

DIOCESE OF HEREFORD MULTI-ACADEMY TRUST

SCHEME OF DELEGATED AUTHORITY

ALL ACADEMIES

SCHEME OF DELEGATION

THE PURPOSE OF THIS DOCUMENT

The Scheme of Delegated Authority 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. 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 new 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 (DHMAT) is run by an Executive, under a board of trustees, 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 members of Trust. Each Academy has its own Local Academy Board (LAB). The Governors who serve on the Local Academy Board are appointed by the Board of Directors. Local Academy Boards include both parent and staff representatives.

DHMAT recognises three varying levels of support to academies with the trust, namely:

- Green Academies that require a minimum level of monitoring/support
- Amber: Academies that require a medium level of monitoring/support
- Red: Academies that require a high level of monitoring/support

The way the trust works

The directors have overall legal responsibility for the operation of DHMAT and the academies within it. In practice, the board intends to work in partnership with its family of academies. The Scheme of Delegation 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 Head of the academy; and/or
- The Local Academy Board of the academy.

All academies are required to operate in accordance with DHMAT'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 required by DHMAT's Finance and Resources Committee. In the event that an academy is designated as "high-risk" (due to failing educational standards, accumulated deficits or poor financial management, etc.), then the academy shall be presented with a bespoke scheme of delegation that reduces 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:

- Its Finance and Resources Committee; or
- Its Standards Committee.

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

The Executive Team

A significant number of responsibilities under the Scheme of Delegation 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 executive team currently comprises the CEO, CFO and two Senior Educational Officers.

Allocation levels

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

- Ofsted report;
- The quality of teaching and learning;
- Leadership;
- Outcomes;
- Safeguarding;
- Finance; and
- Buildings.

The allocation will be reviewed at least once a year, but as we develop this new 'working draft' we will continue to evolve this scheme, in partnership with our stakeholders, from month to month. Depending on the outcome of the review, 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 DHMAT family.

Local Academy Board (LAB) appointments

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

- Green : the Local Academy Board is appointed on an 'as is' basis to reflect the arrangement in place;
- Amber: the LAB members are appointed according to the supplementary funding agreement approved by DHMAT's Board;
- Red: the Board of Directors directly appoints all Board members, other than parent and staff representatives.

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.

Executive Academy Bodies/External Executive Headteacher

In rare circumstances, the CEO may decide that there are such significant concerns regarding an academy, that the Local Academy Board should be suspended and replaced with a temporary Executive Academy Board (EAB). The EAB will usually be chaired by a member of DHMAT central team, and consist of the following:

- Ex-officio member; the incumbent(s)
- Parent
- Finance governor: usually this will be a member of the DHMAT central finance and resources team.
- Education governor: usually one of the Senior Educational Officers
- Staffing; the Headteacher/Executive Head will represent the interest of staff
- Additional governors, as the CEO feels would best support the EAB

The EAB will be a committee of the full Board of Directors of DHMAT, and 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 EAB. Within the scheme of delegation, the EAB, or where an external Executive Headteacher has been appointed, will still operate within the scheme as a 'Red' level academy. Where an EAB is in place, LAB should read as EAB in the scheme of delegation.

Delegated functions

The scheme of Delegation covers six areas:

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

The Trust has legal responsibilities to the DfE. It is expected to exercise a tight rein over Red level academies in order to secure the required school improvement, and this is reflected in the Scheme of Delegation. More responsibility is passed to Amber Level academies to reflect their lower level of support; for Green level academies, it is very much the case of a “light-touch” approach.

Funding

The funding apportioned to an academy also reflects the category to which it is allocated. For a Red level academy, part of its budget will be set aside each year for investment in its school improvements; these funds will be used to provide appropriate support and resources for the academy. The specific sum ear-marked for school improvements will be determined each year as part of the process for agreeing the Business Plan and budget for the academy. This will be done on a case by case basis by the Finance and Resources Committee, to enable funds to be stewarded effectively within the Trust family. Similar principles apply to Amber Level academies, though the amount set aside for school improvements will usually be lower. Green level academies will be free to spend their approved annual budgets as they see fit. In addition, they will also be given the opportunity to bid for school improvement projects to help themselves and the Academies in the two other categories; they will be paid for this from the school improvement fund.

Working together as a family

In addition to the school improvement programme, all academies within the Trust family will 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; and
- Recruitment, training and appraisal of members of Local Academy Boards.

This Scheme of Delegation was adopted as a draft document by Diocese of Hereford Multi Academy Trust, at a Board Meeting held on 25th September 2019, and formally ratified on 4th December 2019. Subsequent changes will be ratified at board meetings, and the date of the document altered on the covering page. The most up-to-date scheme of delegation will be uploaded to DHMAT’s website on 18th December 2019.

The scheme will be reviewed on an annual basis by the Board of Directors, in consultation with Headteacher/Executive Headteachers and Local Academy Boards.

Section A: Vision and Ethos

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
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 DHMAT. 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 SEOs 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
B1 School Improvement Plan (including curriculum and standards)	Red	<p>The Board will approve the draft School Improvement Plan, subject to any modifications it wishes to make for Red support-level academies.</p> <p>The Board to receive reports from the CEO, regarding implementation and impact of each School Improvement Plan.</p>	<p>The SEO is to present the termly School Improvement Plan to the Standards Committee.</p> <p>The SEO is to monitor delivery of the School Improvement Plan on a termly basis, or at such other intervals as the Standards Committee may, from time to time, determine, with resultant intervention, if necessary.</p>	<p>The Headteacher/ EHT is to draw up a termly, draft, School Improvement Plan, in conjunction with the SEO.</p> <p>The Headteacher/ EHT is to co-operate with the SEO or their SIP in the ongoing monitoring of the School Improvement Plan.</p>	The LAB will receive termly reports on progress toward priorities in the School Improvement Plan, within the academy's overall Business Plan, and is to act to report significant slippages in the proposed plans to the SEO.
School Improvement Plan (including curriculum and standards)	Green and Amber	The Board to receive reports from the CEO, regarding implementation and impact of each School Improvement Plan.	The SEO is to present the termly School Improvement Plan to the Standards Committee.	<p>The Headteacher/ EHT is to draw up an annual draft School Improvement Plan, in conjunction with the SEO, or their SIP and present it to the Standards Committee.</p> <p>The School Improvement Plan is to contain any proposals the academy wishes to make to carry out school improvement work for other academies within the Trust family.</p>	The LAB is responsible for monitoring the implementation of the approved School Improvement Plan on a termly basis.
B2 Academy hours	Green			The Headteacher/ EHT recommends opening and closing times to the LAB.	The LAB agrees the academy hours.
Academy hours	Amber and Red		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.

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
B3 Term Times	Green			The Headteacher/ EHT recommend term times to the LAB.	The LAB agrees the term times, having regard to the arrangements in the local area.
Term Times	Amber and Red		The CEO will approve the term times for academies.	The Headteacher/ EHT recommend term times to the LAB.	The LAB recommends term times 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 decisions regarding applications for EHCP pupils, or Looked After Pupils, where the LAB was planning not to admit.		<p>The LAB will formulate its own admissions policy and appeals procedures, and submit to the Board of Directors for approval (with due regard to the Admissions Code).</p> <p>LABs can admit up to their PAN -above this admissions must be communicated to the CEO for approval</p> <p>Any ECHP or Looked After Pupils that LABs are proposing not to admit must be referred to CEO for final decision.</p>
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 parent 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 policies, in house/Trust-wide.	The following policies remain the responsibility of the LAB: Safeguarding Policies Health and Safety Policy Individual, bespoke academy-based policies (curriculum policies/ethos/in-house arrangements).

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
					Please note that the list is not exhaustive, and LABs should refer to the DHMAT document regarding LAB responsibility.
B7 Emergency closure e.g. due to snow/flooding	Red and Amber		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 or 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 LAB to liaise with Headteacher/ EHT, regarding emergency closures.
Emergency closure e.g. due to snow/flooding	Green			The Headteacher/ EHT to make a decisions 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.
B8 Website compliance	All		CEO to ensure a central check of each academy's website, and DHMAT's own website, is undertaken annually, and report to the Standards Committee.	Headteacher/Executive Heads are to ensure that their academy website meets all legal and DHMAT 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 meeting requirements.
B9 Pupil Premium and Sport Premium	All	Receive report from the CFO, regarding the spending of Pupil Premium and Sports Premium.	CFO to issue an annual report to Directors, regarding spend with DHMAT on Pupil Premium and Sports Premium, with reassurance that it has been spent in accordance with rules related to restricted grant funds.	Ensure that Pupil Premium and Sport Premium is used in accordance with the DfE Grants guidance, and that it can be evidenced as having 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
C1 Business Plan (incorporating the School Improvement Plan)	Green and Amber	<p>The first Business Plan will be based on the Pre-Academy due diligence report, and must be agreed by the Board of Directors before the academy converts.</p> <p>The Business Plan will then be reviewed and up-dated annually, or at such other intervals as the Board of Directors may, from time to time, determine. Progress toward the Business Plan will be discussed termly at the Standards Committee meetings.</p> <p>The Business Plan is to be prepared in such form as the Board of Directors may, from time to time, determine.</p> <p>The Business Plan covers the three principal areas of buildings, finance and school improvement.</p>	<p>The CEO and CFO will carry out a review of the draft Business Plan, submitted by the Headteacher/EHT.</p> <p>The CEO will then pass the Business Plan (incorporating any amendments, additions or deletions) to the Board of Directors for approval.</p>	<p>The Headteacher/EHT will have primary responsibility for preparing the draft business plan at the appropriate intervals, determined by the Board of Directors.</p>	<p>The Local Academy Board will consult with the Headteacher/EHT, before the draft is submitted to the CEO.</p> <p>The LAB recommends the plan to the CEO.</p>
Business Plan (incorporating the school improvement plan)	Red	<p>The first Business Plan will be based on the Pre-Academy due diligence report, and must be agreed by the Board of</p>	<p>The CEO and CFO will carry out a review of the draft Business Plan submitted by the Headteacher/Executive Head.</p>	<p>The Headteacher/EHT will have primary responsibility for preparing the draft business plan at the appropriate</p>	<p>The Local Academy Board will consult with the Headteacher/EHT before the draft is submitted to the CEO.</p>

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
		<p>Directors before the academy converts.</p> <p>The Business Plan will then be reviewed and up-dated termly, or at such other intervals as the Board of Directors may, from time to time, determine. Progress toward the Business Plan will be discussed termly at the Standards Committee meetings, including the academy's termly Raising Attainment Plan.</p> <p>The Business Plan is to be prepared in such form as the Board of Directors may, from time to time, determine.</p> <p>The Business Plan covers the three principal areas of buildings, finance and school improvement.</p> <p>The Business Plan must also include both a Cash Flow Plan and Capital Expenditure Plan</p>	<p>The CEO will then pass the Business Plan (incorporating any amendments, additions or deletions) to the Board of Directors for approval.</p> <p>The CEO and CFO will carry out a review of the Raising Attainment Plan (RAP), submitted by the Headteacher/EHT, before approving.</p>	<p>intervals, determined by the Board of Directors.</p> <p>The Headteacher/EHT should also produce a termly RAP, which the CEO will approve.</p>	<p>The LAB recommends the business plan and RAP to the CEO.</p>
<p>C2 Budget and Accounts</p> <p>C3 Set annual balance budget</p>	All	Review and approve individual academy budgets and consolidated budget.	Recommend to the DHMAT Finance and Resources committee in consultation with DHMAT CFO individual and consolidated budgets.	<p>Prepare budget for the academy, in accordance with school improvement priorities and take to LAB. Advice on the preparation to be sought from the CFO.</p> <p>Agree with LAB.</p>	Recommend balanced academy budget, that should be presented to CEO and CFO.

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
C4 Academy in deficit, or setting a deficit budget, when all academy reserves are taken into account	All	Review and approve the deficit recover 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 Board. Review academy's progress through termly reports.
C5 Budget Monitoring	All	Review bi-monthly budget monitoring reports for the trust and individual academies.	Review monthly budget monitoring reports for the trust and individual academies.	Prepare monthly monitoring reports, with support form the Central Finance Team.	Review termly monitoring reports for individual academy.
C6 Virement between nominal codes, costs centre	All		Virements within budget envelope to be approved by CFO	Request virements to in year budget to be sent to the Central Finance team for approval and processing	
C7 Amendments to approved budgets	Red	Receive report on surplus reduced/deficit increased from approved budget, and, if less than £10k, report to Finance and Resources Committee. Approve surplus reduced/deficit increased from approved budget; if more than £10k, report to Finance and Resources Committee.	Approve surplus reduced/deficit increased from approved budget if less than £10k, report to Finance and Resources Committee. Recommend surplus reduced/deficit increased from approved budget; if more than £10k, report to the Finance and Resources Committee following meeting with CFO.	Recommend surplus increased/deficit reduced from approved budget to LAB and CFO. Recommend surplus reduced/deficit increased from approved budget if less than £10k report to LAB following meeting with CFO. Recommend surplus reduced/deficit increased from approved budget; if more than £10k, report to CEO and DHMAT Finance and Resources Committee following meeting with CFO.	Approve surplus increase/deficit reduction. Recommend surplus reduced/deficit increased from approve budget; if it is less than £10k, report to CEO.
C8 Amendments to budgets when Academy is designated as	All	Finance and Resource committee to approve any changes to the academy's "bottom line".	Recommend changes to the academy's bottom line to the Finance and Resources committee.		

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financial 'High Risk'					
C9 Writing off bad debts	All	Finance and Resources consider any writing off of debts greater than £5k.	Between £1k and £5k, the CEO can write off bad debts on the recommendation of the CFO. Between £25 and £1k, the CFO on the recommendation from the Headteacher/ EHT.	Up to total of £50, with support of academy finance lead, recommend to LAB. Up to a maximum of £250 in the academic year.	Authorise up to £50 for individual debts. Up to a maximum of £250 in the academic year.
C10 Staff appointments	Green and Amber	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 unbudgeted vacancies with effect on budget of more than £30k.	Headteacher/ EHT to report vacancies to LAB. Make proposal to LAB to propose to CFO for unbudgeted vacancy, with effect on budget of less than £30k Make proposal to LAB to propose to CFO for an unbudgeted vacancy with effect on budget of more than £30k.	LAB receives report on appointments and vacancies. LAB to inform CFO of unbudgeted vacancy, with effect on the budget of less than £30k, which does not place the academy into a deficit budget situation. LAB to propose to CFO for unbudgeted vacancy with effect of the budget of more than £30k.
Staff appointments	Red	Finance and Resources Committee to authorise unbudgeted vacancies, with effect on the budget greater than £10k.	Authorise any proposal for Unbudgeted vacancy with effect on budget of less than £10k. Make proposal to CFO for unbudgeted vacancy with effect on budget of less than £10k. Make proposal to Finance and Resources Committee for unbudgeted vacancies with effect on budget more than £10k.	Headteacher/ EHT to authorise and action any budgeted vacancy. Report to LAB. Make proposal to LAB to propose to CFO an unbudgeted vacancy, with effect on budget of less than £10k Make proposal to LAB to propose to CFO an unbudgeted vacancy, with	LAB receives report on appointments and vacancies. LAB to inform CFO of an unbudgeted vacancy with effect on the budget of less than £10k, which does not place the academy into a deficit budget situation. LAB to propose to CFO for an unbudgeted vacancy, with effect of the budget of more than £10k.

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
				effect on budget of more than £10k.	
C11 Severance payments	All	Authorise £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 CFO.	Up to £20k, to propose to CFO.
C12 Authorisation of overtime or supply payments	All			Teaching and support staff in academy; as long as within budget, delegated powers as above.	
C13 Authorisation of expense claims	All		CFO authorise expenses for staff in the central team, including the CEO. CFO approves expenses claims for Chairs of LABs and directors. The CEO authorises expenses of 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.
C14 Reporting and Internal Audit requirements	All	The Finance and Resources Committee will review the performance of the academy against its Business Plan and its compliance with internal auditing. Such reviews will take place once a term, or at such other intervals as the Finance and Resources Committee may, from time to time, determine.	The CEO will ensure the CFO monitors the monthly finance academy management reports The CEO will report to the Finance and Resource Committee any concern arising; this may be delegated to the CFO, by the CEO.	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.
C15 Statutory Audit Procedures	All	The Trust's board of directors is responsible for approving the statutory account of the Trust	CEO is responsible for ensuring the CFO has prepared and approved the	The Headteacher/Executive Head is to provide such information and assistance in	

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
		and recommending them to the DHMAT members.	documents and ensured all statutory financial documents are appropriately filed.	relation to statutory audit procedures as the CFO and the Finance and Resources Committee may, from time to time, require.	
C16 Appoint Auditors	All	Board of Directors recommend auditors to members, Members appoint.	CEO directs the CFO to procure recommendation of auditors for Members.		
C17 Purchasing requisitions for orders/invoice approval (excluding expenditure from IC, capital reserves or sinking funds) NB Transactions must not be artificially split. The full value of the contract must be used when applying this policy. Therefore, if a contract is for 3 year, it is the total value across all three year that is applicable	All	Authorise spend above £100k.	Items £25k-£100k, within approved budget, need approval from CFO and CEO.	Authorise up to £10k, within approved budget. Proposal to CFO for £10k-£25k, within approved budget. £35k - £100k, within approved budget, needs proposal to CFO and CEO. No authority for spend above total budget until budget increase is approved (see amendments to budgets above).	
C18 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 business plan).	

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<p>C19 Quotations and Tendering</p> <p>NB Transactions must not be artificially split. The full value of the contract must be used when applying this policy. Therefore, if a contract is for 3 year, it is the total value accros all three year that is applicable</p>	All		CFO to support academies with formal tendering above £25k.	<p>In line with purchasing terms delegated powers, above.</p> <p>Up to £5k preferred supplier/catalogue (if not included within the preferred supplier/catalogues, then academy should seek three quotes for orders in excess of £5k, and use best value principles).</p> <p>Above £5k will require three quotes.</p> <p>Above £25k, formal tendering process through consultation with the CFO.</p>	
<p>C20 Bank account payments</p> <p>BACS, cheques, direct debit</p>	All	According to Bank mandate – two signatories.		According to Bank mandate – two signatories.	
<p>C21 Petty cash journals</p>	All			<p>Less than £50, academy finance staff.</p> <p>£50 - £100 academy, Headteacher/ EHT.</p> <p>Over £100 not permitted.</p>	
<p>C22 Journals</p>	All			Recoding (within the income statements); academy finance lead approved by central finance.	
<p>C23 Whistle blowing policy</p>	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-	Receive reports of incident of whistleblowing (unless they

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
				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.	relate to members of the Local Academy Board)
C24 Risk management	All	Review key risks and measures implemented to mitigate risk. Receive reports from CFO at each meeting of the Finance and Resource Committee, regarding new risk, and those which have been escalated to 'red'. 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 'red'. All directors to be issued with the risk register on a termly basis, by the CFO.	Ensure that a risk register is in place, that is fit for purpose.	LAB to review the academy's risk register on an annual basis, or sooner if required.
C25 Insurance	All	Review insurance arrangements.	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.
C26 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.
C27 Expenditure on unrestricted Funds	All	Finance and Resource committee authorise above £50k.	Authorise up to £50k.	Proposals to 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
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 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 recommendation 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 becomes 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	Green and Amber			The Headteacher/ EHT will lead the process for filling teacher vacancies in conjunction with Senior Leadership Team and the representative of the LAB, referred to opposite.	The Chair of the LAB will nominate a representative from amongst its ranks 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 desirable.
D4 Teacher/Support Staff Appointments	Red		CEO to agree teaching staff appointments and participate in the recruitment process (this	The Headteacher/Executive Head will seek agreement from the CEO on teaching	The Chair of the LAB will nominate a representative from amongst its ranks to

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
			may be delegated to a Senior Education Officer).	<p>staff appointments. The CEO will participate in the appointment process for teachers (this may be delegated to a Senior Education Officer).</p> <p>The Headteacher/Executive Head will lead the process for filling support staff vacancies, in conjunction with Senior Leadership Team and the representative of the LAB, referred to opposite.</p>	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 desirable.
D5 External Consultants Appointment	All		Decision concerning the appointment of external consultants will lie with the CEO	The Headteacher/Executive Head 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.
D6 Salary Review	All	The Board has responsibility to audit the salary review process, in respect of the CEO and Executive team.	<p>The CEO has responsibility (may delegate to CFO) for overseeing salary levels/bands for two academic years after joining DHMAT, or such other period as CEO may, from time to time, determine.</p> <p>The CEO may also audit the salary review process of any academy, as the CEO considers appropriate.</p> <p>If the CEO is not satisfied with the process, or the outcome from the salary review, the CEO may ask the</p>	<p>The Headteacher/Executive Head is to ensure that the Business Plan identifies any proposed salary reviews.</p> <p>The Headteacher/ EHT will make salary review proposals to LAB.</p>	<p>LAB to agree and authorise salary review proposals, if within the planning staff number and budget.</p> <p>The proposals are reported to the CEO.</p> <p>The LAB recommends any Headteacher/ EHT salary review to CEO, for approval.</p>

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
			Headteacher/ EHT to take such remedial action as the CEO considers appropriate. The CEO authorises any Headteacher/ EHT salary review.		
D7 Terms of Employment	All	Decisions concerning any changes to the terms of employment of academy staff (both teaching and support) and central 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 Finance and Resources team to consult the Headteacher/EHT regarding any proposed changes to terms of employment.	The LAB is to be consulted by Central Finance and Resources team, in connection with any proposed change to terms of employment.
D8 Redundancies	All	Decision concerning the making of any redundancies will lie with 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 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 DHMAT. The CEO may attend, and take part in, the consultation if the CEO considers this appropriate.
D9 Dismissals	All	Subject as noted below, decisions concerning dismissal of the Headteacher/ EHT, any member of a academy Senior Leadership Team and	The CEO is to consider any circumstances involving a potential dismissal and follow procedure to dismiss where appropriate.	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 LAB is to be consulted about potential dismissal situations, except where the CEO considers the urgency of the matter is such that

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
		<p>the executive will lie with the Board of Directors.</p> <p>The Board of Directors will consider any representation made by the CEO/the Headteacher/ EHT and/or the LAB.</p> <p>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.</p>	<p>Subject as noted below, the CEO is to notify the Board of Directors:</p> <ul style="list-style-type: none"> If the employee concerned is the Headteacher/ EHT, 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. <p>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.</p> <p>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.</p>	<p>The Headteacher/ EHT will provide such ongoing assistance the CEO may require in considering whether dismissal is appropriate.</p>	<p>consultation is not appropriate.</p> <p>The Headteacher/ EHT is to notify the CEO of any proposed consultation.</p> <p>The CEO may attend, and take part in, the consultation if the CEO considers this appropriate.</p>
D10 Other Disiplinary and Capability Measures	All	<p>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.</p>	<p>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.</p> <p>The CEO will follow the DHMAT Disciplinary Policy for any central staff,</p>	<p>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 measures.</p> <p>The Headteacher/ EHT will follow the DHMAT</p>	<p>The LAB Chair should report any disciplinary/capability issues regarding the Headteacher/ EHT directly to the CEO, who will report these on to the Board of Directors</p> <p>The Chair of the LAB is delegated the responsibility</p>

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
		<p>The Board will consider any representation made by the CEO, the Headteacher/ EHT and/or the LAB.</p> <p>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.</p> <p>The Chair of the Board of Directors will deal with any disciplinary/capability issues related to the CEO.</p>	<p>Headteacher/ EHT and members of the executive.</p> <p>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.</p> <p>Subject as noted below, the CEO is to notify the Board of Directors:</p> <ul style="list-style-type: none"> 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. 	<p>Disciplinary Policy for any staff.</p> <p>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. The CEO should be informed of any suspension, immediately.</p>	<p>to suspend the Headteacher/ EHT, where it is felt that this is necessary, either before disciplinary investigation commences or during the process. The CEO should be informed of any suspension immediately.</p>
D11 Safeguarding (excluding General Health & Safety)	All	Board to issue a safeguarding statement of intent, regarding its academy's systems and procedures and will implement a Safeguarding Policy which applies to centrally employed staff.	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 academy.	<p>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.</p> <p>The Headteacher/ EHT delegated day-to-day</p>	The Headteacher/ EHT is also to notify the Chair of Governors and/or LAB Safeguarding Governor, as soon as reasonably possible of any safeguarding issues or concerns relating to staff

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
		The Standards Committee to receive termly reports regarding safeguarding provision within its academies.	CEO to ensure that safeguarding procedures within the academy, and centrally, meet all national and local requirements.	<p>administration of safeguarding procedures in their academy, ensuring that national, local and DHMAT safeguarding systems and procedures are implemented.</p> <p>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</p> <p>It is the Headteacher/ EHT's responsibility to ensure that checks are undertaken on all staff and certain volunteers that work in the academy, prior to their appointment, including DBS checks and reference requests.</p>	<p>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.</p> <p>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.</p>
D12 Continuous Professional development (CPD) (Budget)	All		Any non-budget expenditure on CPD over £1,000 in a academic year (either on one item, or in aggregate) must first be approved, in writing, by the CFO.	<p>The Headteacher/ EHT is to include, in the draft Business Plan, appropriate proposals for CPD.</p> <p>The Headteacher/ EHT may spend that part of the academy's budget for CPD in accordance with:</p> <ul style="list-style-type: none"> • 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.

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
				The Headteacher/ EHT has discretion to spend up to a £1,000 on non budgetted CPD in an academic year (either on one item or in aggregate).	
D13 Continuous Professional Development (CPD)	Green		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 DHMAT PD day per year for all academies on the same day (if required).	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. 1 of the PD days may be designated as a DHMAT PD day, to be held on the same day to address DHMAT-wide issues.	
Continuous Professional Development (CPD)	Amber	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 DHMAT PD day per year for all academies on the same day (if required). The CEO can grant one additional PD day for Amber support-level academies.	Where the Headteacher/ EHT feels that there is a particular issue that needs addressing immediately, and additional PD days are required, they may request one additional closure day from the CEO.	
Continuous Professional Development (CPD)	Red	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 DHMAT PD day	Where the Headteacher/ EHT feels that there is a particular issue that needs addressing immediately, and additional PD days are required, they may request two additional closure days from the CEO.	

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
			per year for all academies on the same day (if required). The CEO can grant two PD days for Red support-level academies.		
D14 Headteacher/Executive Head Illness/ Planned Absence	All			<p>On the first day of illness, the Headteacher/Executive Head should inform the CEO of their illness and keep the CEO updated, in line with the academy's absence policy, during the absence.</p> <p>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.</p>	

Section E: ASSET MANAGEMENT

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
<p>E1 Negotiation and renegotiation of contracts</p> <p>(NB read in conjunction with above section relating to purchasing)</p>	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.	<p>The Headteacher/ EHT is to notify the CFO of the academy's intention to negotiate, or renegotiate, any external contracts over £10k, including for assets.</p> <p>The Headteacher/ EHT will take such action as the CFO/CFO may reasonably require in connection with the negotiations or renegotiations.</p>	<p>LAB to enter into contracts with organisations that generate income for academies; e.g. contract with the LA re the academy's nursery funding.</p> <p>LAB consult with the CFO re any contracts/licenses with outside agencies to rent space within the building (not lettings).</p>
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.	<p>The Headteacher/ EHT is to notify the CFO of the academy's intention to enter into any standing order, contract, leasing, hire-purchase, services or similar agreement over £10k.</p> <p>The Headteacher/ EHT will take such action as the CFO/CFO may reasonably require in connection with entering into, variation or termination of any such agreement.</p>	
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
E4	All	Authorise disposal of assets over £25k.	CFO to approve disposal between £5k and 10K.	The Headteacher/ EHT may authorise any disposals	Receive reports from the Headteacher/ EHT of items to

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
Disposal of assets (non-land and buildings)		<p>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).</p> <p>Disposal above £25k to be delegated to the Finance and Resources Committee.</p>	<p>The CFO will recommend to the CEO any disposals that are between £10k and £25k. The CEO can authorise at this level.</p> <p>The CEO will report asset disposals received from the Headteacher/Executive Head and CFO up to £25k, to the Finance and Resources Committee.</p>	<p>related to assets with a market value of less than £5k (either as one item or in total) (report to the CFO).</p> <p>The Headteacher/ EHT will recommend to CFO any disposals that are between the value of £5k and £10k.</p>	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 full Board of Directors, if required by the Academies Financial Handbook.			
E6 Premises maintenance programme	All	<p>The Finance and Resources Committee will review the Premises Maintenance Programme annually, and may decide to:</p> <ul style="list-style-type: none"> • Accept it as drawn; or • Accept it with such modifications as it believes are appropriate; 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.	
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	The CEO is to assess the likelihood of the claim, or proceedings, succeeding, and the likely impact on both the	The Headteacher/ EHT to notify the CEO of any actual or potential claims or proceedings affecting the	The LAB will act on any instructions received from the Board Directors and/or the CEO.

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
		<p>may reasonably require in relation to the defence or prosecution of any claim or proceedings.</p>	<p>academy and the Trust, should this happen.</p> <p>If the CEO considers the matter sufficiently serious to merit it, the CEO may report the claim or proceedings to the Board of Directors.</p> <p>The CEO will act on any instructions from the Board.</p> <p>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.</p>	<p>academy as soon as becoming aware of them.</p> <p>The Headteacher/ EHT will act on any instructions received from the Board of Directors and/or the CEO.</p> <p>Other than in cases of utmost necessity, the Headteacher/ EHT may only appoint legal advisers with the prior written approval of the CEO.</p>	
E8 Health and Safety (excluding Safeguarding)	All	<p>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.</p> <p>Receive annual reports from CEO, regarding academies' adherence to responsibilities.</p>	<p>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.</p> <p>Report to the Finance and Resources Committee, annually, on effectiveness of the academies' health and safety procedures.</p>	Carry out the H&S statutory duties and report to the LAB termly.	<p>Ensure academy has 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.</p> <p>Ensure the academy reports to the CEO, termly.</p>

Section F: STRATEGY

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
F1 Collaboration and partnering arrangements	Green	<p>The Board will review any proposal put to it by the CEO and may;</p> <ul style="list-style-type: none"> • Approve the proposal as submitted to it; or • Approve the proposal, subject to any amendments it considers appropriate; or • Reject the proposal 	<p>The CEO will assess any proposals put forward by the Headteacher/ EHT.</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> • 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. 	<p>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 £10,000.</p> <p>The Headteacher/EHT will provide such further information and assistance as the CEO may need in order to make a decision concerning the arrangement.</p>	<p>Ensure that any collaboration or partnering arrangement with other academies/schools offer 'value for money'.</p>
Collaboration and partnering arrangements	Amber and Red	<p>The Board will review any proposal put to it by the CEO and may;</p> <ul style="list-style-type: none"> • Approve the proposal as submitted to it; or • Approve the proposal, subject to any amendments it considers appropriate; or 	<p>The CEO will assess any proposals put forward by the Headteacher/EHT.</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> • Approve the proposal as submitted to the CEO; or • approve the proposal, subject to any amendments the CEO considers appropriate; or 	<p>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 £2,500.</p> <p>The Headteacher/ EHT will provide such further information and assistance as the CEO may need, in order to</p>	<p>Ensure that any colloration or partnering arrangement with other academies/schools offer 'value for money'.</p>

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
		<ul style="list-style-type: none"> Reject the proposal. 	<ul style="list-style-type: none"> Reject the proposal; or Refer the proposal to the Standards Committee for a decision. 	make a decision concerning the arrangement.	
F2 Expansion/ reduction of existing facilities	All	<p>The Board will review any proposal put to it by the CEO, and may;</p> <ul style="list-style-type: none"> Approve the proposal as submitted to it; or Approve the proposal, subject to any amendments it considers appropriate; or Reject the proposal. 	<p>The CEO will assess any proposals put forward by the Headteacher/ EHT.</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> 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. 	<p>The Headteacher/ EHT is to agree with the LAB, and notify the CEO of, any proposal to expand/reduce any existing facilities at the academy.</p> <p>The Headteacher/ EHT will provide such further information and assistance as the CEO may need, in order to make a decision concerning the proposal.</p>	LAB to recommend proposals to expand/reduce any existing facilities at the academy to CEO.
F3 Taking on new premises	All	<p>The Board will review any proposal put to it by the CEO and may;</p> <ul style="list-style-type: none"> Approve the proposal as submitted to it; or Approve the proposal, subject to any amendments it considers appropriate; or 	<p>The CEO will assess any proposals put forward by the Headteacher/ EHT.</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> Approve the proposal as submitted to the CEO; or approve the proposal, subject to any 	<p>The Headteacher/ EHT is to notify the CEO of any proposal to take on new premises, following agreement with LAB.</p> <p>The Headteacher/EHT will provide such further information and assistance as the CEO may need, in order to make a decision concerning the proposal.</p>	LAB to agree proposal to take on any new premises.

RESPONSIBILITY	Academy Support Group	Board of Directors	Executive	Headteacher/Executive Headteacher	Local Academy Board
		<ul style="list-style-type: none"> Reject the proposal. 	<p>amendments the CEO considers appropriate; or</p> <ul style="list-style-type: none"> Reject the proposal; or Refer the proposal to the Standards Committee for a decision. 		
<p>F4 Other major strategic decisions; i.e. the restructure of the central Trust team, the taking on of another school into the Trust, the growth plan of the Trust</p> <p>Academy strategic decisions; e.g. changes 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</p>	All	<p>The Standards Committee will review any proposal put to it by the CEO, and may;</p> <ul style="list-style-type: none"> Approve the proposal as submitted to it; or Approve the proposal, subject to any amendments it considers appropriate; or Reject the proposal 	<p>The CEO will assess any proposals put forward by the Headteacher/Executive Head</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> 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. 	<p>The Headteacher/ EHT is to notify the CEO of any proposal of a major strategic nature.</p> <p>The Headteacher/ EHT will provide such further information and assistance as the CEO may need, in order to make a decision concerning the proposal.</p>	<p>The LAB will make its views known to the CEO, regarding any major strategic decisions the Trust is considering, through a formal consultation period.</p> <p>The LAB will refer to the CEO any major strategic decisions the academy is considering.</p>