



# **EASTERN LEARNING ALLIANCE**

**Scheme of Delegation – Sep 2023**

# Introduction

## Who we are

Eastern Learning Alliance (ELA) is a Multi-Academy Trust (MAT) that was formed from the merger of Cambridgeshire Educational Trust and the Morris Education Trust in September 2020. Legally, MATs are exempt charitable companies limited by guarantee – our registered company number is 07899393. As a charitable company we have the main “charitable object” of providing educational services to the communities we serve. A secondary object allows us to provide leisure facilities to our communities – for example through sports centres and room lettings. Our detailed charitable objects can be found in our Articles of Association.

Our Trust brings together educationalists who share a set of common values which ensure all members of our communities can relish the joy of learning through being part of an innovative, collaborative and inspiring educational environment.

We wish every student in our care to thrive and achieve their potential. In order to do this students need excellent teaching, support and care; these aspects should be delivered so that they are inclusive and accessible for every student and member of our community.

Our communities of schools, sports and leisure and adult learning centres are all focused on increasing opportunities for the enjoyment of lifelong learning. We welcome schools on the journey of lifelong learning who are excited by and committed to these shared values.

## Our vision and values

Our family of schools and colleges are individual in character but united by the following vision:

- To build a better world through education.
- To enable all students to achieve their full potential.

Our schools will pursue this vision, underpinned by these values:

- Excellent outcomes in progress, attainment and development accessible to all
- No barrier to participation through diversity or individual needs
- Compassionate school cultures, underpinned by positive human relationships
- Access for all to lifelong learning
- Staff who are enthused by their own learning and professional development, fostering a passion for learning in their students
- Education that prepares each student to become a responsible global citizen
- Recognition of the school’s role in serving the needs of the local community.

## How we aim to deliver on our vision and values

Our mission is to achieve our vision and values by:

- Developing and growing a family of local schools operating successfully as a MAT of mixed phases and settings
- Creating a love of learning in students and providing access for all to lifelong learning
- Supporting students to flourish and thrive in a climate of 'high challenge, low threat'
- Being at the forefront of inclusive practice in education and celebrating diversity in all aspects of school life
- Giving staff and student wellbeing a high priority
- Encouraging and enabling staff to take an active part in both in-house and external high-quality CPD programmes
- Ensuring the Trust grows through efficient and effective use of all resources, and maximises income generation consistent with the values of the Trust
- Communicating successfully and engaging positively with all stakeholders of the Trust
- Ensuring the Trust continues to fulfil its role appropriately at the heart of each of the communities it serves.

## What is a “Scheme of delegation” (SoD)

The Trust is run by a board of trustees that is accountable to the Secretary of State for Education for the performance of each academy within the Trust – the Board has overall legal responsibility for the operation of the MAT and the academies within it. This SoD sets out how the Board delegates some of its responsibilities to different parts of its organizational structure (the CEO, the LGBs and the academy Principals), though the Board always retains ultimate responsibility.

In particular, in tune with our vision, the Board wants to use the skills and knowledge of Local Governing Bodies to help it challenge and support the professionals working within its academies, in order to provide the best outcomes for every child and young person in the Trust.

Note: for a full picture, the SoD should be read in conjunction with other relevant documents of the Trust – the Memorandum and Articles of Association, Funding Agreement(s), the Financial Control Procedures and other supporting documents.

# Roles and Responsibilities

## The Members

The members are akin to shareholders in a commercial company and control the direction of the academy Trust through the appointment of Trustees and control of the governance structure of the Trust.

The Articles of Association describe how Members are recruited and replaced; there must be at least three Members, although the DfE prefer at least five.

## The Board of Trustees (the 'Board')

The MAT is an exempt charitable company and so the Trustees have the responsibilities and obligations of both charity trustees and company directors. Note that the terms 'trustees' and 'directors' as well as 'trust' and 'board' can be used interchangeably and have the same meaning in this document.

The Board has ultimate responsibility for the effective running of the Trust and the individual academies within it. The Board may decide to form committees with delegated responsibilities to carry out certain of its functions - the term 'Board' will therefore include any such committees/boards that may be formed from time to time.

## The Chief Executive Officer (the 'CEO')

A significant number of responsibilities under the SoD are delegated by the Board to the CEO. As the CEO may choose to delegate some of these functions to members of the central team, the reference to 'CEO' may include the Chief Finance Officer or other staff employed centrally. The CEO is responsible to the Board for the overall leadership of the Trust including legal responsibility for all schools in the Trust. The CEO is also appointed by the Board as the Accounting Officer for the Trust and has responsibilities to the DfE and the ESFA for the propriety of the trust's financial matters according to the Academies Financial Handbook and the Trust's funding agreement.

## The Principal(s)

The 'Principal' is the senior teacher in a school; in some schools this role is called the 'Head of School' or Executive Head. The Principal will be assigned delegated powers but may choose to delegate these further to another member of staff e.g. Vice Principal. Where the document refers to 'Principal' this may include other staff members who have been delegated responsibilities, with the understanding that the ultimate responsibility lies with the Principal.

## The Local Governing Bodies (the ‘LGB’s)

The Board delegates some of its powers within the SoD to Local Governing Bodies (LGBs) to be established within each school. These support the successful operation of each individual academy and form a link between the school and the Board. The LGB may choose to delegate some of these powers to smaller committees or the Principal as it deems fit to fulfil its responsibilities. Where the document refers to the ‘LGB’ this may include such committees or further delegation, but with the understanding that the ultimate responsibility lies with the LGB.

The LGB is responsible for monitoring pupil progress and attainment; monitoring school strategic priorities; providing local governance and assistance to the trustees in the fulfillment of their duties; and oversight of school budget management. The LGB may raise issues with the Board at any time they see fit. The Board will appoint a nominated trustee to each member school. This trustee is expected to attend a minimum of one LGB meeting a term and should work with the LGB Chair to ensure there is good two-way communications between the Board and the LGB. The link Trustee will report directly back to the Trust Board at every meeting.

### Local Governing Body Structure

The make-up of the Local Governing Body will depend on the whether or not the academy is a sponsored academy and also its school ‘Ofsted’ category prior to conversion as set out in the funding agreement. This structure may be amended if governance is identified as a weakness in the regular monitoring of the work of the academy. The Board has a suggested model of 12 governors for LGBs, although this may be varied to take account of local circumstances with Board approval. A typical composition would be:

Type of Member	Number	Term of Office	How they are appointed or elected
Principal (Executive Head/Head of School))	1	Indefinite	By appointment to the post
Community Governor	4+	4 years	Appointed by the Board following consultation with or proposal from the LGB
Teaching staff Governor	1-2	4 years	Teacher election – secret ballot to be organised by the relevant Academy
Associate staff Governor	1	4 years	Associate staff election – secret ballot to be organised by the relevant Academy
Parent Governor	4	4 years	Parent election – secret ballot to be organised by the relevant Academy

Clerk to the LGB	1	Indefinite	To be appointed by the LGB
------------------	---	------------	----------------------------

Any Trustee is entitled to attend any LGB meeting, though will not be counted towards the quorum for that meeting. The LGB may also have associate members who do not count towards the quorum and do not have voting rights. The quorum for any LGB meeting will be 4 members or (where greater) any one third of the total number of LGB members in office at the time of the meeting.

### **Term of office and resignation/removal**

The qualifications for being eligible to sit on the LGB are, as for the Trustees, set out in the Articles of Association. LGB members will be required to sign a form indicating their eligibility prior to appointment. Every LGB member will be required to have a satisfactory enhanced DBS check prior to appointment. The term of office for all governors will be 4 years except for the Principal who is an ex-officio member. Any LGB member who is elected/appointed as a parent member of the LGB and whose child leaves the academy to move on to their next stage of education may serve out their term of office. The Principal and staff LGB members will no longer sit on the LGB if they no longer work at the academy. Governors may be removed by the body that appointed them except for elected Parent Members who may be removed by the Board.

The Board may remove any member who, in its reasonable opinion, has become ineligible to sit on the LGB as set out in the Articles or who has acted in a manner that brings the Trust or the academy into any kind of disrepute.

## **Delegated Powers**

The powers delegated by the Board are set out below. The Board reserves the right to overrule this scheme if at any point it judges the relevant person/body is not acting in the best interests of the Trust or the children and young people for which that person/body is responsible. Other than in exceptional circumstances, this would only occur after the Board has given appropriate warning of its concerns and an opportunity to address them.

<b>1. GOVERNANCE</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Agree and amend Articles of association				Proposes amendments to the articles	Approve amendments to the articles
Appoint/remove Members					Members and their appointing bodies
Appoint/remove Trustees				Co-opts Trustees in line with Articles	Appointment of trustees confirmed by the Members.
Appoint and remove LGB members	<p>Administers the parent governor election process and makes recommendations to LGB if too few parents stand.</p> <p>Administers the election process for teaching and associate staff governors.</p>	<p>Recommends community (Trust-appointed) governors following appointments process and based on LGB self-evaluation and skills audit.</p> <p>Arranges for the election of parent, teaching and associate staff LGB members.</p> <p>Appoints co-opted members if required.</p>	Oversees the LGB appointments process.	<p>Appoints community governors on the recommendation of the LGB</p> <p>Monitors effectiveness of LGBs, references LGB self-evaluation and skills audits to inform decisions about appointments</p>	

<b>1. GOVERNANCE</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
DBS	Administers DBS checks for all LGB members.	Ensures each member of the LGB has an up to date DBS check and renews on any reappointment or election	Administers DBS checks for Board members.  Receives summary of checks for LGB members and monitors process  Ensures the Chairman of the Board undertakes an enhanced DBS check as required by the Secretary of State	Monitors DBS compliance through safeguarding reports from CEO.	
Register of business interests	Ensures register of business interests and governor information is on the academy website.	Clerk to the LGB maintains register of business interests and reports any amendments to CEO.	Ensures Board and LGB information and register of business interests is maintained and published on the Trust website.  Monitors academy websites.	Clerk to the Board maintains register of business interests for Board members.	
Appoint Chair/vice-chair		Annually recommends appointment of Chair to the Board (proposed by election).  Annually elect a Vice Chair.		Appoints Chair of LGBs	
Agree and amend the scheme of delegation		Consulted on the drawing up and any amendments to the scheme for their academy.	Advises the Board on the delegated powers for each academy following discussions with the LGB and the review of monitoring reports about the academy.	Delegates powers through its scheme of delegation and reviews annually.	



<b>1. GOVERNANCE</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Agree membership and terms of reference for committees		Agrees terms of reference and membership of any committees formed by the LGB.	Advises Board on LGB and Trust committees' terms of reference.	Agrees terms of reference for all Trust committees including LGBs.	
Appoint clerk		Agrees clerking arrangements with the CEO	Ensures appropriate clerking arrangements are in place across the Trust and makes recommendations to LGBs or takes action to replace clerk.	Appoints clerk to the Trust Board and committees other than LGBs.	
Meeting schedule		Ensures LGB meets at least half-termly and sets out further meetings of the LGB and committees as required.  Clerk sends schedule to the CEO.	Liaises with the Chair of the Board to arrange meeting schedule of the Board and its committees and their Chairs.  Monitors meeting schedules of LGBs	Meets monthly and sets out further meetings of Board and committees as required.  Meet once a year with all LGB members and Trust members	Meet at least annually to receive accounts and review trust.
Setting agendas and managing minutes.	Liaises with LGB Chair on setting agendas.	Chair of the LGB sets the agenda following consultation with the Principal and the CEO as necessary.  Clerk sends agenda and draft minutes to CEO.	Informs LGB Chair and Clerk of any items that must be included on any LGB agenda if required.  Liaises with the Chair of the Board on setting agendas.	Chair of the Board sets the agenda consulting with the link Trustees, clerk and the CEO as necessary.	

<b>1. GOVERNANCE</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Vision, Values and Aims of Trust	Ensure the Academy complies with and actively promotes the Trust's vision, values and aims	Supports and challenges the Principal to ensure the Academy embodies the vision, values and aims of the Trust	Ensures all the Trust's Academies embody the vision, values and aims of the Trust  Reviews the vision, values and aims and presents this to the Board	Supports and challenges the CEO to ensure all the Trust's Academies embody the vision, values and aims of the Trust.  Recommends amendments to these as required	Reviews the vision, values and aims annually and adopts them as required
Policy Development and approval	Draws up academy-specific policies outside the Trust model framework.  Adapts model/trust-wide policies with information appropriate for individual academy/school context and returns to CEO once agreed by the LGB.  Ensures up to date policies are published on the website.	Approves academy-specific policies.  Receives model/trust-wide policy.  Agrees and approves contextual amendments proposed by the Principal.	Develops Trust model policies for approval  Monitors academy-specific policies and may override LGB approval if policies do not fulfil statutory requirements or Trust-wide values.	Approves Trust policies  Approves any material variation between an Academy policy and the Trust model	

<b>2. PERSONNEL</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Appointment of Principal (including maternity leave and sickness absence)	Ensures any maternity leave dates, resignation or retirement notices go to the CEO as well as the Chair of the LGB.	Identifies LGB members to sit on appointments panel constituted by the CEO.  Chair ensures LGB members involved in recruitment undertake Safer Recruitment training (applies to all recruitment processes below).	<p>Informs the Board of resignation, retirement, maternity leave or sickness absence.</p> <p>Chairs the appointment panel and notifies the Board of its recommendation for the appointment.</p> <p>Provides opportunities for Safer Recruitment training (applies to all recruitment processes).</p>	Full Board ratifies (or not) the appointment of the Principal following advice from the CEO.	
Senior Leadership Team Recruitment	<p>Notifies the CEO and the LGB Chair as soon as they becomes aware of a potential vacancy in the Senior Leadership Team (vice/assistant principal, deputy/assistant head) or others on leadership (Lead Practitioners etc.)</p> <p>Liaises with the CEO and, where appropriate the LGB in constituting a recruitment panel.</p>	Where appropriate, identifies LGB members to sit on appointments panel constituted by the Principal and LGB Chair in collaboration with the CEO.	<p>Jointly leads the process for filling any vacancies in the Senior Leadership Team with the Principal and the LGB Chair.</p> <p>If there is any dispute over the appointment, the CEO will prevail (only if the appointment would be deemed to be detrimental to the academy and its students)</p>		

<b>2. PERSONNEL</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Teacher Recruitment	<p>Informs CEO and LGB Chair of any resignations.</p> <p>Leads the process for filling teacher vacancies in conjunction with the Senior Leadership Team and, where relevant, a representative of the LGB.</p>		<p>Provides advice and support as necessary for teacher recruitment including consideration of recommendation of staff from other academies in the Trust.</p> <p>Ensures relevant safer recruitment training has taken place</p>		
Associate Staff Recruitment	As above.		<p>Provides advice and support as necessary for recruitment including consideration of recommendation of staff from other academies in the Trust.</p>		
Principal Performance Appraisal and Salary Review		Chair of the LGB with CEO undertake appraisal and salary review.	<p>Responsible for the arrangement of the Principal's performance appraisal and refers to the Board for approval.</p> <p>Ensures Objectives link to Trust wide performance.</p>	Receives the report and agrees any pay increment.	
Teacher Appraisal and Salary Review	Undertakes appraisal and recommends pay changes to the Trust within agreed budget.		Co-ordinates the salary review process across the Trust particularly with respect to budget constraints and role equivalences	Receives the report and agrees any pay increment	

<b>2. PERSONNEL</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Terms of Employment	Consulted regarding any proposed changes to terms and conditions of employment.	Consulted regarding any proposed change to terms and conditions of employment.	Proposes any changes to terms and conditions of employment following consultation with staff (and unions where obliged to consult unions) and LGB.	Approves any changes to the terms of employment of Academy staff (both teaching and support).	
Reductions in Staffing and Revisions to Staffing Structures	<p>Notifies the CEO and LGB Chair as soon as possible after becoming aware that reductions in staffing may be necessary.</p> <p>Proposes a revised staffing structure with the support of the CEO and HR adviser for consultation with the LGB.</p> <p>Manages the redundancy process with the support of the CEO and HR Adviser.</p>	<p>Consulted regarding any proposals for reducing staffing or revising staffing structures.</p> <p>Works with the Principal, CEO and HR Advisor in supporting the restructuring process</p>	Supports the Principal throughout the restructuring process and attends consultation meetings or sits on the Trustees panel to approve	Approves or amends redundancy/restructuring proposal based on recommendation from CEO and HR Adviser (if involved at this stage).	

## 2. PERSONNEL

Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Disciplinary and grievance procedures	<p>Notifies the CEO, LGB Chair and HR Adviser as soon as possible after becoming aware of any circumstances that may need to be dealt with under the disciplinary or grievance procedures.</p> <p>Ensures the disciplinary and grievance procedures are followed.</p> <p>Notifies CEO that disciplinary action or suspension is being initiated.</p>	<p>Chair responsible for informing the CEO and HR Adviser if an allegation is made against the Principal.</p> <p>Chair supports the Principal and ensures the disciplinary and grievance procedures are followed with support from the CEO and HR Adviser.</p>	<p>Responsible for constitution of and (if relevant), inclusion on panels consisting of members of Board for Disciplinary and grievance hearings for the Principal and Appeal Hearings against the decision of the Principal.</p>	<p>Sits on panels for disciplinary/ grievance (Principal) and Appeal Hearings.</p>	
Capability Proceedings	<p>Manages the process set out in the appraisal and capability procedures.</p> <p>Keeps the CEO and LGB informed regarding the progress of the proceedings for any member of teaching or associate staff.</p>	<p>Informs CEO of any capability concerns regarding the Principal</p> <p>Chair works with CEO on proceedings involving the Principal.</p> <p>Chair supports the Principal during any proceedings (as relevant)</p>	<p>Manages the process set out in the appraisal and capability procedures where the Principal is subject to capability.</p> <p>Keeps the MAT Board informed regarding proceedings in a manner that does not 'taint' possible members of any panel.</p>	<p>Sit on panels for final stage Capability (Principal) and Appeal Hearings.</p>	

## 2. PERSONNEL

<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Retention/Exit Interviews	Ensure all staff leaving the organization are offered an opportunity to feedback their reasons for leaving through a questionnaire or face to face interview	Holds exit interview with staff who requests a local governor; informs the CEO and Board of any 'Red Flag' outcomes	Receives feedback to inform Trust strategy or make adjustments if necessary to ensure retention is maximized	Provide independent meeting point for staff if requested	

### 3. CURRICULUM AND STANDARDS

Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Curriculum and Teaching & Learning	<p>In consultation with the CEO, develops a broad and balanced curriculum consistent with current national and Trust strategies and trust wide values.</p> <p>Ensures Spiritual, Moral, Social and Cultural education is a priority across the curriculum.</p> <p>Works with other academies in the Trust to develop common practices to provide consistency within the curriculum and with teaching &amp; learning</p>	<p>Monitors curriculum and its implementation</p> <p>Plays role of ‘critical friend’ to ensure teaching &amp; learning is the strongest that it can be within the Academy</p>	<p>CEO monitors curriculum and teaching &amp; learning and facilitates school to school work to support curriculum development and build consistency across the Trust.</p>	<p>Receives reports from the CEO on curriculum development and teaching &amp; learning and monitors implementation and standards across the Trust.</p>	



### 3. CURRICULUM AND STANDARDS

Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Academy Development	<p>Draws up a draft School Development Plan (SDP) in conjunction with the CEO prior to submitting it to the LGB.</p> <p>Ensures that budget aligns with the SDP.</p> <p>Monitors the ongoing actions of the plan with the CEO and provides regular reports to the LGB.</p> <p>Undertakes regular academy self-evaluation and reports to the LGB and CEO.</p> <p>Sets challenging targets for assessment outcomes and achievement with the CEO.</p> <p>Fully supports the Trust Strategic Development Plan</p>	<p>Agrees SDP and targets following advice from CEO and Principal.</p> <p>Monitors the ongoing plan and takes action as necessary.</p> <p>Contributes to academy self- evaluation</p> <p>Monitors self-evaluation and progress towards targets and takes action as necessary</p> <p>Provides critical friendship to the Principal and ensures that the Academy supports the Trust Strategic Development Plan</p>	<p>Reports monthly to the Board on development across the Trust about standards and performance of each academy.</p> <p>Informs Board if monitoring indicates concern about the academy.</p> <p>Develops, monitors, evaluates and reviews the Trust Strategic Development Plan and reports to the Board its impact and development</p>	<p>Monitors development across the Trust and takes action as necessary.</p>	

4. WELFARE					
Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Safeguarding	<p>Ensures a senior qualified Designated Safeguarding member of teaching staff has been appointed.</p> <p>Ensures all staff and LGB members receive regular safeguarding and Prevent training as set out in the CP and Safeguarding policy.</p> <p>Reports regularly to the LGB on safeguarding matters.</p> <p>Notifies the LGB Chair, CEO and HR adviser immediately of any allegation made against a member of staff.</p> <p>Appoints a designated teacher for Looked After Children</p> <p>Maintains the Single Central Record.</p> <p>Undertakes DBS checks for all staff and volunteers.</p>	<p>Responsible for monitoring the implementation and effectiveness of the academy's safeguarding and child protection policies.</p> <p>Appoints one of its members as the designated governor to liaise with the Academy's Designated Safeguarding Lead regarding safeguarding matters.</p> <p>Chair or designated governor liaises with Principal in arranging regular safeguarding training for all members.</p> <p>Monitors Single Central Record and ensures it is up to date.</p>	<p>Ensures each academy has appointed designated leads and governors for Looked After Children and safeguarding.</p> <p>Makes arrangement for safeguarding audits (including SCR) and reports the outcomes to LGBs in detail and in summary to the Board.</p> <p>Informs the Board of any safeguarding allegation raised in respect of the Principal, any member of the Senior Leadership Team or any other key employee of the Academy and takes action as necessary.</p>	<p>Has overall responsibility for ensuring that safeguarding policies are implemented across the Trust and that it is satisfied that procedure and practice are compliant with those policies.</p>	

<b>4. WELFARE</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Special Educational Needs (SEN)	<p>Designates a SENCO</p> <p>Ensures compliance with the Disability Discrimination Act.</p> <p>Reports to LGB and CEO on achievement of SEND pupils.</p>	<p>Appoints governor responsible for SEN and inclusion.</p> <p>Monitors implementation of SEN policy and achievement of pupils with SEN, including compliance with statute.</p>	<p>Monitors outcomes for SEN pupils and reports any concerns to the Board.</p> <p>Ensures each academy is compliant with current legislation.</p>	<p>Through the Data Dashboard (DD), receives reports on outcomes for children with SEN and takes action as necessary.</p>	
Pupil Premium (PP)	<p>Implements PP Policy and appoints an SLT lead for oversight of PP</p> <p>Develops plan for the use of PP to be submitted to the LGB</p> <p>Monitors the impact of PP and amends plan as necessary. Reports to the LGB.</p>	<p>Appoints a governor responsible for PP.</p> <p>Approves PP policy and plan.</p> <p>Monitors impact of PP.</p> <p>Ensures statutory information regarding PP is published on the academy website.</p>	<p>Monitors impact of PP across the Trust and reports to the Board.</p>	<p>Through the DD, receives reports on PP and takes action as necessary.</p>	

<b>4. WELFARE</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Behaviour and attendance	<p>Reports on pupil absences and develops procedures to continually improve attendance.</p> <p>Implements appropriate behaviour strategies and reports regularly on behaviour to the LGB.</p> <p>Informs CEO immediately of any serious incidents.</p> <p>Ensures exclusions policy and procedures are followed.</p>	<p>Agrees academy attendance policy and targets.</p> <p>Monitors levels of attendance and takes action as necessary.</p> <p>Agrees academy behaviour policy following Trust model and guidelines.</p> <p>Monitors behaviour in the academy.</p> <p>Constitutes panel to review exclusions as required by the exclusions procedures</p>	<p>Monitors attendance, behaviour and exclusions across the Trust and reports to the Board.</p> <p>Supports Principal in setting up exclusion hearings.</p>	<p>Monitors behaviour, attendance and exclusions across the Trust and takes action as necessary.</p>	

<b>5. ACADEMY ORGANISATION</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Term dates and academy hours	<p>With the CEO, agrees term dates, Inset days and opening hours based on local context and other provision in the area</p> <p>Reports agreed term dates, Inset days and opening hours to CEO.</p>		Monitors across the Trust and reports any issues to the Board.		
Admissions	Ensures admissions procedures are followed.	<p>Agrees admissions policy based on current regulations and Trust requirements and in accordance with the admissions code.</p> <p>Undertakes statutory consultation process, if changes to policy proposed.</p>	<p>Ensures all admission policies are compliant and academies use an appeals service that fulfils statutory requirements.</p> <p>Advises Board of admissions policy of schools joining and any amendments thereafter.</p>	Approves admissions policy and procedures	

## 5. ACADEMY ORGANISATION

Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Information Management	<p>Ensures publication of statutory information on the academy website.</p> <p>Maintains accurate and secure pupil and staff records.</p> <p>Ensures compliance with data protection legislation in the academy.</p> <p>Ensure that all staff are trained on IT and information management and privacy.</p> <p>Ensures effective implementation of data protection policies and procedures.</p> <p>Ensures secure systems are in place.</p>		<p>Sets standards for information security, privacy, data protection and freedom of information for Trust.</p> <p>Ensures compliance with data protection legislation across all academies.</p> <p>Maintains accurate and secure staff records for the Trust central functions.</p> <p>Ensures registration with the Information Commissioner's Office is up to date.</p>	<p>Approves data protection policy and monitors procedures at Trust level.</p>	

6. PREMISES					
Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Health and Safety	<p>Draws up site-specific health and safety procedures based on Trust policy and procedures.</p> <p>Ensures suitable risk assessments are prepared and appropriate actions taken.</p> <p>Ensures that proper policy is followed in good time for all external visits.</p> <p>Monitors the accident book and agrees appropriate actions.</p> <p>Reports immediately to the LGB and CEO any serious incidents.</p> <p>Reports compliance with health and safety systems termly to the CEO.</p>	<p>Appoints a governor with responsibility for Health and Safety.</p> <p>Approves site-specific procedures.</p> <p>Monitors the effectiveness of health and safety policy and procedures.</p> <p>Undertakes annual site inspections with a senior member of staff.</p>	<p>Determines the Health and Safety policy and ensures that it is known to all academies and staff.</p> <p>Develops a health and safety reporting framework and central monitoring system to provide the Board with positive assurance of compliance.</p> <p>Ensures adequate insurance cover is in place.</p> <p>Monitors health and safety procedures across the Trust.</p> <p>Reviews academy risk registers and reports health and safety performance to the Board.</p> <p>Ensures that health and safety performance is considered in all building maintenance contracts and ensures compliance is monitored during works.</p>	<p>Reviews risk management and maintains Trust risk register.</p> <p>Approves insurance arrangements.</p> <p>Approves Trust Health and Safety policy.</p>	

6. PREMISES					
Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Maintenance	<p>Works with building consultants to draw up a Premises Maintenance Programme within Trust guidelines that is costed and the expenditure built in to the Budget Forecast</p> <p>Reports plan to the LGB and CEO.</p>	<p>Approves plan and monitors the implementation of the Premises Maintenance Programme.</p>	<p>Monitors the Premises Maintenance Programmes and develops a Trust-wide programme to ensure good maintenance across the Trust.</p>	<p>Receives reports from the CEO on the Premises Maintenance Programmes across the Trust and makes amendments as necessary to ensure financial viability as well as appropriate learning environments.</p>	
Capital work	<p>Works with building consultants to identify capital needs and submits a building development plan to the LGB.</p> <p>Works with consultant and CEO to recommend projects to the LGB.</p> <p>Works with consultant and CEO to secure funding and approval from ESFA as required.</p>	<p>Agrees Building Development plan to be submitted to the Board.</p> <p>Agrees projects to be recommended to the CEO.</p>	<p>Reports on academy building development plans to the Board.</p> <p>Appoints building consultant from Board-approved list.</p> <p>Approves applications to secure funding / ESFA approval based on plan.</p> <p>Works with academy and building consultant to ensure efficient running of the project.</p> <p>Ensures long-run capital development requirements for the Trust are within overall Trust financial capacity.</p>	<p>Approves academy building development plans.</p> <p>Monitors capital work across the Trust.</p>	



7. FINANCE					
Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
General	<p>Operates compliant financial processes within the Academy,</p> <p>Maintains adequate operational and internal controls in line with the Financial Procedures and Policy Manual.</p> <p>Maintains full, accurate and up to date records in order to provide financial and statistical information</p>		<p>Recommends to the Board appropriate levels of delegation based on the current circumstances of the academy.</p> <p>Ensures the Financial Scheme of Delegation is operated in conjunction with Financial Regulations.</p> <p>Ensures the financial procedures reflect the scheme of delegation.</p>	<p>Approves the scheme of delegation which includes its financial powers and duties to its Trustees and Academies.</p> <p>Approves Financial Procedures and Policy Manual.</p> <p>Approves the amount to be retained from the academy budget to cover services provided centrally.</p>	

## 7. FINANCE

Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Audit	Ensures full, accurate and up to date records are kept and available for audit.	Informs the CEO if it suspects any irregularity affecting resources.	<p>Ensures full, accurate and up to date records are kept and available for audit.</p> <p>Receives the reports and supplementary information given by the external auditor and takes action as necessary.</p> <p>Ensures each academy is audited as required and procedures for internal audit followed.</p> <p>Ensures any actions agreed by the Board following reports on internal and external audit are carried out.</p> <p>Provide the Board with informed assurance of compliance with Trust procedures and the terms of the Funding Agreements and Academies Handbook</p>	<p>Appoints and removes external auditors</p> <p>Agrees process for appropriate internal audit.</p> <p>Receives reports on internal audit and agrees any necessary action.</p> <p>Informs the EFA if it suspects any irregularity affecting resources</p>	Receives annual financial accounts & audit report from the Board

## 7. FINANCE

Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Budgets/Budgetary control	<p>Prepares an annual draft budget plan in conjunction with the CEO before the start of the relevant financial year.</p> <p>Monitors expenditure and income against the approved budget and submits regular reports on the school's financial position to the CEO.</p> <p>Approves the virement between and within budget headings up to £10,000.</p>	<p>Is informed about the annual draft budget</p> <p>In particular is consulted about budget decisions that will affect teaching and learning and the curriculum</p>	<p>Oversees the preparation of the draft financial statements for each academy prior to audit.</p> <p>Agrees the annual academy budget for formal approval by the Trust by 15th June prior to the start of each financial year.</p> <p>Ensures that each academy has approved the annual academy budget by 30 June prior to the start of each financial year</p> <p>Monitors the effectiveness of financial controls in the academy and holds the Principal to account for financial performance.</p> <p>Reports the budget to the Board.</p>	<p>Approves the audited financial statements prior to submission to the Secretary of State by 31 December.</p> <p>Approves academy budget for submission to the EFA by 31 July.</p> <p>Considers budgetary control reports for each academy's accounts with relevant explanations and documentation where required.</p> <p>Authorises virements in excess of £50,000 between or within budget headings for each academy.</p>	

7. FINANCE					
Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Budgets cont.	Reports to the CEO all significant financial matters and any actual or potential overspending.		<p>Monitors income and expenditure from individual academies and the centre and makes regular reports to the Board.</p> <p>Reviews the draft financial statements prior to audit and approves the audited financial statements prior to submission to the Secretary of State by 31 December.</p> <p>Manages central spending and reports this to the Board.</p> <p>Authorises virements in excess of £10,000 between or within budget headings for each academy.</p> <p>Considers budgetary control reports on the academy's financial position, taking appropriate action to contain expenditure within the budget and reporting to the Board.</p> <p>Reports to the Trust all significant financial matters and any actions or potential overspending</p>		

## 7. FINANCE

Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Contracts, purchasing and payments	<p>Ensures all contracts and agreements conform with Trust Financial policy and procedures.</p> <p>Signs contracts on behalf of the Academy.</p> <p>Accepts quotations up to £5,000 in value (1 written quote); from £5k to £40k (3 written quotes)</p> <p>Has receipt and custody of all tenders for own academy.</p>		<p>Identifies Trust wide services and arranges for contract tenders.</p> <p>Has receipt and custody of all tenders.</p> <p>Signs contracts on behalf of the Trust.</p> <p>CFO authorises the award of contracts for purchases above the value of £40,001</p> <p>Advises academies on contracts and best value for money.</p> <p>Arranges for tendering and contract negotiation for services requested by a group of academies to achieve best value for money</p>	<p>Approves Trust wide contracts over the public procurement limit</p> <p>Maintains a Register of Business Interests for staff involved in the short listing or awarding of contracts on behalf of the Trust or academies.</p> <p>Authorises the advertising of tenders above the Public Procurement limit, and authorises the award of such tenders and informs the LGB.</p>	

<b>7. FINANCE</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Contracts, purchasing and payments cont.	<p>Authorises members of staff to receive goods and certify invoices for payment, ensuring the appropriate division of these duties between the staff.</p> <p>Ensures that all correct invoices are duly certified by authorised staff before payments are made and that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.</p> <p>Notifies the payroll provider of any matters affecting payments to employees.</p>				

<b>7. FINANCE</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Contracts, purchasing and payments cont.	<p>Maintains a Register of Business Interests for all governors and those academy staff involved in the short listing or awarding of contracts.</p> <p>Authorises the award of contracts or purchases of between £5,000 and £40,000 where such contracts are within the budget.</p>				

## 7. FINANCE

Responsibility	Principal	Local Governing Body	CEO and other officers as specified	Board	Members
Income and security of Assets	<p>Ensures the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with Trust financial policy and procedures.</p> <p>Arranges for annual independent checks of assets and the asset register.</p> <p>Authorises the write off of debts not collectable up to £15,000 (Subject to limits set by ESFA that require ESFA approval).</p>		<p>Arranges for adequate insurance cover for each academy.</p> <p>Maintains a permanent and continuous asset register of all items of furniture, equipment, vehicles and plant held centrally.</p> <p>Authorises the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of £5,000 or over.</p>	<p>Authorises the write off of debts not collectable over £15,000 (Subject to limits set by ESFA that require ESFA approval).</p> <p>Authorises the disposal of individual items of equipment and materials owned by the academy that have become surplus to requirements, unusable or obsolete with an original purchase value in excess of £10,000.</p>	



<b>7. FINANCE</b>					
<b>Responsibility</b>	<b>Principal</b>	<b>Local Governing Body</b>	<b>CEO and other officers as specified</b>	<b>Board</b>	<b>Members</b>
Income and security of Assets cont.	<p>Ensures proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under his/her control.</p> <p>Ensures that all income is accurately accounted for and is promptly collected and banked intact.</p> <p>Notifies the CEO and LGB Chair of any eventuality that could affect the academy's insurance arrangements.</p>				

<b>AUTHORISATION LEVELS</b>		
Delegated Duty	Value	Delegated Authority
	Up to £5,000	Budget holder only
Quotations and tendering for delegated items	£5,001-£10,000	One written quote - Principal and demonstration of value for money
	£10,000 to £40,000	Three written quotations are required* - Principal
	£40,001 to £75,000	Formal invitations to tender against a detailed specification, contract terms to a minimum of 4 suppliers*. Approval by the CEO.
	£75,001 to Public Procurement Threshold	Formal invitation to tender by advertisement/approved list to at least 4 candidates. Approval by CEO.
	Over Public Procurement Limit	Public Procurement advertising required, Board approval
Ordering Goods and Services (raising requisitions) for delegated items	Up to £5,000	Budget Holder
	£5,001-£10,000	One written quote demonstrating value for money
	£10,000 to £40,000	Three written quotations are required*
	£40,001 to £75,000 or any non-delegated item	Formal invitation to tender by advertisement/approved list to at least 4 candidates. Approval by CEO, Deputy CEO or CFO
	Over £75,001	CEO in conjunction with another Director
	Over public procurement limit	Advertising and Trustee approval required
Signatories for cheques, BACS payment authorisations and other bank transfers		Two signatories in accordance with bank mandate
Signatories for ESFA grant claims and ESFA returns		Two signatories (or as required by ESFA) from: <ul style="list-style-type: none"> <li>- Principal/CEO</li> <li>- Director of Finance (or equivalent)</li> <li>- CEO</li> </ul>
Virement of budget provision between budget heads (for delegated items)	Up to £10,000	Principal
	Over £10,000	CFO
	Over £50,000	Board
Disposal of assets	Up to £5,000	CEO
	Over £10,000	Board
Write-off of bad debts (Subject to limits set by ESFA that require ESFA approval)	Up to £15,000	Principal/budget holder (principal)
	Over £15,001	Board
Granting or take up of any leasehold or tenancy agreement exceeding three years	Any	CEO/Board
Authority to accept other than lowest	Any	CEO

<b>AUTHORISATION LEVELS</b>		
Delegated Duty	Value	Delegated Authority
quotation		
Recruitment (except all on Leadership scale)	Authorisation to advertise a vacancy	CEO in conjunction with the Principal
	Authorisation to appoint a named individual to a vacancy	Principal

\*Where it is not possible to obtain the required number of quotes, or the required number of suppliers does not exist, an exemption from these requirements can be obtained from the Trust Board.