DIOCESE OF HEREFORD MULTI-ACADEMY TRUST

SCHEME OF DELEGATED AUTHORITY

ALL ACADEMIES

SCHEME OF DELEGATION

(Please note where it states Local Academy Boards, this includes Strategic Task Groups, where these are the main form of governance within an academy)

THE PURPOSE OF THIS DOCUMENT

The Scheme of Delegated Authority ('SODA') exists to clarify the roles and responsibilities of the Trust (represented by the Board of Directors and the Executive) vis a vis Headteachers and Local Academy Boards (LABs). It further details different degrees of roles and responsibilities for academies that are performing well, versus those that are underperforming. The requirement for greater clarity of roles and responsibilities within the new environment of a Multi-Academy Trust was made clear in the Ofsted Summary Evaluation of the Trust (April 2019). The following Scheme of Delegated Authority is one of the principle outputs of the working agenda the Board of Directors is using to focus its resources on substantial improvement in the performance of the Trust.

The document should be seen as a 'rulebook' which will save time and energy that might otherwise be lost trying to clarify roles and responsibilities on an issue by issue,or Academy by Academy, basis. Its primary objective is to free up the time and resources of the LABs, Headteachers and the Trust so that we may all focus our time and resources on our mission to provide our children with the high quality education they deserve. Like all rulebooks it will be open to modification with time and experience. It is a rulebook that clarifies the responsibilities and expectations of each group of leaders with regard to each other.

Our Multi-Academy Trust

The Diocese of Hereford Multi Academy Trust (Trust) is run by an Executive, under a Board of Directors, referred to as 'Directors', and is accountable to the Department of Education (DfE), via the Education and Skills Funding Agency (ESFA). The Directors on the board are appointed by the Diocesan Corporate Members of Trust (DHET). Each Academy has its own Local Academy Board (LAB) or Strategic Task Group (STG). The members who serve on the Local Academy Board (LAB) are appointed by the Board of Directors. Local Academy Boards include both parent and staff representatives.

The Trust recognises three varying levels of support to academies within the Trust, namely:

- Low Support Academies that require a minimum level of monitoring/support
- Medium Support: Academies that require a medium level of monitoring/support
- High Support: Academies that require a high level of monitoring/support

The way the Trust works

The Directors have overall legal responsibility for the operation of the Trust and the academies within it. In practice, the Board intends to work in partnership with its family of academies. The Scheme of Delegated Authority (SODA), provides for certain functions to be to be carried out by one or more of the following:

- The Board of Directors ('the Board'); and/or
- The Chief Executive Officer ('the CEO'), who is an executive member of the Board of Directors; and/or
- The Chief Finance Officer ('the CFO'), who is an executive, but not a member of the Board of Directors; and/or
- The Headteacher/Executive Headteacher of the academy; and/or
- The Local Academy Board of the academy.

All academies are required to operate in accordance with Trust's policies and procedures, and to demonstrate the principles of good financial management. Academies are subject to annual external and internal audit, as well as other assurance work as requried by the Trust's Finance and Resources Committee. In the event that an academy is designated as "high-risk" (due to failing educational standands, accumulated deficits or poor financial management, etc.), then the academy shall be presented with a bespoke SODA that identifies the level of delegated responsibility in some, or all, areas.

The Board of Directors

Some of the Board's responsibilities fall within the remit of the Terms of Reference for either:

- Finance and Resources Committee; or
- Standards Committee.

Where functions are to be carried out by a Committee, this is identified in this SODA. If no Committee is mentioned, the full Board will deal with the matter.

The Senior Leadership Team ("SLT")

A significant number of responsibilities under the Scheme of Delegated Authority lie with the CEO. It is recognised that the CEO may choose to delegate some of their duties to the CFO and other staff in their team. The SLT currently comprises of the CEO, CFO and Senior Educational Officer, and is also supported by the Executive Leadership Team (ELT), which comprises of the CEO, Trust officers and Headteachers. The Chair of the Board also attends meetings of the ELT, when appropriate.

Support levels

Academies will be allocated a level of support, which will be linked to the performance of the academy in relation to:

- Ofsted report;
- Quality of teaching and learning
- Leadership and Management
- Outcomes
- Safeguarding
- Finance
- Estates
- People Management (HR)

The support will be reviewed at least once a year, in partnership with our stakeholders. Depending on the outcome of the School Effectiveness meetings, and/or any other exceptional circumstances, an academy may either stay in its allotted category or be moved to another. The CEO reserves the right to change the support group at any time if they believe that this is in the interests of both the academy concerned and the wider Trust family.

Local Academy Board (LAB) structure

The ‘make up’ of the Local Academy Board follows the category allocated to the academy:

Low Support - the LAB structure is proposed by the academy, in line with the Articles of Association (AoA), to the Board

Medium Support - the LAB structure is proposed by the academy, in line with the AoA, to the Board, however, there will be Trust-appointed support to fulfill a specific role

High Support - the Board of Directors, following recommendations from the CEO, will appoint a Stategic Task Group, consisting of a high level of executive support

If an Academy improves, and is moved to a higher category, it has more say in the ‘make up’ of its Local Academy Board. Conversely, if a Academy’s performance deteriorates, then it may be moved to a lower category, with consequent adjustment to its Local Academy Board.

The Strategic Task Group (‘STG’) has delegated power to control and support the academy; this may include withdrawing some of the delegated responsibilities of the academy leadership team and undertaking these duties as an STG. Where an STG is in place, LAB should read as STG in the SODA.

Delegated functions

The SODA covers six areas:

A. Vision and Ethos
B. Education
C. Finance
D. Human Resources
E. Asset Management
F. Strategy

NB: For a Multi-Academy Trust, there is more flexibility on the structure of a LAB/STG and this continues to be developed. Below are examples of those who can be appointed to serve on a LAB/STG.

Foundation *- appointed by the Trust Board who support to ensure the academy uphold the trust deeds and the Christian Distinctiveness and Ethos of our church schools.*

Staff *- Staff members elected by teaching and support staff;*

Parent *(statutory requirement either at Board or LAB level) parents or carers elected by other parents or carers with children at the school, or on occasion, appointed by the Trust/Local Academy Board.*

Trust *- a discretionary category appointed by the Academy Trust to fulfil a specific role on the LAB/STG.*

The Headteacher *– who has voting rights as an ex-officio member.*

The Trust has legal responsibilities to the DfE. It is expected to exercise a tight rein over High Support Level academies in order to secure the required school improvement, and this is reflected in the SODA. More responsibility is passed to Medium Support Level academies to reflect their lower level of support; for Low Support Level academies, it is very much the case of a "light-touch" approach.

The Trust has legal responsibilities to the DfE and the ESFA. It is expected to exercise robust control over High Support Level academies, across all aspects of leadership and management, in order to secure the required school improvement, and this is reflected in the SODA.

Working together as a family

In addition to the school improvement programme, all academies within the Trust family may be asked to contribute to one or more of the following:

- Development and maintenance of academy policies
- Sharing of best practice through academy-to-academy support
- Provision of emergency cover
- Mentoring and coaching of staff
- Recruitment, training and appraisal of members of Local Academy Boards

Section A: Vision and Ethos					
Responsibility	**Academy Support Group**	**Board of Directors**	**Executive**	**Headteacher/Executive Headteacher**	**Local Academy Board/Strategic Task Group**
A1 Ensure that the Academy strongly demonstrates its distinctiveness, and enables all children to flourish in order to live a life in all its fullness (see Church of England's Vision for Education)`	All	Review and/or amend the ethos, aims and values of Trust. Work with LABs to help monitor and develop the ethos within each Academy and the extent to which it enables children to flourish.	The CEO, with the support of SEO and the Diocesan Education Team, will monitor and evaluate the vibrancy of the ethos and lived-out-vision within each academy.	The Headteacher/Executive Headteacher (EHT) work with the LAB and the Executive to set, and ensure that, the Academy lives out, a vision and ethos which is aligned with the aims and values and the Church of England Vision for Education 2016.	Develop the ethos and vision statement for an individual academy which aligns with the Church of England's Vision for Education 2016. Help to monitor and to ensure that this is lived out day-to-day within the Academy, reporting regularly to the Board of Directors.

Section B: Education					
Responsibility	**Academy Support Group**	**Board of Directors**	**Executive**	**Headteacher/Executive Headteacher**	**Local Academy Board /Strategic Task Group**
B1 School Development Plan (SDP) (including curriculum and standards)	High Support	The Board will approve the draft SDP, subject to any modifications it wishes to make for High Support support-level academies. The Board to receive reports from the CEO, regarding implementation and impact of each SDP.	The SEO is to present the termly SDP to the Standards Committee. The SEO is to monitor delivery of the SDP on a termly basis, or at such other intervals as the Standards Committee may, from time to time, determine, with resultant intervention, if necessary.	The Headteacher/ EHT is to draw up a termly, draft SDP, in conjunction with the SEO. The Headteacher/ EHT is to co-operate with the SEO, or their SIP, in the ongoing monitoring of the SDP.	The LAB will receive termly reports on progress toward priorities in the SDP, and is to act to report significant slippages in the proposed plans to the SEO.
School Development Plan (including curriculum and standards)	Low Support and Medium Support	The Board to receive reports from the CEO, regarding implementation and impact of each SDP.	The SEO is to present the termly SDP to the Standards Committee.	The Headteacher/ EHT is to draw up an annual draft SDP, in conjunction with the SEO, or their SIP and present it to the Standards Committee. The SDP is to contain any proposals the academy wishes to make to carry out school improvement work for other academies within the Trust family.	The LAB is reponsible for monitoring the implementation of the approved SDP on a termly basis.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
B2 Academy hours	Low Support			The Headteacher/ EHT recommends opening and closing times to the LAB.	The LAB agrees the academy hours.
Academy hours	Medium Support and High Support		The CEO will approve the opening and closing times for academies.	The Headteacher/ EHT recommends opening and closing times to the LAB.	The LAB recommends opening and closing times to the CEO for approval/amendment.
B3 Term Times & PD Days	Low Support			The Headteacher/ EHT recommend term times (including PD Days) to the LAB.	The LAB agrees the term times (including PD Days), having regard to the arrangements in the local area.
Term Times & PD Days	Medium Support and High Support		The CEO will approve the term times (including PD Days) for academies.	The Headteacher/ EHT recommend term times (including PD Days) to the LAB.	The LAB recommends term times (including PD Days) to the CEO, for approval/amendment.
B4 Admissions, Appeals Policies	All	The Board of Directors will approve all such policies, and any amendments to them.	Make the final decisons regarding applications for EHCP pupils, or Looked After Children and PLAC where the LAB was planning not to admit.		Secondary: The LAB will formulate its own admissions policy and submit to the Board of Directors for approval (with due regard to the Schools Admissions Code). For Primary schools the Trust model policy will be used; LABs will determine arrangements no later than 28th February Admission Appeals: in consulation with the Trust LABs can admit up to their PAN, Above PAN admissions must be communicated to the CEO for approval. Any ECHP or Looked After Children and PLAC that LABs are proposing not to admit, must

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
					be referred as High Support to CEO for final decision.
B5 Exclusions	All			It is the Headteacher/ EHT's decision to exclude – in their absence they can delegate this to another member of SLT, but SLT should endeavor to get the Headteacher/ EHT's approval.	LAB manages appeals from parents regarding exclusions.
B6 Other Academy policies	All	The Board of Directors will approve such additional Trust- wide policies, and any amendments to them, as recommended by the CEO.	The CEO will have responsibility for developing any other academy policies that may, from time to time, be appropriate.	Headteacher/ EHT to check with CEO re status of individual polices, in house/Trust-wide.	The following policies remain the reponsibility of the LAB: Safeguarding Policies Health and Safety Policy Individual, bespoke academy-based policies (curriculum policies/ethos/in-house arrangements). Please note that the list is not exhaustive, and LABs should liaise with the Trust Board regarding LAB responsibility.
B7 Emergency closure e.g. due to snow/flooding	High Support and Medium Support		Authorise emergency closure of academies beyond 1 day. Report closures of more than one day to the Board.	The Headteacher/ EHT to make a decision on day 1 of risk of closure, in consultation with the Chair of LAB, and then inform the CEO of the closure. If the closure is for more than one day, a decision to close must be agreed by the CEO.	Chair of the LAB to liaise with Headteacher/ EHT, regarding emergency closures.
Emergency closure e.g. due to snow/flooding	Low Support			The Headteacher/ EHT to make a decision, in consultation with their Chair of LAB, and then inform the CEO if there is a closure.	Chair of LAB to liaise with Headteacher/ EHT, regarding emergency closures.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
B8 Website compliance	All		CEO to ensure a central check of each academy's website, and Trust's own website, is undertaken annually, and reported to the Standards Committee.	Headteacher/Executive Heads are to ensure that their academy website meets all legal and Trust requirements and report any issues to the CEO in a timely manner.	LABs should check the academy's website on a termly basis to ensure it is compliant with the Trust's guidance and compliant with the DfE guidance on what academies should publish online.
B9 Pupil Premium, Sport Premium, Catch-Up and Covid Recovery Premiums	All	Receive report from the CFO, regarding the spending of Pupil Premium, Sports Premium, Catch-Up and Covid Recovery Premiums	CFO to issue an annual report to Directors, regarding spend within the Trust on Pupil Premium, Sports Premium, Catch-Up and Covid Recovery Premiums, with reassurance that it has been spent in accordance with rules related to restricted grant funds.	Ensure that Pupil Premium, Sport Premium, Catch-Up and Covid Recovery Premiums are used in accordance with the DfE Grants guidance, and that it can be evidenced as having an impact. Ensure the academy website contains the relevant information regarding the spending of these grants, for Ofsted compliance.	Request reports from academy leaders on the effectiveness of the funding.

Section C - Finance					
Responsibility	**Academy Support Group**	**Board of Directors**	**Executive**	**Headteacher/Executive Headteacher**	**Local Academy Board /Strategic Task Group**
C1 Budget and Accounts C2 Set annual balanced budget	All	Review and approve individual academy budgets and consolidated budget.	Recommend to the Trust's Finance and Resources Committee in consultation with the CFO, individual and consolidated budgets.	Prepare budget for the academy, in accordance with school improvement priorities and take to LAB. This will be prepared with support from the Trust Central Finance Team. Advice on the preparation to be sought from the CFO. Agree with LAB.	Recommend balanced academy budget, that should be presented to the CEO and CFO
C3 Academy in deficit, or setting a deficit budget, when all academy reserves are taken into account	All	Review and approve the deficit recovery plan. Review termly progress reports.	Recommend to Directors that deficit recovery plan should be approved, and review termly reports.	Prepare deficit recovery plan, with support from the CFO and CEO. Prepare termly reports and report any concerns to the CFO.	Recommend the deficit recovery plan to the Board. Review academy's progress through termly reports.
C4 Budget Monitoring	All	Review monthly budget monitoring reports for the Trust and individual academies.	Review monthly budget monitoring reports for the Trust and individual academies.	Review and return monthly management reports, prepared by the Central Finance Team	Review termly monitoring reports for individual academy.
C5 Virement between nominal codes, costs centre	All		Virements within the budget delegated authority to be approved by CFO	Request virements to in-year budget, and send to the Central Finance Team for approval and processing	
C6 Amendments to approved budgets	High Support	Receive report on surplus/deficit increased from approved budget, and, if less that £10k, report to Finance and Resources Committee.	Approve surplus/deficit increased from approved budget if less than £10k, report to Finance and Resources Committee.	To inform the Central Finance Team/CFO of any unbudgeted expenditure of over £2,000 that will have an overall impact on the agreed Budget.	

		Approve surplus/deficit increased from approved budget; if more than £10k, report to Finance and Resources Committee.	Recommend surplus/deficit increased from approved budget; if more than £10k, report to the Finance and Resources Committee, following meeting with CFO and Headteacher.		To be informed of amendments to the approved budget.
C7 Amendments to budgets when Academy is designated as financial 'High Risk'	All	Finance and Resource Committee to approve any changes to the academy's agreed budget position.	Recommend changes to the academy's agreed budget position to the Finance and Resources Committee.		
C8 Writing off bad debts	All	Finance and Resources Committee to consider the writing off of debts greater than £5k.	Up to £5k, the CFO can write off bad debts	To follow the Debtors policy and refer any outstanding debts to the Central Finance Team, if not recovered.	
C9 Staff appointments	Low Support and Medium Support	Finance and Resources Committee to authorise unbudgeted vacancies, with effect on the budget greater than £30k.	Authorise any proposal for unbudgeted vacancy with effect on budget of less than £30k at both academy and central level. Make proposal to Finance and Resources Committee for unbudget vacancies with effect on budget of more than £30k.	Headteacher/ EHT to report vacancies to LAB. Make proposal to LAB to recommend to CFO for any unbudgeted vacancy.	LAB receives report on appointments and vacancies. .

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
C9 Staff appointments	All	Finance and Resources Committee to review business case and authorise or refuse unbudgeted vacancies. CFO to advise on budget implications and options to fund increases in the staffing structure.	CEO to discuss business case proposal with Headteacher. Decide whether to take proposal to the Finance & Resources Committee	Headteacher/EHT to report vacancies to LAB. Headteacher to prepare business case for permanent increase in the staffing structure and staffing budget	LAB receives report on appointments and vacancies. LAB to inform CFO of any proposed changes to the agreed staffing structure that will result in a permanent cost increase over and above the agreed staffing budget. Temporary changes/fixed term appointments to the staffing structure and staffing budget funded by temporary virements, to be agreed with CFO.
C10 Severance payments	All	Authoise £20k - £50k. NB Over £50k non-contractual, and all ex gratia, payments require ESFA approval.	Authorise up to £20k.	Up to £20k, proposal to LAB to recommend to the CFO.	Up to £20k, to propose to the CFO.
C11 Authorisation of overtime or supply payments	All			Teaching and support staff in academy; as long as within budget, delegated powers as above.	
C12 Authorisation of expense claims	All		The CFO will authorise expenses for staff in the Central Team, including the CEO. The CFO approves expenses claims for Chairs of LABs and Directors. The CEO authorises expenses of the the CFO.	Authorise expenses of teaching and support staff in academy; can delegate to SBM, where in post.	Headteacher/Executive Head authorised by Chair of LAB. Chair of LAB to authorise expense claims of other governors.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
C13 Reporting and Internal Audit requirements	All	The Finance and Resources Committee will review the CFO report at each meeting, and will note and action any recommendations from both internal and external audit.	The CFO will monitor the monthly academy management reports The CFO will report to the Finance and Resources Committee any concern arising.	The Headteacher/ EHT is to provide such information and assistance in relation to reports and internal auditing, as the Finance and Resources Committee may, from time to time, require; this will include reporting formally to the Finance and Resources Committee, at regular intervals, as specified opposite.	LAB to ensure that the Headteacher/Executive Head meets any requests from auditors, and reports the findings of internal audits to the LAB, and actions the recommendations identified in the reports.
C14 Statutory Audit Procedures	All	The Board of Directors is reponsible for approving the statutory account of the Trust and recommending them to the Trust's Members.	AO is responsible for ensuring the CFO has prepared and approved the documents and ensured all statutory financial documents are appropriately filed.	The Headteacher/Executive Head is to provide such information and assistance in relation to statutory audit procedures as the CFO and the Finance and Resources Committee may, from time to time, require.	
C15 Appoint Auditors	All	Board of Directors recommend auditors to Members, Members appoint.	CEO directs the CFO to tender for auditors.		

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
C16 Purchasing requisitions for orders/invoice approval (excluding expenditure from IC, capital reserves or sinking funds) NB Transactions must not be deliberately split to avoid the requirements of the Procurement Policy. The full value of the contract must be used when applying this policy. Therefore, if a contract is for 3 years, it is the total value across all three years that is applicable	All	Authorise spend above £100k.	Items £25k-£100k, within approved budget, need approval from the CFO and CEO.	Authorise up to £25k, within the overall approved budget. £25k - £100k, within approved budget, needs confirmation by CFO No authority for spend above total budget until budget increase is approved (see amendments to budgets above).	
C17 Expenditure for ICT or capital	All	Finance and Resources Committee authorise above £25k.	Authorise up to £25k.	Proposal to CFO for up to £25k (if not already included on the academy's budget).	

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
C18 Quotations and Tendering NB Transactions must not be deliberately split to avoid the requirements of the Procurement Policy. The full value of the contract must be used when applying this policy. Therefore, if a contract is for 3 years, it is the total value across all three years that is applicable	All		The CFO to support academies with formal tendering above £25k.	In line with purchasing terms delegated powers, above. Above £5k will require three quotes. Above £25k, formal tendering process through consultation with the CFO.	
C19 Bank account payments BACS, cheques, direct debit	All	According to Bank mandate – two signatories.		According to Bank mandate – two signatories.	
C20 Journals	All			Recoding (within the income statements); academy Finance Lead to submit a request form to the Central Finance Team.	

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
C21 Whistleblowing policy	All	Approve policy and receive reports of any incidents of whistleblowing.	Receive reports on any incidents of whistleblowing and report these to Directors.	Inform LAB and CEO of any incidents of whistleblowing (if whistleblowing alleges wrong-doing by the CEO, then the Chair of the Board of Directors should be informed, rather than the CEO). CEO and Headteacher/ EHT to agree on the correct next course of action, regarding the complaint.	Receive reports of incident of whistleblowing (unless they relate to members of the Local Academy Board)
C22 Risk management	All	Review key risks and measures implemented to mitigate risk. Receive reports from the CFO at each meeting of the Finance and Resources Committee, regarding new risk, and those which have been escalated to 'High Support'. All Directors to be issued with risk register on a termly basis.	Identify and implement measures to mitigate the risk. Issue reports from the CFO to each meeting of the Finance and Resources Committee, regarding new risk and those which have escalated to 'High Support'. All Directors to be issued with the risk register on a termly basis, by the CFO.	Ensure that a risk register is in place and that it is fit for purpose.	LAB to review the academy's risk register on an annual basis, or sooner if required.
C23 Insurance	All	Review insurance arrangements.	The CFO to procure appropriate insurance for the Trust.	Alert the CFO of any additional insurance needs that may be required for their particular academy.	Ensure that the academy's insurance meets the needs of the academy.
C24 Compensation / Ex gratia payments	All	Authorise payment between £20k - £50k. NB over £50k non-contractual, and all ex gratia payments, require ESFA approval.	CEO to authorise payments up to £20k.	No delegated powers to authorise payments.	No delegated powers to authorise payments.
C25 Expenditure on unrestricted Funds	All	Finance and Resources Committee authorise above £50k.	Authorise up to £50k.	Proposals to the CFO for any spend above approved budgets.	

Section D: HUMAN RESOURCES					
Responsibility	**Academy Support Group**	**Board of Directors**	**Executive**	**Headteacher/Executive Headteacher**	**Local Academy Board/ Strategic Task Group**
D1 Pay and Performance Management	All	Approval of Trust Pay Policy, pay scales and benefits. Set the pay ranges of Headteacher/EHT at each academy. Performance Management of CEO and remuneration package.	Performance Management of the CFO and Headteacher/ EHT of academies, in conjunction with the LAB. Performance Management of Central Team by line manager.	Teacher and support staff Performance Management in academy.	Headteacher Performance Management, in conjunction with CEO.
D2 Senior Leadership Team Appointments	All	The Standards Committee will make the final decision concerning the filling of any vacancies in the Senior Leadership Team (Headteacher/EHT, Deputy Headteacher and Assistant Headteacher.) It will take due account of any remmendation made by the CEO and Headteacher/ EHT.	The CEO and the Headteacher/ EHT will lead, jointly, on the process for filling any vacancies in the Senior Leadership Team. If there is any dispute between the two, the views of the CEO will prevail.	The Headteacher/ EHT is to notify the CEO as soon as they become aware of any potential vacancy in the Senior Leadership Team. The Headteacher/ EHT will then lead the process jointly with the CEO, as set out opposite.	The LAB will agree the staffing structure for the academy, including composition of the SLT. The LAB will have representation on the appointment board for SLT appointments, including the Headteacher/ EHT.
D3 Teacher/Support Staff Appointments	Low Support and Medium Support			The Headteacher/EHT will lead the process for filling vacancies in conjunction with Senior Leadership Team and a representative of the LAB. For Support Staff vacancies, the Headteacher/EHT may delegate this to a senior Support Staff member, or SLT member.	The Chair of the LAB will nominate a representative from the LAB members to participate in the teacher appointment process where possible. No representation is required for appointment of non-teaching staff, other than senior Support Staff posts e.g. SBM, where applicable.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board/ Strategic Task Group
D4 Teacher/Support Staff Appointments	High Support		CEO to agree teaching staff apointments and participate in the recruitment process (this may be delegated to a Senior Education Officer).	The Headteacher/Executive Head will seek agreement from the CEO on teaching staff appointments. The CEO will participate in the appointment process for teachers (this may be delegated to a Senior Education Officer). For Support Staff vacancies, the Headteacher/EHT may delegate this to a senior Support Staff member, or SLT member	The Chair of the LAB will nominate a representative from the LAB members to participate in the teacher appointment process where possible. No representation is required for appointment of non-teaching staff, other than the School Business Manager, where it is applicable.
D5 External Consultants Appointment	All		Decision concerning the appointment of external consultants will lie with the CEO	The Headteacher/Executive Headteacher make recommendations to the CEO for the need for external consultant services.	LAB to make representation to the CEO, where they feel additional consultancy support is required in order to support leadership within the academy. The LAB to inform the CEO if they feel support is not effective.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
D6 Salary Review	All	The Board has responsibility to audit the salary review process, in respect of the CEO and SLT.	The CEO has responsibility (may delegate to the CFO) for overseeing salary levels/bands for two academic years after joining the Trust, or such other period as CEO may, from time to time, determine. The CEO may also audit the salary review process of any academy, as the CEO considers appropriate. If the CEO is not satisfied with the process, or the outcome from the salary review, the CEO may ask the Headteacher/EHT to take such remedial action as the CEO considers appropriate. The CEO authorises any Headteacher/EHT salary review.	The Headteacher/EHT is to ensure that the Budget identifies any proposed salary reviews. The Headteacher/EHT will make salary review proposals to LAB.	LAB to agree and authorise salary review proposals, if within the planning staff number and budget. The LAB recommends any Headteacher/EHT salary review to CEO, for approval.
D7 Terms of Employment	All	Decisions concerning any changes to the terms of employment of Trust staff will be made by the Board of Directors. The Board of Directors will consider any representations made by the CEO, the Headteacher/ EHT and/or the LAB.	The CEO is to review and comment on any proposals that may involve a change to the terms of employment and make recommendations to the Board of Directors.	Central Team to consult the Headteacher/EHT regarding any proposed changes to terms of employment.	The LAB is to be consulted by the Central Team, in connection with any proposed change to terms of employment.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
D8 Redundancies	All	Decisions concerning the making of any redundancies will lie with the Board of Directors. The Board of Directos will consider any representations made by the CEO, the Headteacher/ EHT and/or the LAB.	The CEO is to review any redundancy proposals the CEO may receive from the Headteacher/ EHT. The CEO may initiate a review, if the CEO believes there is a need to do so.	The Headteacher/EHT is to notify the CEO, as soon as possible after becoming aware that one or more redundancies may be necessary. The Headteacher/EHT will provide such ongoing assistance the CEO may require, in considering any redundancy proposals.	The Headteacher/EHT is to consult the LAB about any redundancy proposals. The LAB is to notify the CEO of any proposed consultation. The LAB will run the consultation on behalf of the Trust, with the support of the HR provider and in conjunction with the Trust's Redundancy policy. The CEO may attend, and take part in the consultation, if the CEO considers this appropriate.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
D9 Dismissals	All	Subject as noted below, decisions concerning dismissal of the Headteacher/EHT, any member of a academy Senior Leadership Team and the Executive will lie with the Board of Directors. The Board of Directors will consider any representation made by the CEO/the Headteacher/EHT and/or the LAB. In cases of urgency, where it is not possible for the Board of Directors to be consulted, the CEO will have authority to sanction a dismissal.	The CEO is to consider any circumstances involving a potential dismissal and follow procedure to dismiss where appropriate. Subject as noted below, the CEO is to notify the Board of Directors: • If the employee concerned is the Headteacher/EH, a member of the Senior Leadership Team of the academy or Central Executive; and • The CEO considers dismissal is, or may be, the appropriate course of action. In cases of urgency, where it is not possible for the Board of Directors to be consulted, the CEO will have authority to sanction a dismissal. In such circumstances, the CEO will be expected to take all reasonable steps to consult with, and agree, the necessary course of action with the Chair of the Board of Directors and seek HR/Legal advice before sanctioning a dismissal.	The Headteacher/EHT is to notify the CEO as soon as possible after becoming aware of any circumstances that may merit the dismissal of any employee. The Headteacher/EHT will provide such ongoing assistance the CEO may require in considering whether dismissal is appropriate.	The LAB is to be consulted about potential dismissal situations, except where the CEO considers the urgency of the matter is such that consultation is not appropriate. The Headteacher/EHT is to notify the CEO of any proposed consultation, following the appropiate Trust's policy. The CEO may attend and take part in the consultation, if the CEO considers this appropriate.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
D10 Other Disiplinary and Capability Measures	All	Subject as noted below, decisions concerning the imposition of a disciplinary and/or capability measure in respect of the Headteacher/ EHT will lie with the Board of Directors, subjects as noted below. The Board will consider any respresentation made by the CEO, the Headteacher/EHT and/or the LAB. In cases of urgency, where it is not possible for the Board of Directors to be consulted, the CEO will have authority to sanction the imposition of a disciplinary and/or capability measure. The Chair of the Board of Directors will deal with any disciplinary/capability issues related to the CEO.	The CEO is to be informed of any circumstances involving potential imposition of disciplinary and/or capability measure of any member of staff within the organisation. The CEO will follow the Trust's Disciplinary Policy for any Central Staff, Headteacher/EHT and members of the Executive. The CEO is delegated the responsibility to suspend Headteacher/EHT and academy Senior Leaders, Central Staff and members of the Executive, where it is felt that this is necessary, either before a disciplinary investigation commences, or during the process, and only after seeking HR advice. Subject as noted below, the CEO is to notify the Board of Directors: • If the employee concerned is the Headteacher/Executive Head, a member of the Senior Leadership Team of the academy or, Central Executive; and • The CEO considers imposition of a disciplinary/ capability measure.	The Headteacher/EHT is to notify the CEO, as soon as possible after becoming aware, of any circumstances that may merit the imposition of a disciplinary and/or capability measure. The Headteacher/ EHT will follow the Trust's Disciplinary Policy for any staff. The Headteacher/ EHT is delegated the responsibility to suspend members of staff, other than senior leaders, where it is felt that this is necessary, either before a disciplinary investigation commences or during the process and only after seeking HR advice. The CEO should be informed of any suspension, immediately.	The LAB Chair should report any disciplinary/capability issues regarding the Headteacher/ EHT directly to the CEO, who will report these to the Board of Directors

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
D11 Safeguarding (excluding General Health & Safety)	All	Board to issue a safeguarding statement of intent, regarding its Trust's systems and procedures and will implement a Safeguarding Policy which applies to all staff. The Standards Committee to receive termly reports regarding safeguarding provision within its academies.	The CEO is to inform the Board of Directors of any safeguarding issues raised in respect of the Headteacher/ EHT, any member of the Senior Leadership Team or any other key employee of the Trust. CEO to ensure that safeguarding procecdures within the Trust, meet all national and local requirements.	The Headteacher/EHT is to ensure that the named LADO and the CEO are notified immediately of any safeguarding issues or concerns relating to staff. The Headteacher/ EHT delegated day-to-day administration of safeguarding procedures in their academy, ensuring that national, local and the Trust's safeguarding systems and procedures are implemented. Headteacher/ EHT should ensure that there is a robust system in place for inducting all new staff and volunteers into the academy's safeguarding systems It is the Headteacher/EHT's responsbility to ensure that the academy complies with KCSiE Section 3 "Safer Recruitment" for ALL paid/voluntary appointments, and to ensure the Single Central Record is maintained.	The Headteacher/EHT is also to notify the Chair of the LAB and Safeguarding member, as soon as reasonably possible of any safeguarding issues or concerns relating to staff LABs are responsible for ensure that their Safeguarding Policy is reviewed, at least annually, and meets national requirements and the requirements of their local Children's Safeguarding Board. It is the responsibility of the LAB to ensure safeguarding procedures are implemented, and that the LAB has systems in place to audit the effectiveness of the procedures.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
D12 Continuous Professional Development (CPD) (Budget)	All			The Headteacher/EHT is to include, in the SDP the appropriate proposals for CPD. The Headteacher/EHT may spend that part of the academy's budget for CPD in accordance with: • The agreed business plan; and • Any general guidelines from time to time notified by the CEO.	Ensure that the Headteacher/EHT receives regular CPD, and liaises with the CEO where it is felt additional support is required, which they cannot access.
D13 Continuous Professional Development (CPD)	Low Support		CEO to authorise the PD days set by academies, ensuring that the training days link to the academy's business plan. CEO to decide upon, and organise, one Trust PD day per year, for all academies on the same day (if requried).	The Headteacher/EHT, in liaison with the LAB, should set 5 PD days. The proposed dates and content should be submitted before the start of each academic year to the CEO, for signing-off. One of the PD days may be designated as a Trust PD day, to be held on the same day, to address Trust-wide issues.	

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
Continuous Professional Development (CPD)	Medium Support	CEO to report additional PD days to the Board of Directors, and justify the need for these.	CEO to authorise the INSET days set by academies, ensuring that the PD days link to the academy's business plan. CEO to decide upon and organise one Trust PD day per year, for all academies on the same day (if requried). The CEO can grant one additional PD day for Medium Support level academies.	Where the Headteacher/EHT feels that there is a particular issue that needs addresssing immediately, and additional PD days are required, they may request one additional closure day from the CEO.	
Continuous Professional Development (CPD)	High Support	CEO to report additional PD days to the Board of Directors, and justify the need for these.	CEO to authorise the PD days set by academies, ensuring that they link to the academy's business plan. CEO to decide upon and organise one Trust PD day per year for all academies on the same day (if requried). The CEO can grant two PD days for High Support support-level academies.	Where the Headteacher/EHT feels that there is a particular issue that needs addresssing immediately, and additonal PD days are requried, they may request two additonal closure days from the CEO.	

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
D14 Headteacher/Executive Headteacher Illness/ Planned Absence	All			On the first day of illness, the Headteacher/Executive Head will inform the CEO of their illness and keep the CEO updated, in line with the Trust's Managing Attendance policy, during the absence. Where Headteacher/EHT absence is planned, due to PD, briefings, seminars etc, and this amounts to two or more consecutive days, the Headteacher/EHT must inform the CEO of this absence, as well as confirm the name of the Designated Safeguarding Lead/Officer and Child Protection Officer.	

Section E: ASSET MANAGEMENT					
Responsibility	**Academy Support Group**	**Board of Directors**	**Executive**	**Headteacher/Executive Headteacher**	**Local Academy Board/ Strategic Task Group**
E1 Negotiation and renegotiation of contracts (NB read in conjunction with above section relating to purchasing)	All		The CEO will delegate, to the CFO, the work to finalise the terms of any significant contracts that may have a material impact on an academy, or the wider Trust.	The Headteacher/ EHT is to notifiy the CFO of the academy's intention to negotiate, or renegotiate, any external contracts over £10k, including for assets. The Headteacher/ EHT will take such action as the CFO may reasonably require in connection with the negotiations or renegotiations.	LAB to enter into contracts with organisations that generate income for academys; e.g. contract with the LA re. the academy's nursery funding. LAB to consult with the CFO re any contracts/licenses with outside agences to rent space within the building (not lettings).
E2 HP, leasing services and other agreement	All		The CEO will delegate, to the CFO, the work to finalise the terms of any standing order, contract , hire-purchase leasing, hire-purchase, services or similar agreement.	The Headteacher/ EHT is to notifiy the CFO of the academy's intention to enter into any standing order, contract, leasing, hire-purchase, services or similar agreement over £10k. The Headteacher/ EHT will take such action as the CFO may reasonably require in connection with entering into, variation or termination of any such agreement.	
E3 Inventory	All		Delegate to CFO – review annually.	Maintain an inventory of assets held in the academy (items that were in excess of £2,000 per item on purchase).	Ensure that the academy maintains an accurate inventory

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
E4 Disposal of assets (non-land and buildings)	All	Authorise disposal of assets over £25k. The Finance and Resources Committee will receive any proposals for asset disposals made by the Headteacher/ EHT (it will take into account any recommendation made by the CEO). Disposal above £25k to be delegated to the Finance and Resources Committee.	The CFO to approve disposal between £5k and £10K. The CFO will recommend to the CEO any disposals that are between £10k and £25k. The CEO can authorise at this level. The CEO will report asset disposals received from the Headteacher/EHT and the CFO up to £25k, to the Finance and Resources Committee.	The Headteacher/ EHT may authorise any disposals related to assets with a market value of less than £5k (either as one item or in total) (report to the CFO). The Headteacher/ EHT will recommend to the CFO any disposals that are between the value of £5k and £10k.	Receive reports from the Headteacher/ EHT of items to remove from the inventory before disposal.
E5 Disposal of assets (land and buildings)	All	Disposal of any land and buildings must be authorised by Finance and Resources Committee and Board of Directors, as required by the Academies Financial Handbook.			
E6 Premises maintenance programme	All	The Finance and Resources Committee will review the Premises Maintenance Programme annually, and may decide to: • Accept it as drawn; or • Accept it with such modifications as it believes are apropriate; or • Call for the Programme to be revisited and revised before further consideration is given to it.	The CEO, with reference to the CFO, and the Headteacher/EHT will work together to prepare and present an annual Premises Maintenance Programme to the Finance and Resources Committee.	The Headteacher/EHT will provide such assistance as the CEO may require in connection with the preparation and presentation of the Premises Maintenance Programme for the academy.	

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
E7 Legal claims	All	The Board of Directors may instruct the CEO and/or Headteacher/EHT and/or the LAB to take such action as it may reasonably require in relation to the defence or procescution of any claim or proceedings.	The CEO is to assess the likelihood of the claim, or proceedings, succeeding, and the likely impact on both the academy and the Trust, should this happen. If the CEO considers the matter sufficiently serious to merit it, the CEO may report the claim or proceedings to the Board of Directors. The CEO will act on any instructions from the Board. Provided this does not conflict with the instructions of the Board, the CEO may instruct the Headteacher/EHT and/or LAB in relation to the appointment of legal advisers and/or the conduct of the claim or proceedings.	The Headteacher/EHT to notify the CEO of any actual or potential claims or proceedings affecting the academy, as soon as becoming aware of them. The Headteacher/ EHT will act on any instructions received from the Board of Directors and/or the CEO. Other than in cases of utmost necessity, the Headteacher/ EHT may only appoint legal advisers with the prior written approval of the CEO.	The LAB will act on any instructions received from the Board of Directors and/or the CEO.
E8 Health and Safety (excluding Safeguarding)	All	The Finance and Resources Committee to agree Health & Safety statement of intent, and delegate to individual academies' responsibilities to maintain their own H&S policy and adhere to it. Receive annual reports from CEO, regarding academies' adherence to responsibilties.	Ensure that all academies have a Health & Safety Policy, and that it is legally compliant (through use of external consultants); receive termly report from LAB to ensure statutory duties are being carried out. Report to the Finance and Resources Committee, annually, on effectiveness of the academies' health and safety procedues.	Carry out the H&S statutory duties and report to the LAB termly.	Ensure academy has a legally compliant H&S Policy (through submission to CEO) and carries out its statutory duties which have been delegated in full to the LAB by the Trust's Board of Directors. Ensure the academy reports to the CEO, termly.

Section F: STRATEGY					
Responsibility	**Academy Support Group**	**Board of Directors**	**Executive**	**Headteacher/Executive Headteacher**	**Local Academy Board/ Strategic Task Group**
F1 Collaboration and partnering arrangements	Low Support	The Board will review any proposal put to it by the CEO and may; • Approve the proposal as submitted to it; or • Approve the proposal, subject to any amendments it considers appropriate; or • Reject the proposal	The CEO will assess any proposals put forward by the Headteacher/EHT. The CEO may decide to: • Approve the proposal as submitted to the CEO; or • approve the proposal, subject to any amendments the CEO considers appropriate; or • Reject the proposal; or • Refer the proposal to the Standards Committee for a decision.	The Headteacher/EHT is to notify the CEO of any proposals to enter into, renew, amend or terminate any collaboration or partnering arrangement with other academies/schools that involves payment in excess of £10k. The Headteacher/EHT will provide such further information and assistance as the CEO may require in order to make a decision concerning the arrangement.	Ensure that any collaboration or partnering arrangement with other academies/schools offer 'value for money'.
Collaboration and partnering arrangements	Medium Support and High Support	The Board will review any proposal put to it by the CEO and may; • Approve the proposal as submitted to it; or • Approve the proposal, subject to any amendments it considers appropriate; or • Reject the proposal.	The CEO will assess any proposals put forward by the Headteacher/EHT. The CEO may decide to: • Approve the proposal as submitted to the CEO; or • approve the proposal, subject to any amendments the CEO considers appropriate; or • Reject the proposal; or • Refer the proposal to the Standards Committee for a decision.	The Headteacher/EHT is to notify the CEO of any proposals to enter into, renew, amend or terminate any collaboration or partnering arrangement with other academies/schools that involves payment in excess of £2.5k The Headteacher/EHT will provide such further information and assistance as the CEO may require, in order to make a decision concerning the arrangement.	Ensure that any colloration or partnering arrangement with other academies/schools offer 'value for money'.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
F2 Expansion of existing facilities	All	The Board will review any proposal put to it by the CEO, and may; • Approve the proposal as submitted to it; or • Approve the proposal, subject to any amendments it considers appropriate; or • Reject the proposal.	The CEO will assess any proposals put forward by the Headteacher/ EHT. The CEO may decide to: • Approve the proposal as submitted to the CEO; or • approve the proposal subject, to any amendments the CEO considers appropriate; or • Reject the proposal; or • Refer the proposal to the Standards Committee for a decision.	The Headteacher/EHT is to agree with the LAB, and notify the CEO of, any proposal to expand any existing facilities at the academy. The Headteacher/EHT will provide such further information and assistance as the CEO may require, in order to make a decision concerning the proposal.	LAB to recommend proposals to expand any existing facilities at the academy to CEO.
F3 Taking on new premises	All	The Board will review any proposal put to it by the CEO and may; • Approve the proposal as submitted to it; or • Approve the proposal, subject to any amendments it considers appropriate; or • Reject the proposal.	The CEO will assess any proposals put forward by the Headteacher/EHT. The CEO may decide to: • Approve the proposal as submitted to the CEO; or • approve the proposal, subject to any amendments the CEO considers appropriate; or • Reject the proposal; or • Refer the proposal to the Standards Committee for a decision.	The Headteacher/EHT is to notify the CEO of any proposal to take on new premises, following agreement with LAB. The Headteacher/EHT will provide such further information and assistance as the CEO may require, in order to make a decision concerning the proposal.	LAB to agree proposal to take on any new premises.

Responsibility	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board /Strategic Task Group
F4 Other major strategic decisions; i.e. the restructure of the Trust's Central Team, the taking on of another school into the Trust, the growth plan of the Trust Academy strategic decisions; e.g. changes to the Academy's PAN, running/ceasing to run an Academy-based nursery, establishment / cessation of a before/after provision, establishment / cessation of a sixth form	All	The Standards Committee will review any proposal put to it by the CEO, and may; • Approve the proposal as submitted to it; or • Approve the proposal, subject to any amendments it considers appropriate; or • Reject the proposal	The CEO will assess any proposals put forward by the Headteacher/Executive Head The CEO may decide to: • Approve the proposal as submitted to the CEO; or • approve the proposal, subject to any amendments the CEO considers appropriate; or • Reject the proposal; or • Refer the proposal to the Standards Committee for a decision.	The Headteacher/ EHT is to notifiy the CEO of any proposal of a major strategic nature. The Headteacher/ EHT will provide such further information and assistance as the CEO may require, in order to make a decision concerning the proposal.	The LAB will make its views known to the CEO, regarding any major strategic decisions the Trust is considering, through a formal consultation period. The LAB will refer to the CEO any major strategic decisions the academy is considering.