



# Scheme of Delegation

JULY 2023 V3B

CONCORDIA MULTI ACADEMY TRUST

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# 1. Document Control

## Amendment History

Version No.	Date	Comments
2	September 2021	Full revision of Scheme of Delegation
2.1	December 2021	Minor Updates
3	July 2022	Annual Review and alignment to local governance
3b	July 2023	Annual update – no changes NB planned update to align with Local Governance Handbook – spring 2024

## Review Dates

Next Review Date
July 2024

## Author(s)

Name	Role
Tracy Webb	Chief Executive Officer

## Reviewer(s)

Name	Role
Simon Faircloth	Chief Operating Officer

## Approver(s)

Name	Role
Members	

## 2. Introduction

Concordia Multi Academy Trust is the legal entity responsible for the governance of all Academies within the Trust. The Chief Executive (CEO) is the accounting officer and is responsible for the academic and financial performance of all schools in the Trust.

This scheme of delegation is the key document that defines which functions have been delegated by the Trustees and to whom. This ensures that Members, Trustees, central personnel including the Chief Executive Officer (CEO), Chief Finance Officer (CFO), Chief Operations Officer (COO), Local Academy Boards (LABs) and Headteachers are clear about who has the responsibility for decision making.

A Multi Academy Trust (MAT) is a single legal entity, a charitable company, with a Board of Trustees that are accountable for all the Academies within the trust.

It is the decision of the Trustees about which, if any, governance functions they delegate.

**Our vision is to create system leaders within our family of Academies who collaborate, support and challenge one another to ensure that all children are happy, confident learners who achieve the very best they can.**

Our aims are to:

- ◁ have emotionally Healthy Academies
- ◁ have a shared vision, culture and ethos
- ◁ provide inspirational education
- ◁ deliver outstanding governance
- ◁ encompass robust compliance and accountability
- ◁ be an employer of choice

This document ensures compliance with Department For Education, Education and Skills Funding Agency and Regional Schools Commissioners.

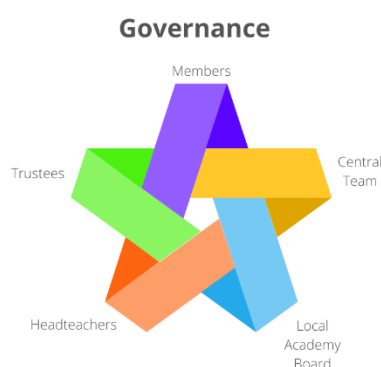
### 3. Governance Structure

The Governance of a Trust is set out by the Department for Education and our approach is aligned to the Structure and Roles guidance available at:

<https://www.gov.uk/government/publications/governance-structures-and-roles>

Within our Trust certain activities have been delegated by the Trust Board to groups that support the operation of the Trust. Even though some activities are delegated the accountability within a Trust remains the responsibility of the Trust Board.

Our Trust governance is operated between five core groups which are Members, Trustees, Central Team, Headteachers and Local Academy Boards.



**Members:** They can approve changes to the Scheme of delegation and work with Trustees to make sure that the Trust is performing effectively and that Trustees are providing effective governance to all of our schools.

Information regarding individual Members can be found on our website.

**Trustees:** They oversee the financial performance of our schools, hold leaders to account for performance of pupils and staff and make sure that there is a clear vision and direction for all schools within the Trust. The Chief Executive Officer (CEO) is the Accounting Officer. The Accounting Officer shall assure of high standards of probity in the management of public funds.

The Board of Trustees operates three committees:

- ◁ Quality of Education
- ◁ Growth
- ◁ Finance and Audit

Information regarding individual Trustees can be found on our website.

**Executive Team:** consists of:

- Central Team: Chief Executive Officer (CEO), Chief Finance Officer (CFO) and Chief Operating Officer (COO). The central teamwork alongside schools to manage finance, compliance, support school development, support with school improvement and enable the school leaders to focus on what matters most – quality of education and managing staff and pupils.
- Headteachers from within each of our Academies

**Local Academy Board** is made up of “Representatives” who “Monitor, Support and Advise” at a local school level to ensure that the highest quality of education is achieved and the wellbeing of pupils and staff are prioritised in line with Trust expectations. Representatives are delegated responsibility from the Trustees for areas which we explore later in this document.

The Local Academy Board hold a vital role in monitoring the delivery of education as well as providing support to the staff within the Trust. As part of the Governance Structure the Representatives bring understanding of and local knowledge to support the schools to meet the needs of the community. Boards are made up of staff, parents/carers and co-opted community Representatives.

Further information can be found in the Guide to Local Governance document.

## 4. Delegation

For the purpose of the scheme of delegation we have used the **RASCI model**. This is a responsibility assignment matrix. This describes the participation of various groups and their roles in completing tasks across the Trust.

For ease of use and to ensure effectiveness we have combined the S, Supportive, and C, Consulted, elements of RASCI. Where C is used it also includes S.

### Our scheme of delegation aims to:

- Clarify roles and responsibilities to ensure that they are clearly understood
- Embed a culture of transparency and accountability
- Clarify mechanisms for policy, practice, compliance and consistency across the Trust

The below sets out the RASCI model

<b>R – Responsible</b>	The person who is ‘Responsible’ can be thought of as the <b>project owner</b> . It is solely their job to make sure that the project is completed. Multiple people could be Responsible for one task. However, if they need extra help, they may ask one of the Supportive members.
<b>A – Accountable</b>	The person who has <b>ultimate control</b> over a task and the resources allocated for its completion is called ‘Accountable’. They are the ones who assign and delegate work responsibilities. One task can never have more than one person accountable.
<b>S – Supportive</b> See note above	‘Supportive’ members may provide help by providing resources to the Responsible people. <b>They actively work with the Responsible in order to carry the project to completion. They support to help complete the task.</b> Both Supportive and Responsible members have the same goals.
<b>C – Consulted</b>	The ‘Consulted’ are there to <b>help the Responsible</b> finish their tasks successfully. They are the <b>consulted for advice</b> , expertise, help, or opinion. They offer valuable subject matter expertise.
<b>I – Informed</b>	The ‘Informed’ category includes the people who are to be <b>kept in the loop</b> over the course of the project. They need to be informed about the progress of the project, up until it reaches completion.

### Maintenance of the Scheme of Delegation

For any items that are not included within this document/matrix, clarity should be sought from the CEO/Trustees. Where appropriate an update to the document will be made and communicated to all interested parties.

This document can be updated at any time as agreed between the Trustees and approved by the Members. Any updates will be communicated to all interested parties.

### Performing Duties within the Scheme of Delegation

All parties should have the knowledge through experience, training or support to fulfil the duties that are outlined in this document. It is accepted that this will not always be the case and, in such cases, other parties will provide the required support, where requested.

All policies and documentation will be made available to support delivery of duties and access to additional resources.

## 5. Matrix

The Trustees have accountability for all business within the Trust. They have delegated authority as detailed below.

For the purpose of this document the accountability column has been removed for ease of reading.

Delegated personnel	
<b>Central team</b>	Chief Executive Officer, Chief Finance Officer, Chief Operating Officer, Finance Manager and any other central management personnel
<b>LAB</b>	Local Academy Boards
<b>HTs</b>	Head teachers of Academies

Content of Scheme of Delegation			
	Category	Overview of content	Committee and/or named Trustee
<b>1</b>	<b>Strategic development</b>	Ethos and culture Project management Growth of the Trust Admissions Academy sessions Risk management Business planning	All Trustees Growth led by the Growth Committee, chair David Keith
<b>2</b>	<b>Human Resources HR and operations</b>	Staff wellbeing Appointment and dismissal of staff Pay and appraisal Employment policies and practice	Julie Wootton



		Recruitment Early retirement Restructuring Public relations	
<b>3</b>	<b>Education</b>	Wellbeing, cultural capital, Equality of opportunity and statutory requirements Curriculum Assessment and monitoring of outcomes School improvement	<b>Quality of Education Committee</b> Chair Julie Murphy
<b>4</b>	<b>Operations</b>	Health, safety and safeguarding Estates, security and insurance Compliance	Paul Jenkins
<b>5</b>	<b>Finance</b>	Budgets Asset management Compliance Commercial Procurement Contract management	<b>Finance and audit committee</b> Chair Dave Teggin
<b>6</b>	<b>Audit and Risk</b>	Risk Audit	<b>Finance and audit committee</b> Chair Dave Teggin
<b>7</b>	<b>Commercial</b>	Contracts SLAs	John Mann
<b>8</b>	<b>Governance and assurance</b>	Governance Policies Self-review Induction	David Keith

9	<b>Marketing and Public Relations</b>	Policies Marketing and media	Growth Committee
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1. Strategic developments	Central Team	LAB	HT
Setting the Ethos, Culture, Values of the Trust	R - CEO		C
To embed the ethos, culture and values within each Academy		R	R
Setting the financial strategy of the Trust, including reserves and assets	R - CFO		I
Proposing of Trust strategic projects	R - CFO, COO		C
Reviewing of Trust strategy projects	R - CEO		
Approval of Trust strategic projects	R – CEO/Trustees		
Proposals of individual Academy projects to the Trust	R - COO		R
Approval of Academy projects	R - CEO		I
To update on Academy projects	I	I	R
To make decisions on the use of central reserves to meet the needs of the Trust	R - CEO/CFO		I
To identify services to be procured on a Trust wide basis	R - COO		C

To ensure centrally procured services provide value for money	R - COO		C
To consider requests from other Academies to join the Trust	R - CEO	I	I
To propose any amendments to admissions policy		C	R
To approve any amendments to admissions policy	R		C
Manage appeals against LA directions to admit pupil(s)	C - CEO	I	R
To propose any change of the times for the academy day		R	R
To approve any change of the times for the academy day	R - CEO		C
To propose any request to change term dates from Local Authority dates		R	R
To approve any request to change term dates from Local Authority dates	R - CEO		C
To ensure that websites are up to date and fully compliant with DFE guidance			R
To monitor that the Academy website is up to date and fully compliant with DfE guidance		R	
To produce an exclusions policy that is consistent across the Trust – in draft	R - CEO		
To ensure that all exclusions are lawful and follow agreed processes and are reported appropriately	C	R	R
<b>2. HR and operations</b> Health and wellbeing	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>

To produce a Wellbeing Strategy/Policy which focuses on healthy mind, healthy body, healthy work life balance and teacher workload	R - CEO	I	C
To appoint outsourced Occupational Health Unit provision to support the Trust in maintaining the health and wellbeing of all employees	R - CEO	I	I
To have robust and effective systems that protect staff and pupils' wellbeing including mental health			R
To report on health and wellbeing of staff within Academies	I	R	R
To monitor the processes in each Academy and report to Trustees that staff and pupil wellbeing (including mental health) and workload is acceptable and given high priority	I	R	
To monitor the processes in each Academy to ensure that staff are protected from bullying, harassment and that staff know how to whistle blow and where to get support from (including mental health support)		R	
<b>HR and operations</b> appointment and dismissal of staff	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
Appointment/dismissal/suspension and lifting of suspension of the CEO, CFO and COO	I		
Appointment/dismissal/suspension and lifting of suspension for other central trust employees	R - CEO OR TRUSTEES FOR CEO		
Appointment/dismissal/suspension and lifting of suspension of the Head teacher	R - CEO	C	

Appointment of a Deputy Head teacher (using selection and recruitment processes)	C	R	C
Appointment of an Assistant Head teacher (using selection and recruitment processes and within agreed SLT structure)	C	R	C
Proposing requests to change the structure of senior leadership teams within Academies	C	C	R
Approving changes to structure of senior leadership teams within Academies	R - CEO		
Appointment teaching staff within agreed annual budget/approved staffing structure		C	R
Dismissal/Suspension of teaching and non-teaching staff including following of policies and consulting with HR	C	R	R
Appointment of non-teaching staff within agreed annual budget		C	R
<b>HR and operations pay and appraisal</b>	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
To monitor equality of opportunity and adherence to the Equality Act	R - CEO		
To monitor and report on staff Diversity, Equality and Inclusion within Academies	I	R	
To produce an annual Trust appraisal policy (currently using LA policies until a Trust one is agreed by unions).	R - CEO	I	C
To maintain accurate and secure appraisal records for all senior Academy and central employees and follow retention guidance and GDPR	R - CEO		
To maintain accurate and secure appraisal records for all Academy employees and follow retention guidance and GDPR			R

To update annually pay policy for employees (Trust policy currently in consultation with Cook Lawyers and unions)	R - CEO	I	I
To consider and exercise pay discretions in the event of special circumstances e.g. secondment or changes in role	R - CEO	I	C
To set and review every 3 years' salary ranges (Individual School Range) for each Academy including HT, DHT and AHT salary ranges. New Academies will be assessed separately to ensure continuity for joining	R - CEO	I	I
To set salary ranges for central Trust employees	Trustees/ Members CEO - C		
Appraisal of CEO, CFO and COO	Trustees/Me mbers		
Appraisal of other central Trust employees	R - CEO		
Appraisal of Head teachers including making pay recommendations	R - CEO	R	
Appraisal of Deputy Head Teachers	C	C	R
Appraisal of teaching staff		C	R
Appraisal of non-teaching staff		I	R
To make pay recommendations for staff appraisal			R
To authorise pay recommendation for Academy staff within agreed Trust pay policy	R – CEO & CFO		

To sign salary letters for any pay changes within Academies (from Sept 2022)	R - CFO		
To address personnel issues including performance or conduct of personnel within Academies	C - CEO	I	R
To address personnel issues including performance or conduct of Head Teacher	R - CEO	C	
To address personnel issues including performance or conduct of CEO	(Trustees/Me mbers)		
To address personnel issues including performance or conduct of CFO and COO	R (CEO and Trustees)		
To address personnel issues including performance or conduct of any other central employees	R - CEO		
<b>HR Operations General</b>	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
Appoint external HR provision consultants, ensuring a current knowledge of HR matters and legislation is maintained and accessible across the Trust	R - CEO	I	C
Produce a complaints procedure policy	R - CEO	I	C
Employment policies are in place and maintained in line with employment legislation and ACAS guidance (safer recruitment, pay, gender pay gap etc)	R - CEO		C
Undertaking pre-recruitment checks for central personnel and Head teachers	R - CEO		
Undertaking pre-recruitment checks for staff within Academies		I	R
Monitoring pre-recruitment checks for staff within Academies		R	C

Proposing an annual staffing structure from within agreed Academy budgets		I	R
Approving proposed annual staffing structure from each Academy	R - CEO		
To consider and make representation to the Board of Trustees any dismissal payment or early retirement of Trust employees	R - CEO		C
Proposing staff restructuring at an Academy	C	I	R
Approving staff restructuring at an Academy	R – CEO/CFO		
Writing Media and Public Relations Policy and Marketing Strategies for the Trust and Academies	R - COO		C
Adhering to agreed and Public Relations Policy strategies	R	R	R
<b>3. Education</b> Wellbeing, cultural capital, Equality of opportunity and statutory requirements	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
To monitor the provision of diversity, equality and inclusion (DEI) within each Academy Protective characteristics - Equality of opportunity is provided to all children regardless of gender, ethnicity, religion, background or ability	C	R	
To ensure that the provision is in place for children with special educational needs (SEND) and/or a disability (having regard to the SEND Code of practice and the Disability Discrimination Act), ensuring that every child is provided with a curriculum that meets their needs	I	I	R
To monitor and report that the provision is in place for children with special educational needs (SEND) and/or a disability (having regard to the SEND Code of practice and the Disability Discrimination Act), ensuring that every child is provided with a curriculum that meets their needs – in each Academy	I	R	



To produce and operate an Academy behaviour policy or statement that aligns with the Trust's vision and behaviour principles	I	I	R
To monitor the effectiveness and impact of the Academy behaviour policy		R	
Implement procedures to improve attendance, punctuality and reduce barriers to learning	I	I	R
Monitor and evaluate the impact of procedures for behaviour and attitudes within each academy to reduce barriers to learning, including attendance and punctuality	I	R	
Monitor that the Academy meets the statutory requirements for relationship, health and sex education	I	R	
Responsibility for monitoring that the provision of RE is in line with the Academies curriculum policy and the locally agreed RE syllabus	I	R	
Ensuring Academies follow the guidance on daily acts of worship			R
<b>Education Curriculum</b>	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
Overall management of the Trust and monitoring and reporting of the quality of quality of education and the curriculum	R - CEO		C
Monitoring and reporting of Academy quality of education and the curriculum		R	I
To produce and implement an Academy Curriculum Policy or curriculum statements of intent	I	I	R
To monitor and evaluate the impact of Quality of Education across the Trust	R – CEO/Trustees		

To monitor and evaluate the impact of the Quality of Education policy within each Academy		R	
To ensure that remote learning opportunities are provided for all pupils and there are robust plans in place to provide this to pupils who cannot attend Academies			R
To ensure that there are effective systems in place in each Academy to implement home learning if necessary	I	I	R
<b>Education</b> Assessment and monitoring of outcomes	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
To identify and commission a management system to record assessments consistently within the Trust	R - CEO		C
To set targets and analyse attainment for all groups of pupils in Academies	C – QoE Trustees	C	R
Reporting progress and attainment to the LAB termly			R
Reporting progress and attainment across the Trust to the Trustees termly	R - CEO		
To monitor pupil outcomes across the Trust	R - CEO/Trustees		
To ensure that there are effective systems in place in each Academy to monitor pupil achievement against targets	I	R	R
To ensure that accurate paper and/or electronic records/data are maintained for all pupils in line with GDPR			R
To undertake and report statutory Assessments within expected timescales to Local Authority, Department of Education etc.	I	I	R

To agree annual reporting programme and approve reporting documents to parents on pupil achievements within each Academy (reports/parent meetings)	C	I	R
To prepare an annual monitoring schedule that identifies monitoring opportunities across the curriculum	I	I	R
Implement the pupil premium plan and provide quality intervention/support			R
To ensure that there are effective systems in place in each Academy to monitor and evaluate the impact of pupil premium funding	I	R	R
Implement support for looked after, post looked after and service children and provide them with additional opportunities/support	I	I	R
To ensure that there are effective systems in place in each Academy to monitor and evaluate the impact of looked after, post looked after and service children funding	I	R	R
Implement the sports premium plan and provide quality provision			R
To ensure that there are effective systems in place in each Academy to monitor and evaluate the impact of the sports premium funding	I	R	R
Systems are in place to consider modifications to or dis-applications of the National Curriculum in respect of individual pupils or part of the curriculum and make appropriate recommendations about any required action for statutory tests. For example, large print or extra time.	C - CEO		R
<b>Education</b> School improvement	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
To develop a plan for consultant/external/internal evaluation of standards across the Trust each year	R - CEO		C

To produce an accurate self-evaluation of the Trust and ensure this is kept up to date and reflects changes appropriately	R – CEO/CFO/CO O		
To produce an accurate self-evaluation of each Academy and ensure this is kept up to date and reflects changes appropriately		R	R
To produce an annual Trust improvement plan that outlines areas for development that links with self-evaluation	R – CEO/CFO/CO O		C
To produce an annual school improvement plan that outlines areas for development that links with self-evaluation	C	C	R
To evaluate and monitor the effectiveness of the school improvement plan termly	I	R	
To report on progress and next steps termly of school improvement plan to the Trustee Quality of Education Committee and the Trust termly	I	I	R
To produce a post inspection plan (after an Ofsted inspection or an evaluation of effectiveness) with clearly timetabled actions			R
To monitor the impact of the post inspection plan against timetabled actions and outcomes (as appropriate)		R	R
To set out Trust minimum expectations for monitoring of standards across all Academies within the Trust including data drops	R - CEO		C
To identify the professional development needs for the Trust - budget and plan a programme to achieve this	R - CEO		
To identify the professional development needs for staff within Academies, budget and plan a programme to achieve this			R
To monitor the impact of professional development for staff within Academies		R	

To ensure that resources (human and practical) are targeted appropriately to address the needs of all pupils			R
To monitor that human and practical resources meet the need of the pupils effectively, particularly considering SEND and disadvantaged pupils		R	
<b>4. Operations</b> Health, safety and safeguarding	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
To develop a Trust wide health and safety policy (in draft) Use the LA agreed policy until implemented	R - COO	I	C
Selection and approval of external Health and Safety services providers/auditors	R - COO	I	C
Selection and approval of health and safety electronic recording for accidents system across the Trust	R - COO		C
To monitor and report that the Trust's Health and Safety policies and processes are being followed within Academies		R	R
To develop a Trust wide safeguarding policy that includes monitoring, reporting, safer recruitment, pre-employment checks etc	R - CEO		C
To implement the Trust's safeguarding policy and report that all safeguarding regulations are followed.		R	R
Selection and approval of a safeguarding programme for recording of incidents across the Trust	R - CEO		C
Induction for new employees and visitors to the central team, also including Trustees, Members	R – CEO		
Induction for new employees, visitors and LAB Representatives			R

Monitoring and reporting that effective induction processes are in place for new employees and visitors within Academies		R	
Maintaining and keeping up to date the Single Central Register for Trust central employees, members and trustees	R - CEO		I
Maintaining and keeping up to date the Single Central Register for all LABs, employees, visitors and contractors within Academies			R
Half termly monitoring and reporting that the Single Central Register is compliant and all LABs, staff, volunteers and other personnel within the Academy are included		R	
Monitoring that all central employees, Trustees are up to date with appropriate Health and Safety and Safeguarding training and have read policies	R - COO		
Ensuring that all central employees, Members and Trustees are up to date with appropriate Health, Safety and Safeguarding training and have read all policies and guidance	R - CEO		
Ensuring that all staff within Academies are up to date with appropriate Health, Safety and Safeguarding training and have read all policies and guidance			R
Monitoring and reporting that all staff within Academies are up to date with appropriate Health, Safety and Safeguarding training and have read all policies and guidance		R	
To review annually the Residential and visits policy for the Trust that clearly identifies protocols and processes for visits	R - CEO		C
Adhering to visits policy processes and procedures including qualification/training requirements and monitoring of compliance		R	R
Approval of local visit, trips and residentials in Academies (see visits policy)		R	
To produce risk assessments as directed by health and safety consultants for personnel, day to day operations, areas, subject leadership etc. as well as for visits and trips both within and outside of the school day (using guidance from Visits Policy)			R

To monitor and report that risk assessments are being written and follow guidance provided by health and safety consultants (and Visits policy/processes)		R	
Approval of adventurous activities and residential visits risk assessments for Academies after approval received from Evolve (see visits policy)	R – CEO		
<b>Operations</b> Estate’s security and insurance	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
Buildings insurance and personal/public liability	R - CFO		C
Developing the Trust wide buildings programme	R - COO		
Implementing the Academies’ building programmes in line with the Trust wide buildings programme	R - COO		C
Estate management and security (non-PFI)	R - COO		C
Managing the relationship and contractual fulfilment with Eric Wright Group including estate management and security (PFI only)	R - COO		C
Adhering to estate management guidance as set out by the Trust		R	R
<b>Operations</b> Compliance	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
To produce a list of centrally written policies that are to be adopted across the Trust, with details of review dates	R - COO		C
Policies within Academies (not listed as Trust reviewed) to be reviewed as necessary in accordance with statutory requirements and published accordingly		R	R

Designated Data Protection Officer is appointed annually	R – COO		
Data protection processes are fully adhered to and agreed procedures are followed in the event of a suspected breach	R – COO	R	R
Data protection breaches are reported to the Data Protection Officer on occurrence and to LAB and Trustees half termly	R – COO		R
All staff centrally and within Academies receive annual updated training on GDPR compliance	R - COO		R
Website compliance for concordiamat.co.uk	R - COO		
<b>5. Finance</b> <b>The Finance &amp; Audit Committee have been delegated by the Board of Trustees to be accountable for the following items.</b>	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
To make recommendations to the finance committee for annual re-charge	R - CFO		
To approve recommendations for annual re-charge	Finance Committee R		I
Produce, maintain and review annually the Trust Financial Handbook Manual (FHM) which outlines delegated authority, spending amounts and other financial processes	R - CFO		I
To monitor compliance with the Trust Financial Handbook	R - CFO		
To maintain proper and accurate financial records for the Trust including all corporate banking activity	R - CFO		C



To give assurance on the ability of the Trust to continue to adopt the going concern basis of accounting, as defined by the ESFA Academy Trust Handbook.	R - CFO		
To ensure that Budgets and associated Budget Forecast Returns are prepared accurately and submitted in the correct timeframes, as detailed in the Academy Trust Handbook.	R - CFO		I
To provide timely and accurate information to the CFO/Finance Manager to enable preparation of budget and financial planning	C		R
To produce an annual Trust budget and 3-year budget using information that has been provided in consultation with headteachers	R - CFO		C
To produce an annual Academy budget and 3-year budget using information that has been provided in consultation with headteachers	R - CFO		C
Produce monthly Management Accounts	R - CFO		C
Monitor monthly expenditure throughout the Trust including for each Academy, Central, English Hub and Trading services	R - CFO		
Monitor monthly expenditure within each Academy to ensure appropriate use of public funds, adherence to the budgets set, and value for money on the expenditure made.	R - CFO		C
To request an adjustment to approved budget to access funds from underspent areas within original agreed budget			R
To authorise any adjustment to approved budget to access funds from underspent areas within original agreed budget	R - CFO		

Central Team or Academies request access to Central Trust Funds; or resources from within the Trust	R – CFO/COO/CEO		I
Academies make a request to access their own Academy reserves to meet the additional needs that were not budgeted for when annual budget was set	C	C	R
Approve/Submit to the COO, Trustee Quality of Education and Finance Committee requests to access their reserves	R COO, QoE, F&A		I
Use appropriate financial benchmarking to compare with similar Academies / Trusts	R – CFO/COO	I	I
To produce and maintain a business plan or documents in conjunction with Finance Trustee / Strategy Trustee	R – CEO/CFO/COO		I
<b>6. Audit and Risk</b>	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
Internal and external auditing is carried out at appropriate times by qualified personnel	R - CFO		
Actions for improvement identified in audits are implemented in a timely manner	R - CFO		
Make recommendations to the Members on the appointment and efficacy of External Auditors	R - CFO		
Plan, organise and manage the external and internal Scrutiny Reviews each year (including non-financial scrutiny) and report to Trustees	R – CFO/COO/CEO		C

To work in consultation with English Hub to organise Internal Scrutiny Reviews and report to Trustees	R - CFO		
Academy asset register maintained accurately and reported back to CFO termly	C		R
Whole Trust asset register reflects the transactions within the financial accounts and are completed in preparation for external audits	R – CFO/COO		
To authorise acquisition of assets within limits specified in the Financial Handbook Manual for the Trust	R – CFO/COO/CEO		
To authorise acquisition of assets within limits specified in the Financial Handbook Manual within each Academy	C		R
To authorise disposal of assets within limits specified in the Financial Handbook Manual for the Trust	R – CFO/COO		
To authorise disposal of assets within limits specified in the Financial Handbook Manual for each Academy	C		R
<b>Financial Risk</b>	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
The Financial Items on the Risk Register reviewed at Committee meetings. Recommendations on risk mitigation and actions taken reported to Trust Board	R – COO/CFO		
Business continuity/Disaster Recovery is managed and mitigated appropriately	R - COO		C
Financial due diligence is carried out effectively on potential Academies joining the Trust	R – CFO/COO/CEO		

Identifying, managing, mitigating and monitoring Financial Risks across the Trust	R – CFO/COO/CEO		C
<b>7. Commercial</b>	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
Signing of Contracts, Lease Agreements, or other ongoing subscriptions for services for the Trust or Academy	R - COO		C
Managing procurement of services or equipment for the Trust or Academies	R - COO		C
Register of all commercial contracts / SLAs is maintained and kept up to date	R - COO		C
Commercial contracts / SLAs monitored to ensure spending provides <b>best value</b> and is linked to the priorities of the Trust	R – COO/CFO		R
Academy SLAs managed and reviewed for value for money on an annual basis to improve efficacy and achieving purpose.	C		R
To review all SLAs and contracts across the Trust annually to ensure that best value is achieved within the Trust, money is used most effectively and contracts with suppliers conform to best value principles	R – COO/CFO		C
To organise Invitations to tender for procurement procedures across the Trust	R - COO		C
All new contracts/SLAs conform to procurement procedure	R - COO		C
<b>8. Governance and Assurance</b>	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>

Ensure there is clear separation of duties between Members and Trustees and reduction/removal of any conflicts of interests and no related party transactions are permitted	R – CEO/COO		
To produce a Governance Handbook that identifies clear roles, responsibilities and provides clear direction for governance at local academy level	R – CEO/COO		
Ensure any conflicts of interests or related party transactions are identified and/or removed from LAB		R	
Self-review of governance and undertaking a skills review of the Trustees	R – Clerk to co-ordinate		
Self-review of governance and undertaking an annual skills audit within LAB at Academies	R – Clerk to co-ordinate	R	
To set a timeline for LAB meeting dates and Trustee committee dates that are appropriate and timely to filter into Board of Trustee meeting dates	R – CEO/COO	I	I
To create LAB documents including agendas and terms of reference that are consistent across the Trust	R – CEO/COO	I	I
To produce and maintain a Trustee terms of reference or similar document that identifies roles and responsibilities	R - CEO/COO		
To produce an LAB governance terms of reference or similar document that identifies roles and responsibilities	R - CEO/COO	I	I
To implement any documentation produced by the Trust into LAB meetings/ schedules including terms of reference		R	
To appoint chair of LAB for each Academy	C	R	C
To remove chair of LAB at an Academy	R Trustees		

Appoint Local Academy board members	I	R	C
To appoint and dismiss clerk of Representatives for LGAs and Board of Trustees	R - Trustees	C	C
To set half termly dates/schedule meetings for LAB	R - Clerk	C	C
To appoint and actively seek members of the LAB		R	R
To remove members of the LAB (other than the chair)	C	R	C
To appoint additional members to compliment an LAB if the Trust deems this necessary or if there is a skills gap	R – CEO/Trustees		
To appoint an IAB (interim advisory board) and disband an ineffective or obstructive LAB (or LAB Representative) that does not support the Trust ethos and values	R – CEO/Trustees		C
To keep the register of pecuniary interests up to date and published on the website for the Board of Trustees and Members	R – CEO/Clerk		
To keep the register of pecuniary interests is kept up to date and published on the website for members of the LAB	R - Clerk		
To ensure that the attendance at meetings, Trustee, Member and other profiles and information is kept up to date and published on relevant websites	R - Clerk		
To ensure that the attendance at meetings and LAB Representative information is kept up to date and published on relevant websites	R - Clerk		
To produce policy documentation for all levels of governance including code of conduct, related party and acceptable use policy	R – CEO/COO	C	C

To ensure that all policy documents are always adhered to by LAB Representatives including and not exhaustive to code of conduct, related party, acceptable use guidance policy document. Policies to be signed annually and records maintained by the Academy or clerk		R	
To agree delegated responsibilities to LAB committees as identified from within the Governance Handbook (as a minimum)		R	C
To determine the development needs of LABs and establish a budgeted CPD programme	R – CEO/COO	C	C
To ensure that systems are in place for LABs to manage complaints or appeals and make appropriate recommendations about any required action following agreed Trust protocols/policy	C	R	C
<b>9. Marketing and Public Relations</b>	<b>Central Team</b>	<b>LAB</b>	<b>HT</b>
Implement a marketing, communications and public relations programme to enhance the Trust and Academies image within the marketplace, the general public and other key stakeholders	R - COO		C
Responding to the media as the MAT’s representative	R - COO		C