommendations in internal audit reports are addressed			Review reports and ensure recommendations are addressed. Report to ARA		Ensure that any school specific recommendations are implemented
Purchasing and Procurement						
4.20	Setting trust-wide procurement policies for suppliers including auditors, HR and payroll providers and solicitors in accordance with the funding agreement and <i>Academy Trust Handbook</i> .	FEOC		Make recommendations		
4.21	Set delegated levels of authority for the awarding of contracts	FEOC		Make recommendations		

4.22	Approve contracts which constitute related party transactions (noting the limits in the ATH requiring ESFA approval) above £1,000pa	FEOC to approve transactions with an annual contract More than £1,000	Approve transactions with an annual contract value less than £1,000	Make recommendations		
4.23	Authorise the placing of orders for goods and services (Limits as set out in the Financial Regulations)		Within agreed limits	Within agreed limits		Within agreed limits but noting those goods and services centrally procured
4.24	Enter into contracts (Limits as set out in the Financial Regulations)		Within agreed limits	Within agreed limits		Within agreed limits but noting those goods and services centrally procured
4.25	Authority to procure without following procurement policy (Procurement Waiver) for contract values less than Find a Tender limits	Reported to FEOC at least annually		Delegated authority to COO		Waiver must be obtained if appropriate
4.67	Ensure compliance with tendering processes					
4.27	Determine scope of services to be procured centrally and those to be procured at school level					Consult
<b>Banking and Cash Management</b>						
4.28	Open a bank account	In line with bank mandate which will include at least one non-executive Trustee		Make recommendations		
4.29	Make changes to the bank mandate	FEOC		Make recommendations		
4.30	Register and update online banking users and authorisers (in line with limits outlined in the Financial Regulations)					

4.31	Authorise applications for purchasing cards and changes to card and school credit limits					
4.32	Authorise applications for Equals card (prepaid expense card) and allocation of funds to cards					
<b>Financial Authorisation</b>						
4.33	Approval of payroll		Authorisation of Trust central payroll			Authorisation of monthly payroll costs for school
4.34	Authorisation of expense claims. In line with Financial Regulations (cannot authorise own expenses)	For CEO	as per line management	as per line management	For Principal/HT	For school staff
4.35	Write off bad debts and other balances (subject to ATH limits)	Approval by FEOC for referral to ESFA for amounts above ATH limits	Subject to delegated limits	Subject to delegated limits		
4.36	Approval of staff compensation payments below ESFA approval limits	Chair of R&G	Subject to delegated limits as laid out in financial regulations	Provide professional advice		
4.37	Approval of staff compensation payments requiring ESFA approval	Chair of R&G for recommendation to ESFA	Make recommendation	Provide professional advice		
4.38	Other compensation payments providing redress for loss or injury	Approval by FEOC for amounts above delegated limits and amounts for referral to ESFA above ATH limits	Subject to delegated limits as laid out in financial regulations	Make recommendations		
4.39	Ex gratia payments	Approval by FEOC for referral to ESFA		Make recommendations		
4.40	Adopt a Trustee and Governor Allowances Policy	R&G		Develop		



4.41	Issuing of guarantees or indemnities	FEOC		Delegated if part of standard contractual negotiations		
<b>Fixed Assets</b>						
4.42	Management of capital projects					
4.43	Acquiring a freehold on land and buildings	FEOC to approve for submission to ESFA		Recommend approval to Board for submission to ESFA		
4.44	Disposing of a freehold of land and buildings	FEOC to approve for submission to ESFA		Recommend approval to Board for submission to ESFA		
4.45	Dispose of heritage assets	FEOC to approve for submission to ESFA		Recommend approval to Board for submission to ESFA		
4.46	Acquisition of assets (non land and buildings)		Subject to delegated limits as laid out in financial regulations	Subject to delegated limits as laid out in financial regulations		Subject to delegated limits as laid out in financial regulations
4.47	Disposal of assets (not land, buildings or heritage assets)	FEOC	Subject to delegated limits as laid out in financial regulations	Subject to delegated limits as laid out in financial regulations		Subject to delegated limits as laid out in financial regulations
<b>Leasing</b>						
4.48	Take up a finance lease	FEOC to approve for submission to ESFA		Make recommendations to FEOC for submission to the ESFA		
4.49	Take up a leasehold or tenancy agreement on land and buildings	FEOC to approve for submission to ESFA (if >7 years) or approve		Make recommendations to FEOC		

<b>4.50</b>	Grant a leasehold or tenancy agreement on land and buildings	FEOC to approve for submission to ESFA above delegated limits		Make recommendations to FEOC		
<b>4.51</b>	Grant a licence, wayleave or any other right in relation to land and buildings requiring ESFA consent	FEOC to approve for submission to ESFA above delegated limits		Make recommendations to FEOC		
<b>4.52</b>	Take up any other operating lease (non-land and buildings)		Delegated authority up to agreed limits	Delegated authority up to agreed limits		

5. HEALTH & SAFETY AND ESTATES		Board	CEO	CLT	LGB	Principal
5.1	Trust Asset Management Strategy		Make recommendations to Board			
5.2	Academy Estates Plan					Consult
5.3	Approve SCA Policy & strategic capital plan	FEOC		Develop policy and make recommendations		
5.4	Health and Safety Policy	FEOC		Develop policy. Oversee H&S across the Trust		Personalise for local context. Day-to-day implementation and monitoring by H&S committee
5.5	Managing Medical Needs and First Aid Policy	FEOC				Implement policy ensuring first aid procedures in place
5.6	Ensure statutory obligations are met and logged in Every including, but not limited to, Legionella testing, electrical inspection and fire risk assessment.			Monitor and report to FEOC		Appoint a designated member of staff with responsibility for H&S
5.7	H&S accident reporting			Monitor and report to FEOC		Monitor and report to CLT. Ensure statutory reporting takes place in consultation with CLT
5.8	Risk Assessment			Ensure valid risk assessments are in place across the schools		Ensure that risk assessments are in place for academy

5.9	Ensure that appropriate insurance or membership of the Risk Protection Arrangement is in place					
5.10	Critical Incident Planning					Personalise for local context. Day-to-day implementation and monitoring