

Scheme of Delegation

Date Last Approved by Trustees:	July 2023
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1. Introduction

- 1.1 Endeavour MAT referred to hereafter as the Trust, was established on 1st April 2017. The Trust is a multi-academy trust capable of operating and maintaining a number of schools (collectively “the schools”).
- 1.2 The Trust is both a company limited by guarantee (with no shareholders) and an exempt charity regulated by the Secretary of State for Education, who acts as the principal regulator.
- 1.3 The Trust’s constitution and its charitable objects are set out in its articles of association (“the Articles”).
- 1.4 Trusts have an overriding duty to act freely and in the best interests of the Trust and the schools at all times.
- 1.5 The purpose of this scheme of delegation is to provide operating clarity as to the roles, responsibilities and authority of those who contribute to the governance and management of the schools and the Trust itself. This scheme of delegation is subsidiary to the Articles, the funding agreements and all schools legislation.
- 1.6 The Trustees reserve the right (in their absolute discretion) to review and alter this scheme of delegation and the level of delegated authority at any time and it will be formally at least annually.

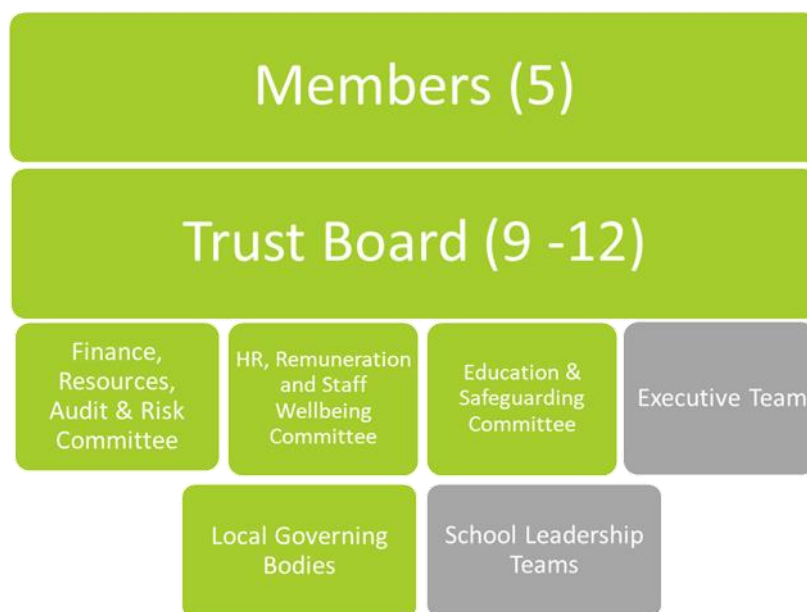
2. Accountability, Governance and Management Structures

Overall Structure

- 2.1 The highest tier of oversight is provided by the Members who are the guardians of the Trust, its purpose and welfare. Each member’s liability is limited to £10 and, in view of the limited liability and therefore scope for accountability they have limited governance and no day-to-day management responsibilities. Members cannot be employees of the Trust.
- 2.2 The next tier of oversight is provided by the Trustees. Trustees are appointed by the Members to whom they report. They are Trustees for charity law purposes and also company directors registered with Companies House. The Trustees are personally (jointly and severally) responsible for the actions of the Trust and the schools and are accountable to the Members, the Secretary of State for Education and the wider community for the quality of education received by all students in the schools and the expenditure of public money. The Trustees are required as Trustees, and pursuant to the funding agreements, to have systems in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust. The Trustees meet as a Board of Trustees generally known as the Trust Board.
- 2.3 All Trustees have the same responsibility to act in the best interests of the Trust and the schools irrespective of any other role they might undertake within the Trust.
- 2.4 The Trust Board will oversee the management and administration of the Trust and the schools run by the Trust and herein delegate authority and responsibility to others in order to discharge these functions.
- 2.5 The Trust must appoint suitable Governance Professional(s) to discharge the responsibilities of a Clerk and more broadly in respect of governance across the Trust and may, if a suitable individual is available, appoint a Company Secretary.
- 2.6 The main delegations will be:
 - to the Chief Executive Officer, who will be responsible for the day-to-day management of the Trust and the schools.
 - to Trust Board Committees or ad hoc working parties of the Trust Board.

- to a Local Governing Body for each school to undertake elements of the Trust Board’s role of strategic direction and oversight at a local level. Each Local Governing Body is accountable to the Trust Board in relation to any matter delegated to it. The duties, responsibilities and authorities of each Local Governing Body may vary between schools as determined by the Trust board in consultation with the Chief Executive Officer.
- to the Executive Team which is the executive management of the Trust focusing on operations and the educational performance of the schools. They operate under the leadership and direction of the Chief Executive Officer who is by virtue of his position also a Trustee. The Executive Team work both as a central resource and with the staff in the schools and the Local Governing Bodies to ensure that the required outcomes are achieved in accordance with the direction and vision of the Trust Board. The Executive Team includes the Chief Executive Officer, the Chief Operating Officer, Director of Data and Information and a number of Heads of Service areas.
- to the Head Teachers through the formal delegation of powers from the Trust Board and through the Executive Team. The operation of each school will be managed by the Head Teacher. The duties, responsibilities and authorities of a Head Teacher may vary between schools as determined by the Chief Executive Officer in consultation with the Trust Board.

Governance & Management Overview



3. The role of the Members

3.1 The role of the Members is laid out in the Articles and in company law. Their role is that of guardians of the constitution, ensuring the charitable object is fulfilled and to conduct oversight of the Trust Board. Members have limited governance and no day to day management responsibilities.

3.2 The Members’ key responsibilities are:

- To ensure the Objects of the Trust are met
- To receive the annual report (prepared by the Trustees) at an Annual General Meeting of the Trust;
- To appoint the Trust’s auditors;
- To determine the Trust’s constitution by adopting the Company’s Articles;

- To exercise either a direct power under the articles or a statutory power;
- To appoint and remove Trustees.

4. The Role of the Trustees and the Trust Board

4.1 The Trustees have overall responsibility and ultimate decision-making authority for all of the work of the Trust.

4.2 The Trust Board will set the strategic direction of the Trust, maintain legal oversight, monitor all activities, assess the performance of the schools and establish and review material policies and practises governing the life of the schools.

4.3 The specific tasks and responsibilities of the Trust Board are as follows:

- to determine the vision and ethos of the Trust whilst acknowledging the uniqueness of each individual school and the needs of the communities they serve
- to, in conjunction with the Chief Executive Officer, develop a strategic plan for the Trust and to ensure the effective communication of that plan so it can be implemented across the Trust and in all of the schools;
- to establish and maintain the schools (including considering expansion of the Trust by taking existing schools into the Trust or opening new schools);
- to determine and ensure the implementation of material policies and procedures which it is intended will achieve a consistently high standard of education and financial prudence across all areas of the Trust;
- to make or ratify suitable appointments of individuals who serve or will serve on the Local Governing Bodies, such as the Chair of Governors, including removing such individuals who fail to fulfil the expectations of the role;
- to approve the overall Trust budget and the budgets of each school, having regard to any recommendations of the Finance, Resources, Audit & Risk Committee which will be responsible for conducting a thorough review of all budget proposals;
- to formally appoint the Accounting Officer (part of the role of the Chief Executive Officer) and Chief Finance Officer (part of the role of the Chief Operating Officer);
- to provide challenge and support to the Chief Executive Officer and Chief Finance Officer and through them the schools
- to set goals and undertake the performance management of the Chief Executive Officer and Chief Operating Officer;
- to ensure that the Chief Executive Officer is effectively overseeing the objectives and outcomes of each of the schools;
- to ensure appropriate performance management systems are in place and are effective across the Trust and are accompanied by relevant programmes for the professional development of all staff;
- to regularly receive and review the KPI's from the schools;
- to oversee the delivery of the benefits that collaborative working, common approaches and common systems will bring across the schools;
- to ensure that the Trust operates effective health and safety systems and procedures (including safeguarding);
- to ensure there are robust financial systems are in place that are adhered to by the Trust and each school (using periodic internal audits to provide such assurance);
- to oversee the performance and delivery of any services provided by the Trust to the schools;
- to ensure proper advice is available to the Trust in relation to legal and compliance matters;
- to ensure a comprehensive risk management framework and appropriate risk management strategies are put in place and maintained across the Trust.

4.4 The organisation of the Trust Board is set out in the Articles, which determine the quorum and the process for appointment of a Chair and Vice Chair of the Trust Board. In summary, the Trust Board will meet at least six times a year and the quorum for any meeting is the greater of three or one third of the Trustees appointed at that time.

4.5 The Board is supported in its work by three committees:

- Finance, Resources, Audit, & Risk
- HR, Remuneration and Staff Wellbeing
- Education & Safeguarding

All committees have Terms of Reference outlining their role and responsibilities.

5 The Role of the Chair of the Trust Board

5.1 The Chair of the Trust Board ('Chair') has a fundamental role in leading the business of the Trust and as a fulcrum between the Trust Board and the Chief Executive Officer.

5.2 The Chair is first among equals, but has no defined individual power (except in an emergency)

5.3 The specific tasks and responsibilities of the Chair are as follows:

- To ensure the Trust Board provides a strategic focus to the Trust and its schools;
- to manage the business of the Trust Board to ensure it undertakes its duties efficiently and effectively in and between Board meetings;
- to build, develop and meld the Trustees into an effective team, taking account of recruitment, succession and the professional development needs of the Trust Board;
- to work in partnership with the Chief Executive Officer, developing a professional relationship, providing appropriate encouragement, challenge and support;
- to promote a culture of robust evaluation and continuous improvement across the Trust striving to drive up standards everywhere;
- to ensure the Trust Board meets all its legal and regulatory requirements by working closely with the Governance Professional(s) supporting the Trust Board;
- to represent the Trust to key external partners, the media and the public when required.

6. The Role of the Chief Executive Officer

6.1 The Chief Executive Officer will be responsible for managing the Trust and its schools on a day to day basis. The role, function, responsibility and authority of the Chief Executive Officer are delegated by the Trust Board and may be varied at its sole discretion.

6.2 The specific tasks and responsibilities of the Chief Executive Officer are as follows, many of which are themselves delegated to or shared with others within the Executive Team, most particularly the Chief Operating Officer/ Chief Finance Officer):

- to support the Trust Board in the formulation and development of its strategy;
- to work as a Head Teacher as required and to undertake designated work as defined by the school teachers pay and conditions;
- to ensure that all decisions made by the Trust Board are implemented in a timely and effective manner;
- to actively promote the values of the Trust through actions, policies and procedures;
- to ensure striving for outstanding educational performance is imbedded across the Trust;
- to provide direction and oversight to all of the Trust's operations;
- to line manage various staff members including the Chief Operating Officer, who leads functional delivery areas that form part of the delivery of the Executive Team;

- to provide strong and effective leadership to the Trust to achieve the highest levels of educational and operational performance and ensure a culture of continuous improvement;
- to work effectively with a range of external stakeholders, including communities, parents, government, funding and regulatory bodies;
- to ensure the highest standards of safeguarding and child protection are maintained across the Trust and in each school;
- to oversee the effective management of risk within the Trust;
- to ensure, as Accounting Officer, robust financial systems are in place so that the Trust funds are used properly, efficiently and effectively;
- to ensure the Trust's internal communications with students, staff, parents and governors are effective;
- to develop the relationship that the Trust has with the Secretary of State for Education (including also the Department for Education, the Education and Skills Funding Agency (ESFA), the Regional Schools Commissioner (RSC) and Ofsted);
- to develop strategic partnerships with other bodies and organisations, including service providers, which will further the Trust strategic plan;
- to represent the Trust to key external partners, the media and the public.

7. The role of the Executive Team

- 7.1 The Executive Team is made up of the Chief Executive Officer and Chief Operating Officer and those teams and individuals reporting to them who deliver services and provide expertise on a pan-Trust basis (including HR, finance, premises, health and safety, risk management, governance and IT) to support the educational performance of the schools.
- 7.2 The Executive Team works with the staff in each school to ensure that the Trust's strategic plan (incorporating each school improvement plan) is being implemented and the required outcomes are achieved in accordance with the strategy and vision of the Trust Board. The individuals who form the Executive Team operate under the leadership and direction of the Chief Executive Officer and Chief Operating Officer.
- 7.3 Each head of service/ functional lead within the Executive Team has individual responsibilities, performance targets and are managed directly by either the Chief Executive Officer or Chief Operating Officer.
- 7.4 The Executive Team will seek input and advice from internal and external experts, including school Senior Leadership Teams, and may on occasion seek to utilise and or deploy staffing resource (on a temporary basis or permanent basis) for the benefit of the Trust as a whole.
- 7.5 The Executive Team supports the Chief Executive Officer in delivering the following specific tasks and responsibilities:
- to manage the process for schools joining the Trust (including carrying out appropriate due diligence and identifying any actions required to address areas of weakness or opportunities for improvement);
 - to support schools to improve educational outcomes through the provision of school improvement services;
 - to advise on, facilitate, supplement or provide as necessary any operational or managerial support to each school, with regards to the core functions overseen by the Executive Team in accordance with the requirements of the Trust Board;
 - to specify management controls and management reporting requirements, audit the associated processes comment on procedures and outcomes in each school, and identify and ensure the delivery of appropriate training and support;
 - to provide operational and management support to the Head Teachers and Senior Leadership Teams within the schools;

- to assist the Trust by supporting the Local Governing Bodies to achieve the collective strategic aims and objectives of the schools;
- to advise on staffing structures within each school, identifying areas and implementing plans where collaboration will lead to improvements in teaching and learning and or other efficiencies;
- to implement and review systems for the benchmarking of the schools across the Trust, developing systems for sharing good practice and supporting the Chief Executive Officer and Chief Operating Officer in maximising the opportunities for resource sharing and collaboration;
- to build and keep under constant review a comprehensive risk management framework ensuring risk management strategies are executed appropriately across the Trust and in each school including the adequacy of insurance arrangements;
- strategic management of the Trust's estate, including drawing up a strategic estate management plan which identifies areas in need of expansion and or development and areas likely to be surplus to requirements;
- to take a lead on any capital bids and allocations, managing and supporting each school-based premises team to carry out works safely and cost effectively;
- to support each school and Local Governing Body in the development of its financial plans and reporting in the context of the respective school's strategic goals and vision and strategy of the Trust;
- to aid the Chief Executive Officer and Chief Operating Officer in reporting appropriately to the Trust Board.

7.6 The cost of the functions undertaken by the Chief Executive Officer and Executive Team will be funded on a fair basis by the academies by the contribution of a percentage of the government funding provided to each school. This contribution will be set each year based upon a budget for the shared costs approved by the Trust Board the percentage will vary from year to year depending on the level of activity carried out by the Executive Team and any additional specific needs determined to be necessary by the Trust board for an individual school.

8 The Role of the Educational Leadership Group

8.1 The Head Teachers from across the Trust will operate as the Educational Leadership Group, providing a sounding board and resource for the Chief Executive Officer in providing school improvement capacity across the Trust, identified from either within the Educational Leadership Group or as an external resource, to support the Chief Executive officer and the Group in ensuring the effective functioning of the schools in raising educational standards. Members of the Educational Leadership Group may from time to time be invited to attend Education & Safeguarding Committee in the furtherance of its business.

9 The role of the Local Governing Body

9.1 The Trust Board has established a Local Governing Body for each school. The overarching purpose of a Local Governing Body is to provide strategic direction, support and local accountability for the performance of the relevant school within the framework and parameters set by the Trust Board. It is a non-executive body supporting the Trust Board to deliver its responsibilities.

9.2 Those serving on Local Governing Bodies are accountable to the Trust Board and must ensure that at all times they act in good faith and in the best interests of the schools and the Trust, exercising reasonable care and skill, having particular regard to their personal knowledge and experience. Members of the Local Governing Body must comply with the Trust's Code of Conduct.

- 9.3 An annual skills audit and effectiveness review will be undertaken in which Local Governing Body members will be asked to articulate their contribution to the success of the Trust and the school in the period of review.
- 9.4 The core duties of the Local Governing Bodies are:
- ensuring clarity of vision, ethos and strategic direction;
 - holding the Head Teacher to account for the educational performance of the school and its students.
- 9.5 Specific areas which the Local Governing Body will oversee include:
- Approving the School Improvement Plan and Self-Evaluation Form, ensuring the compliance of the curriculum and making sure that spending plans take account of and deliver it;
 - Reviewing school improvements in terms of quality of curriculum and teaching;
 - Monitoring the school health & safety, risk management and safeguarding procedures and compliance;
 - Monitoring provision for all pupil groups including those with Special Educational Needs and Disabilities (SEND); those in receipt of Pupil Premium Funding; and those enrolled in Post-16 provision.
 - Approving specific school policies (e.g. related to SEND, anti-bullying, behaviour etc.)
 - Noting Trust policies that impact on the on the activities of the school
 - Monitoring the attainment of the school against the objectives that it has been set; and
 - Monitoring financial performance against the approved budget.

The Trust Board will:	The Finance, Resources, Audit & Risk Committee will:	The HR, Remuneration & Staff Wellbeing Committee will:	The Education and Safeguarding Committee will:	The Executive Team (ET) will:	The Local Governing Body (LGB) will:	The Head Teacher (HT) will:
Vision, Values & Strategy - set the vision, values and strategy with due regard to the Members.				- the CEO will provide oversight to the preparation of the SEF and SIP.	- develop and monitor the vision, ethos and culture of the school within the vision, values and strategy set by the Trust. - review and approve the School's Self Evaluation Form (SEF) and Improvement Plan (SIP) and monitor its implementation.	- support the LGB in developing the vision, ethos and culture and promote these within the school. - prepare the SEF and SIP in conjunction with the CEO.

The Trust Board will:	The Finance, Resources, Audit & Risk Committee will:	The HR, Remuneration & Staff Wellbeing Committee will:	The Education and Safeguarding Committee will:	The Executive Team (ET) will:	The Local Governing Body (LGB) will:	The Head Teacher (HT) will:
<p>School Expenditure</p> <p>- have ultimate responsibility for all Trust expenditure.</p>	<p>- advise the Trust Board in matters of finance. Acting in accordance with the Terms of Reference set for the committee and reviewed by the Trust Board annually.</p>			<p>The CFO will:</p> <ul style="list-style-type: none"> - develop the Trust's financial controls, policies and procedures to ensure the safeguarding of funds and assets. - monitor the school's compliance with such financial controls, policies and procedures. - consider and present the annual budget of the school to the Finance, Resources, Audit, & Risk Committee, having appropriately considered the priorities and deployment of resources, before then making a recommendation to the Trust Board. <p>The Central Finance Team will:</p> <ul style="list-style-type: none"> - provide monthly management accounts reports in conjunction with the School Business Managers (SMBs). 	<ul style="list-style-type: none"> - review performance against budget termly in formal meetings, discussing any concerns that may arise. - review termly the contracts schedule for the school, providing support/constructive challenge in relation to school level contracts nearing renewal. - nominate monitoring governors for this area who will review performance against budget monthly. - review in detail Pupil Premium, Bursary and any other separately monitored or ring-fenced spend and impact. - be aware of and responsive to risks to the achievement of the budget forecast and Medium Term Financial Plan (MTFP) and provide support/constructive challenge on how such could be dealt with. 	<ul style="list-style-type: none"> - ensure that school staff comply with the procedures and requirements of the Trust's Finance Regulations Manual and any other relevant policies in relation to any expenditure or expense processing.

The Trust Board will:	The Finance, Resources, Audit & Risk Committee will:	The HR, Remuneration & Staff Wellbeing Committee will:	The Education and Safeguarding Committee will:	The Executive Team (ET) will:	The Local Governing Body (LGB) will:	The Head Teacher (HT) will:
<p>School Budget Setting/ Spending Plans</p> <p>- hold authority to set and approve budgets and spending plans.</p>	<p>- advise the Trust Board in matters of school budget setting and spending plans. Acting in accordance with the Terms of Reference set for the committee and reviewed by the Trust Board annually.</p>			<p>The CFO will consider and present the annual budget of the school to the Finance, Resources, Audit & Risk Committee, having appropriately considered the priorities and deployment of resources, before then making a recommendation to the Trust Board.</p>	<p>- provide support/ constructive challenge to scrutinise proposed capital spend.</p> <p>- provide support/ constructive challenge to scrutinise proposed restructuring or cuts to resourcing and review benchmarking and resource management data at least annually (including that provided through Integrated Curriculum Financial Planning (ICFP) during MTFP refresh).</p> <p>- recommend the annual school budget and MTFP refresh to the CFO.</p>	<p>- work with the SBM to develop and formulate any and all capital or revenue spending proposals and proposed restructures or savings initiatives.</p> <p>- work with the SBM to develop the annual school budget and MTFP refresh, including review of ICFP analysis.</p>
<p>Education and Curriculum</p> <p>- have ultimate responsibility for curriculum and education matters within all schools.</p>			<p>- advise the Trust Board in matters of curriculum and educational standards in Trust schools. Acting in accordance with the Terms of Reference set for the committee and reviewed by the Trust Board annually.</p>	<p>The CEO will: - have responsibility for agreeing the curriculum priorities, targets, SEF and SIP with each HT within the parameters set by the Trust Board. - monitor progress and review performance against strategy, targets and SIP.</p>	<p>- monitor and evaluate the curriculum offer (including the extra-curricular offer and electives) to ensure that a broad and balanced curriculum that meets the needs of students in the local context, builds social capital, and is well sequenced in terms of intent, implementation and impact is in place. - ensure an appropriate staff development, training and skills programme is in place. - ensure that elements of the wider curriculum such as PHSE,</p>	<p>- design and ensure delivery of the curriculum. - be responsible for the quality of delivery of the curriculum on a day to day basis and for implementing any improvement plans and initiatives along with delivery of the SIP.</p>

The Trust Board will:	The Finance, Resources, Audit & Risk Committee will:	The HR, Remuneration & Staff Wellbeing Committee will:	The Education and Safeguarding Committee will:	The Executive Team (ET) will:	The Local Governing Body (LGB) will:	The Head Teacher (HT) will:
					SRE, mental health and safeguarding are in place and effective in informing students and keeping them safe.	
<p>Safeguarding</p> <p>- agree the Trust-wide safeguarding policy and have ultimate responsibility for safeguarding across the Trust.</p>			<p>- advise the Trust Board in matters of safeguarding. Acting in accordance with the Terms of Reference set for the committee and reviewed by the Trust Board annually.</p>	<p>The CEO will:</p> <ul style="list-style-type: none"> - develop and propose the safeguarding policy. - ensure that all schools adopt compliant safeguarding practices and procedures as determined by the Trust. - monitor safeguarding across the Trust for compliance and report to the Trust Board. 	<ul style="list-style-type: none"> - appoint monitoring governor(s) for safeguarding and receive monitoring reports. 	<ul style="list-style-type: none"> - develop the school safeguarding procedures and practices in accordance with Trust policy. - ensure compliance with the safeguarding policy within the school. - engender a culture that promotes safeguarding, including the reporting of any safeguarding incidents.

The Trust Board will:	The Finance, Resources, Audit & Risk Committee will:	The HR, Remuneration & Staff Wellbeing Committee will:	The Education and Safeguarding Committee will:	The Executive Team (ET) will:	The Local Governing Body (LGB) will:	The Head Teacher (HT) will:
<p>Health and Safety</p> <p>- agree the Trust-wide policies with regard to health and safety and have ultimate responsibility for health & safety across the Trust.</p>	<p>- advise the Trust Board in matters of Health & Safety. Acting in accordance with the Terms of Reference set for the committee and reviewed by the Trust Board annually.</p>			<p>The COO and HoPE will:</p> <ul style="list-style-type: none"> - develop and propose all policies, practices and procedures to be operated within the Trust with regard to health & safety. - ensure that all schools adopt compliant health & safety policies, practices and procedures as determined by the Trust. - monitor the health & safety across the Trust for Compliance and report to the Trust Board. 	<ul style="list-style-type: none"> - to appoint monitoring governor(s) for the area of health & safety under the relevant priority area. - to note the Trust-wide health & safety policy and to approve the school's health & safety procedures documentation and monitor compliance with both. - review (termly) the risk register and ensure appropriate follow up action is being taken. 	<ul style="list-style-type: none"> - ensure compliance with all health & safety policies set by the Trust. - prepare the school's health & safety procedures documentation using the template for the purpose under the Trust-wide policy. - engender a culture that promotes health & safety within the school, including the reporting of any incidents and near-misses.

The Trust Board will:	The Finance, Resources, Audit & Risk Committee will:	The HR, Remuneration & Staff Wellbeing Committee will:	The Education and Safeguarding Committee will:	The Executive Team (ET) will:	The Local Governing Body (LGB) will:	The Head Teacher (HT) will:
<p>Human Resources</p> <ul style="list-style-type: none"> - delegate to the CEO the appointment of each HT. - approve the policies to be operated across the Trust with regard to recruitment and management of staff. 		<ul style="list-style-type: none"> - advise the Trust Board in matters of Human Resources. Acting in accordance with the Terms of Reference set for the committee and reviewed by the Trust Board annually. 		<p>The CEO will lead on the recruitment and performance management of the HT.</p> <p>Other members of the ET with line management responsibility for staff based within the school will lead on their recruitment and performance management and provide recommendations to the pay committee.</p>	<ul style="list-style-type: none"> - participate in the recruitment process for the HT. - note all Trust policies regarding recruitment and management of staff. - have a role in the performance management of the HT via participation of the Chair in the process with the CEO. - form a pay committee annually to consider and approve the HTs recommendations for pay review. - receive termly high level summary information on staffing, performance and management issues and provide support and constructive challenge. 	<ul style="list-style-type: none"> - implement and comply with all Trust policies and standard terms and conditions. - make recommendations to the annual pay committee regarding pay progression for school managed staff based on performance review outcomes. - approve any initial disciplinary action or commencement of capability procedures in respect of school managed staff with support from the HoHR. - develop and propose the organisation of the SLT and TLR posts within the school. - appoint all school managed staff and have relevant input to appointment of school based staff managed by ET structure. - ensure the line management structure within the school sets and monitors performance targets for all staff. - manage disputes and claims with staff members

The Trust Board will:	The Finance, Resources, Audit & Risk Committee will:	The HR, Remuneration & Staff Wellbeing Committee will:	The Education and Safeguarding Committee will:	The Executive Team (ET) will:	The Local Governing Body (LGB) will:	The Head Teacher (HT) will:
						in accordance with relevant policies and the advice of the HoHR.

The Trust Board will:	The Finance, Resources, Audit & Risk Committee will:	The HR, Remuneration & Staff Wellbeing Committee will:	The Education and Safeguarding Committee will:	The Executive Team (ET) will:	The Local Governing Body (LGB) will:	The Head Teacher (HT) will:
<p>Admissions and Student Matters</p> <p>- hold authority to set and approve admissions policies in compliance with the Admissions Code.</p>			<p>- advise the Trust Board in matters of admissions, behaviour, attendance, exclusions and other educational matters that may arise in Trust schools, acting in accordance with the Terms of Reference set for the committee and reviewed by the Trust Board annually.</p>	<p>The CEO will:</p> <ul style="list-style-type: none"> - consider the recommended admissions policy and present this for approval by the Trust Board. - monitor and report to Trust Board termly on admissions and student matters in respect of all schools within the Trust. 	<ul style="list-style-type: none"> - provide support/constructive challenge to scrutinise the proposed policies on admissions, behaviour and exclusion for the school. - recommend the admissions policy to the CEO and review and monitor in year admission decisions. - approve the school's behaviour and exclusion policies. - receive and constructively scrutinise analysis on student numbers, attendance, achievement and behaviour termly. - convene, on an ad hoc basis as needed, such hearings, appeals or committees that may be needed in relation to exclusions and or admissions. 	<ul style="list-style-type: none"> - review and present to the LGB proposed policies on admissions, behaviour and exclusion. - manage the day to day processes within the school in respect of admissions, behaviour management and exclusions. - monitor and report on admissions and student matters to LGB termly.

The Trust Board will:	The Finance, Resources, Audit & Risk Committee will:	The HR, Remuneration & Staff Wellbeing Committee will:	The Education and Safeguarding Committee will:	The Executive Team (ET) will:	The Local Governing Body (LGB) will:	The Head Teacher (HT) will:
<p>Premises</p> <ul style="list-style-type: none"> - approve the estate management strategy for all premises owned and managed by the Trust. - determine any disposals or acquisitions of land and premises to be used by the Trust. 	<ul style="list-style-type: none"> - advise the Trust Board in matters of physical resources. Acting in accordance with the Terms of Reference set for the committee and reviewed by the Trust Board annually. 			<p>The COO and HoPE will:</p> <ul style="list-style-type: none"> - develop and implement an estate management strategy for the premises owned and managed by the Trust. - have responsibility for the management and maintenance of the premises owned/ operated by the Trust, giving due regard to health & safety and the MIP of the school. - make applications for grants and other capital funding to improve the estate of the Trust. 	<ul style="list-style-type: none"> - note the estate management strategy of the Trust in respect of the school and be informed by it in discharge of their other responsibilities. - provide support/ constructive challenge to the proposals of the HT in respect of budget provision in this area and the content and delivery of the Maintenance & Improvement Plan. 	<ul style="list-style-type: none"> - be responsible for the day to day use of the premises of the school, having regard to health & safety. - work with the HoPE to develop a long term estate management strategy to meet curriculum needs. - allocate suitable provision within the budget for the upkeep and maintenance of buildings and land of the school, informed by the development of a Maintenance & Improvement Plan.
<p>Risk Management</p> <ul style="list-style-type: none"> - approve the risk management strategy for the Trust. - hold ultimate responsibility for risk assessment and risk management across the Trust. 	<ul style="list-style-type: none"> - advise the Trust Board in matters of risk management. Acting in accordance with the Terms of Reference set for the committee and reviewed by the Trust Board annually. 			<p>The COO (supported by the HoPE and SBMs as relevant) will:</p> <ul style="list-style-type: none"> - lead the ET in embedding engagement with the risk management process in respect of ET and Trust-level risk, contributing actively to consideration of the risk register. - embed a culture of risk management and ensure all aspects of risk assessment at Trust-level are given due regard. 	<ul style="list-style-type: none"> - review the school's risk register at each LGB meeting, providing support/ constructive challenge in relation to the recognition of risks, the appropriateness of ratings and actions identified and the follow-up on these. - monitor compliance with risk assessment activities within the school as part of responsibilities under the health & safety policy. 	<ul style="list-style-type: none"> - lead the SLT and work closely with the SBM in embedding engagement with the risk management process, contributing actively to consideration of the risk register. - embed a culture of risk management and ensure all aspects of risk assessment are given due regard within the school.

10. Clerk to the Trust Board and LGB

- 10.1 The Governance and Compliance Manager and/or Clerk approved by the Trust Board will act as Clerk at all LGB and Trust Board meetings and sub-committee meetings.
- 10.2 Where the appointed clerk is not in attendance at any meeting of a local governing body, the members present shall nominate one of their number to take notes and prepare the minutes of the meeting. Ex Officio governors may not act as the minute taker.
- 10.3 The nature of governor meetings is such that the Clerk who sends out the agenda, collates the supporting papers and prepares the minutes for a meeting will see and hear information that is confidential and sensitive.
- 10.4 Information they have is not shared with anyone outside the meeting; this means that the contents of minutes, meeting papers and conversations that take place in meetings must not be discussed or referred to.
- 10.5 Clerks must also take steps to protect against the risks to the security of the information stored electronically or on paper. These steps include:
- using the governor's area on SharePoint to upload minutes and papers rather than sending by e-mail
 - where it is necessary for minutes and supporting papers for agenda items to be distributed by e-mail, all documents and spreadsheets must be password protected and the recipients provided with the password by separate e-mail
 - hard copies of supporting papers for agenda items must not be left unattended in an open office
 - minutes must not be released to any person until they have been checked by the chair of the meeting
 - freedom of Information Act requests, including any requests for copies of minutes must not be answered directly, but must be referred to the Trust's Data Protection Officer
 - electronic versions of supporting papers and minutes must be password protected when they are saved on any directory to which any other person has access.

	Trust Board (TB)	Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments	
1	Accounting Policy and Procedures					
1.1	Adhering to ESFA and statutory financial requirements.	Approves all accounting policies and procedures.	CFO recommends to TB via FRAR Committee	-	-	
1.2	Ensuring policies and controls are followed	Finance, Resources, Audit & Risk Committee receives and reviews internal audit reports on compliance. The Finance, Resources, Audit & Risk Committee meets at least 3 times a year.	CFO & HoF receive internal control reports from Internal Auditor: • take action to remedy non-compliance with any finance related policies and procedures under their control • consider any recommendation made by IA for best practice • communicate any recommendations for Head Teachers to take action for areas under their control.	Head Teachers and SBMs action any relevant Auditor recommendations impact schools directly. Head Teacher responsible for Free School Meal compliance.	-	Internal Audit will undertake a programme of risk informed and general visits during the year, as set out in the annual internal audit plan. The Trust must submit its internal audit annual summary report of the areas reviewed, key findings, recommendations and conclusion to the ESFA by 31st December each year when it submits its audited annual accounts.
1.3	Maintaining accounting records as required by statute	Finance, Resources, Audit & Risk Committee receive and review budget monitoring reports at each meeting and have access to full monthly monitoring reports during throughout the year.	CFO reviews budget monitoring reports monthly and Trust Finance team undertakes monthly control account reconciliations.	Head Teachers must work with SBMs to ensure monthly monitoring reports are prepared and must include income & expenditure, variation to budget and relevant balance sheet items.	-	The review of accounts against budget and the control account reconciliations will highlight possible errors and omissions in the records so that they are rectified in a timely fashion.
2	Asset Safeguarding					
2.1	Arranging security of physical assets such as buildings, furniture and equipment.	-	CFO decides on minimum financial security procedures and incorporates them into the FRM. HoPE oversees Premises staff responsible for arranging security of sites and therefore physical assets when on site.	Head Teacher ensures school staff cooperate with and adhere to arrangements for security of physical assets and site.	-	-

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
2.2	Checking annually the inventory to verify the location and condition of each item of equipment.	Write offs of lost equipment have to be approved by the Finance, Resources, Risk & Audit Committee.	<p>HoIT oversees IT staff responsible for inventory verification and condition monitoring of IT equipment.</p> <p>Finance staff update financial records to reflect losses and disposals.</p> <p>IA review all material losses and discrepancies and report to CFO and Finance, Resources, Audit & Risk Committee.</p>	Head Teacher ensures school staff cooperate with and adhere to arrangements for inventory of school equipment.	-	-
2.3	Authorising the disposal of unusable or obsolete equipment included in the inventory and ensuring that the best value is obtained on disposal.	Chair of Finance, Resources, Risk & Audit Committee can approve disposal of equipment above £10k.	<p>IT staff prepare lists of unusable/ obsolete items recommended for disposal for consideration by HoIT for item originally costing less than £10k.</p> <p>CFO is responsible for approving disposals of assets originally costing over £10k and for referring decisions above £10k to the Chair of Finance, Resources, Audit, and Risk.</p> <p>Finance staff amend financial records to reflect disposals.</p>	-	-	It is not generally anticipated that items considered unusable/ obsolete will have any residual value and as such little to no income is likely to result. Any financial transactions connected with a disposal should be referred to the CFO.
2.4	Maintaining a record of all property borrowed by staff or third parties.	-	The HoIT ensures that there is a system in place where by the IT staff in each school record issues and returns of equipment.	Head Teacher ensures that school staff adhere to the arrangements in place.	-	All issues and loans to staff are recorded; equipment issued to staff must be returned when they leave the school.
2.5	Maintaining a fixed asset register	-	Finance are responsible for maintaining the accounting record of all capital assets.	-	-	-
3	External Audit					

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
3.1	Appointing statutory auditors.	Appointment of auditors confirmed by Members at AGM	-	-	-	A firm providing external audit to a Trust shall not also provide internal audit services to it. External audit services are to be retendered at least every 5 years.
3.2	Making records and documents available for inspection by the External Auditors.	Clerk to the Trust will make copies of the minutes of all meetings and Committees available.	Finance prepares all information required for statutory disclosure and ensures records are in order for inspection. HoF prepares the consolidated statutory accounts with back up to the external auditors. HoF coordinates any requests for information required from schools/ Head Teachers.	Head Teachers/ SBMs provide HoF with any explanations information that the auditors required that cannot be dealt with by Finance.	Clerk to the Trust will make copies of the minutes of all meetings and Committees available.	There is a legal obligation to supply auditors with such information and explanations as they may require.
3.3	Receiving the reports and management letters from audit inspections and implementing any recommendations.	External Auditors will present their report and management letter direct to the Finance, Resources, Audit and Risk Committee	CFO prepares detailed response to management letter points and plans recommended changes as required by the Finance, Resources, Audit and Risk Committee. HoF co-ordinates Head Teachers/ SBMs to prepare responses to audit points where relevant.	If the school is specifically mentioned in the management letter the Head Teacher & SBM respond to points raised in report for the LGB.	-	External auditors will submit a management letter after their annual audit - this is not a part of the audit opinion on the accounts but advice to the Trust. The ESFA reviews management letters, to ensure progress is made in resolving issues.
4	Financial Planning, Budgeting, Monitoring and Reporting					
4.1	Setting budget objectives and reserves levels.	Trust Board set parameters for reserves as part of approving the reserves policy. Finance, Resources, Audit & Risk Committee set high level budget setting assumptions each year.	CFO ensures the proposed reserves levels comply with Trust policy. CFO and CEO will review and consider school recovery plans.	Schools must prepare a business case to submit to Trustees if they propose an in-year deficit. The business case should include a recovery plan.	-	Available reserves may be used in-year in exceptional circumstances, but this will need CFO/CEO approval.

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
4.2	Involvement of Head Teachers who have resigned during the academic year.	-	CFO ensures other senior members of staff take the lead on setting the budget.	Head Teachers are not allowed to make financial decisions during their notice period. Their role is confined to providing advice and information only during the budget process.	-	-
4.3	Approving use of brought forward reserves.	Trust Board approval is required for any use of reserves in excess of £100k.	CFO and CEO will review proposals and if they endorse them: <ul style="list-style-type: none"> • will approve use of reserves up to £100k; • will recommend for consideration by Trustees for use of reserves in excess of £100k. 	Head Teachers must submit a written proposal with justification for using their reserves to the CFO and CEO.	-	-
4.4	Producing a 5-year Medium Term Financial Plan (MTFP) that covers objectives and plans and allows for known and likely changes.	-	CFO will review proposals and support achieving a proposed MTFP acceptable to the Finance, Resources, Audit and Risk Committee.	Head Teacher, SBM and SLT produce reviews annually and propose changes to 5 year MTFP as part of the annual cycle.	-	-
4.5	Maintaining premises and asset management and maintenance plans and ensuring that financial plans allow for funds to be accrued to meet longer term costs.	Finance, Resources, Audit & Risk Committee to set policies for reserves and plans that should be held by the school to meet known long-term premises costs that will not qualify for condition improvement funding.	HoPE oversee Premises staff preparation of rolling Maintenance & Improvement Programmes in conjunction with SBMs and Head Teachers. HoPE works with Head Teachers in preparation of Estates Development Plans.	SBMs report to LGB on condition of premises and asset management plan and consider affordability of works.	-	Maintenance & Improvement Programmes should be reflected in the 5-year MTFP. Health and Safety issues raised related to premises will need immediate actions and risk management.

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
4.6	Overseeing the preparation of the annual budget to reflect the priorities established by the School Development Plan (SDP).		<p>The CFO oversees the preparation of the budget and stipulates assumptions to be followed in budgeting.</p> <p>SBMs draft budgets to reflect Head Teachers' input, providing an initial draft for review by the CFO and initial review by Finance, Resources, Audit & Resources Committee prior to final consideration by LGBs.</p>	<p>Head Teachers discuss priorities and objectives with SBM to reflect SDP so they can draft budget.</p> <p>Proposed budget to be presented to the LGB by the SBM & Head Teacher.</p>	LGB considers proposed budget and recommends to Trust Board.	<p>Budget assumptions will always include an objective to set at least a balanced budget or to generate an in-year surplus.</p> <p>A 5-year MTFP including a detailed next year budget will be produced and updated annually.</p>
4.7	Approving the final budget.	<p>Finance, Resources, Audit and Risk Committee review the draft budgets and report recommendations for finalisation.</p> <p>Trust Board will approve the final budget for all schools and the Trust as a whole.</p>	CFO presents consolidated budget to the Trust Board for approval.	-	-	-
4.8	Notifying the approved budget to ESFA within the required timescale.	-	CFO submits consolidated budget forecast return in July to the ESFA.	-	-	CFO issues a budget setting timetable, to coincide with the ESFA reporting deadline.
4.9	Monitoring actual year to date income and expenditure against budget and explaining variances.	<p>Consolidated reports for the whole Trust are reviewed by the Finance, Resources, Audit and Risk Committee at each meeting and are reported in summary to the Trust Board.</p> <p>Trust Board Chair (as well as all Trustees) are provided with group management accounts including Cashflow and Balance Sheet for review every month.</p> <p>Pupil number projections must be reviewed termly by the Trust Board.</p>	CFO reviews monthly school monitoring reports and prepares consolidated monitoring report.	SBM prepares and Head Teacher reviews monthly reports and outturn forecasts.	Pupil number projections reviewed termly by the LGB.	The monitoring reports include a commentary to explain variances and have regard to risks and opportunities.

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
4.10	Approving transfers between budget headings (virements).	Trustees can make unlimited virement adjustments to the budget.	The CFO can approve virements to a limit of £50k.	Head Teachers/ SBMs can request transfers between budgets (virements) provided that the changes do not impact on the overall budgeted outturn, to a limit of £10k.	-	A virement is a re-allocation of planned expenditure budget and it is not envisaged that there will be a regular need for such. Virements must not affect the overall budget forecast for the year.
4.11	Approving expenditure not provided for within the scope of the annual budget that would otherwise put a school into deficit.	Any proposal by a school to incur expenditure that was not provided for in the budget and that will cost £50k or more must be approved by Trust Board.	The CFO and CEO can approve additional expenditure up to a limit of £50k. Above £50k Trust Board approval is required.	Head Teachers can propose additional expenditure to the CFO/ CEO supported by a business case prepared by the SBM.	-	Any request for additional expenditure to be approved must be supported by a written business case setting out the advantages of the expenditure and explaining how the cost will be met.
5	Value for money, awarding contracts, Placing orders					
5.1	Appointing new approved suppliers.	-	Finance will review terms and credentials of any proposed new supplier seeking approved supplier status. CFO will make final decision on any proposal to appoint a new/ approved supplier.	-	-	Approved suppliers are those whose terms and details have been checked in advance to ensure that they represent a sound organisation, can be paid through purchase ledger and do not represent a related party.
5.2	Using the approved supplier list.	-	Finance will provide advice and guidance on approved suppliers.	Head Teacher to ensure that budget holders follow this framework. Consideration of new approved suppliers should be undertaken before any orders are placed (which should only be done by Finance).	-	

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
5.3	Selecting a supplier for any expenditure below £6,000.	-	Budget holders will select a supplier for each order and Finance will ensure requests are made for consideration of new approved suppliers.	Budget holders will select a supplier for each order and SBMs will ensure requests are made for consideration of new approved suppliers.	-	approved suppliers must be used and orders raised on PSF or requests emailed to purchasing@endeavour-mat.co.uk.
5.4	Selecting a supplier for urgent site maintenance/repair - if not an approved supplier already	-	HoPE to sense check proposal and endorse to Finance consideration for addition as a new supplier (accelerated).	Premises Manager will propose a supplier for each order to the SBM.	-	Factors to be considered include urgency of need, ramifications if works are not undertaken (for instance, health & safety issues) in a timely manner, and of course, VFM.
5.5	Selecting a supplier for any expenditure between £6,000 and £15,000 (with exception of point 5.4 above).	-	Finance will review orders and ensure that the chosen supplier is either an approved supplier and that three written quotes or a waiver were obtained.	<p>Budget holders must obtain three written quotes.</p> <p>Where the lowest cost offer is not to be accepted a request for approval of the CFO will need to be provided alongside the requisition.</p> <p>If three quotes can not be obtained budget holders must seek approval of the CFO to waive this requirement.</p>	-	-

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
5.6	Selecting a supplier for any expenditure between £15,000 and £25,000.	-	Finance will check that three written quotes were obtained (or a CFO waiver), and the CFO will authorise all orders.	<p>Budget holders must obtain three written quotes.</p> <p>Where the lowest cost offer is not to be accepted a request for approval of the CFO will need to be provided alongside the requisition.</p> <p>Budget holders must seek approval of the CFO (regardless of whether a waiver this required).</p>	-	-
5.7	Selecting a supplier for any expenditure over £25,000 - to public procurements threshold, currently £213,477 (£5,336,937 for capital works). All thresholds quoted inclusive of VAT.	Finance, Resources, Audit and Risk Committee to approve appointment of supplier and confirm expenditure (when necessary between meetings the Chair will act).	<p>Finance will advise SBM on tender processes.</p> <p>In relation to capital works the tender exercise will be overseen by the HoPE for projects above £50k but below the public procurement threshold for Contract Regulations compliant processes.</p>	Head Teacher and SBM will direct and support staff to engage with preparation of detailed specification setting out the school's (or department's) requirements and refer to Finance for assistance.	-	-
5.8	Up to £100k, but specifically in relation to routine but high value items as follows: - Exam board entry invoices - Large overseas trip payments	-	CFO to authorise for payment.	Budget holder (and in the case of exam entry invoices, also the Exams Officer) must provide confirmation of the accuracy of the invoice.	-	-

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
5.9	Above the public procurements threshold of £213,477.	Finance, Resources, Audit and Risk Committee to approve appointment of supplier and confirm expenditure (when necessary between meetings the Chair will act).	Finance will oversee tender processes.	Head Teacher and SBM will direct and support staff to engage with preparation of detailed specification setting out the school's (or department's) requirements and refer to Finance for assistance.		-
5.12	Authorising Purchase Orders up to £15,000 (low limits for some budget holders as specified in Finance Regulations Manual) for expenditure within budget set.	-	Finance staff will process and formally place all orders with suppliers once appropriately approved.	Budget holders to maximum of approval limit, with Head Teacher and SBM up to £15,000 for times within budget set.	-	All orders above the budget holders limit are escalated for approve to the higher authorising level.
5.13	Authorising Purchase Orders over £15,000.	-	CFO authorises (subject to provisions in 5.1 - 5.12 being met) and Finance staff process and formally place order.	-	-	All orders above the budget holders limit are escalated for approve to the higher authorising level.
5.14	Executing contracts for a total or potential total value up to £15,000.	-	CFO, CEO or HoF for Central Team/ Trust wide contracts), subject to provisions in 5.1 - 5.12 having been met.	Head Teacher or SBMs, subject to provisions in 5.1 - 5.12 having been met.	-	All signed contracts must be entered onto the relevant O365 contracts register and uploaded to the system.
5.15	Executing contracts for a total or potential total value of between £15,000 and £25,000.	-	CFO, CEO or HoF subject to provisions in 5.1 - 5.12 having been met.	-	-	All signed contracts must be entered onto the relevant O365 contracts register and uploaded to the system.
5.16	Executing contracts for a total or potential total value above £25,000.	Chair of Finance, Resources, Audit and Risk Committee authorisation required for contracts over £25,000.	CFO, CEO or HoF subject to provisions in 5.1 - 5.12 having been met.	-	-	All signed contracts must be entered onto the relevant O365 contracts register and uploaded to the system.

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
5.17	Ensuring compliance with Contracts Regulations.	Finance, Resources, Audit and Risk Committee receive reports on compliance from IA that would highlight any failure to follow regulations.	This Scheme of Delegation sets the limits and procedures for quoting and tendering. HoF and CFO encourage, support and facilitate schools to follow these procedures.	-	-	-
5.18	Appointing an external consultant.	-	The CEO or CFO can approve the appointment of external consultants.	-	-	-
5.19	Procurement and spending	-	The Trust prohibits the purchase of all alcohol for ingestion.	-	-	-
5.20	Photocopier Leasing and Cost per Copy Charge Agreements.	-	HoIT advises on the contract.	-	-	-
6	Governance					
6.1	Establishing the Local Governing Body and the regulations for its conduct of business.	Trust Board establish the number of Governors required and the nature of the appointments and sets out the Standing Orders and Terms of Reference by which the Local Governing Body operates under the Trust's Articles	Trust Board Secretary (Company Secretary) advises the CEO on the Standing Orders and Terms of reference and the CEO proposes these to the Trust Board. The Trust Clerk provides advice on the use and operation to the Chair of the LGB.	-	-	The Standing Orders for Local Governing Bodies include procedures for holding meetings, issuing notices, making and other relevant matters and operate alongside the Terms of Reference.
6.2	Appointing Governors to the Local Governing Body.	Considers and confirms the appointment of all Community Governors.	CEO may nominate persons for appointment as Community Governors in consultation with the LGB. The CEO and CFO may attend LGB meetings, but are not Governors.	Head Teachers are ex officio Governors. SBMs attend LGB meetings but are not Governors. Head Teachers arrange Staff and Parent Governor elections.	The LGB recommends individuals for appointment as Community Governors. The LGB organise elections of Staff and Parent Governors, through delegation to the Head Teacher.	-
6.3	Appointing Chairs and Vice Chairs of Local Governing Bodies	Trust Board appoints a Chair of the Local Governing Body annually.	-	-	The LGB appoints Vice Chair.	Clerks to the Governing Bodies are responsible for keeping a record of appointments and terms of office.

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
6.4	Removing Chairs of Local Governing Bodies.	The Trust Board may remove the Chair of a Local Governing Body at any time and the Chair of Trust Board may act in this respect pending confirmation by the Board.	-	-	LGB may remove the Vice Chair.	-
6.5	Removing a Governor from a Local Governing Body	Trust Board may remove a Governor.	-	-	The LGB may recommend removal of a Governor to the Trust Board via the Clerk.	The procedures for removing Governors are set out elsewhere in this document and in the Standing Orders for LGBs.
6.6	Maintaining a register of pecuniary and business interests of Governors.	The Trust must publish on its website relevant business and pecuniary interest of members, trustees, local governors and the accounting officer.	<p>Clerks will collect and collate annual declarations of interests from all Members, Trustees, Local Governors and the Accounting Officer.</p> <p>CFO and CEO will consider any potential for a transaction with a related party and determine how to proceed to avoid a conflict of interest.</p>	-	-	<p>All those listed here have a duty to disclose interests.</p> <p>CFO will report (as required by the ESFA) on proposed contracts and other agreements with related parties, to the ESFA in advance of the contract or agreement commencing and in general the Trust will avoid these as they represent a conflict of interest.</p>

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
6.7	Maintaining a register of Gifts and Hospitality offered or received.	<p>Trust Board sets the Trust policy for accepting and giving as well as recording gifts and hospitality.</p> <p>The Governance & Compliance Manager / Clerk will present all school and Trust registers for review and report any non-compliance.</p> <p>Trust Board will monitor any reported non-compliance and advise LGB on any additional actions they feel may be needed.</p>	<p>The Governance & Compliance Manager/Clerk will maintain a register for each school and the central team/ Trustees and Members.</p> <p>Individuals in the Central Team, Trustees and members are responsible for reporting any offers of gifts/ hospitality they have received and/ or accepted in line with the policy.</p> <p>Managers considering arranging the giving of official gifts and hospitality are responsible for reporting this for recording in line with the policy.</p>	The Head Teacher will determine, within the parameters of Trust policy and seeking guidance from the Governance & Compliance Manager/Clerk as necessary, whether to allow any offers of gifts or hospitality to staff to be accepted and whether gifts/ hospitality is to be provided to others.	The Governance & Compliance Manager/Clerk will present the register for review and report any non-compliance to the LGB to determining actions to be taken to.	-
6.8	Appoint Governance Professionals	<p>Trust Board must appoint suitable Governance Professional(s):</p> <ul style="list-style-type: none"> - Trust Board Secretary (Company Secretary) is an optional appointment; - Governance & Compliance Manager and - Clerk <p>to support the Board of Trustees, who is someone other than a Trustee or CEO.</p>	<p>The Trust currently has both a Company Secretary formally appointed and recorded as such with Companies House supported by a Governance & Compliance Manager and Clerk.</p> <p>The Governance & Compliance Manager and Clerk supports the work of both the Trust Board and its committees and the LGBs.</p>	-	-	-
7	Income including disposals and granting leases					
7.1	Approving a lettings policy and setting rates to be charged.	Trust Board set the overall policy for letting premises.	CFO and HoPE will provide advice to school staff if unsure that legal obligations are being met by hirers.	Head Teachers, supported by SBMs, have responsibility for checking legal obligations are met by hirers.	-	
7.2	Writing off debts for income not received.	Finance, Resources, Audit and Risk Committee will review for approval all write offs over £1,000 recommended by the CFO and:	CFO may approve write offs of not more than £1,000 and will assess and consider recommending for approval write offs between £1,000 - £45,000.	Head Teachers and SBMs can request the CFO approve, or recommend for	-	In all cases, the school must require payment in advance for hiring to minimise the risk of bad

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
		<ul style="list-style-type: none"> - approve between £1,000 - £45,000 - approve the referral to the ESFA requested write off for items exceeding £45,000. 	Any necessary write offs exceeding £45,000 would be considered by the CFO for recommending to Finance, Resources, Audit and Risk committee for onward referral to the ESFA for approval.	approval any level of write off.		<p>debts. Material write offs (exceeding £45k) and those breaching cumulative thresholds, must be approved in advance by the ESFA.</p> <p>ESFA prior approval needed if exceeds:</p> <ul style="list-style-type: none"> - 1% of annual income or £45,000 individually; or - 5% of annual income cumulatively (2.5% if unqualified accounts not submitted timely for previous two financial years) <p>to a maximum of £250,000.</p>
7.3	Authorising other income generating activities.	-	CEO and CFO will consider the risk assessment and viability of the appraisal for potential activities.	Head Teachers and SBMs can prepare plans and proposals, including risk assessments, for approval by CEO & CFO.	-	-
7.4	Disposals of land and granting of leases or licences for exclusive use of areas of the school site.	Finance, Resources, Audit and Risk Committee to consider the proposals and agree the application of any capital receipts to building projects.	<p>HoPE assesses feasibility and appoints any necessary specialists to advise on value of disposals and feasibility of options.</p> <p>Once endorsed by LGB the HoPE makes the case to the Finance, Resources, Audit and Risk Committee in order to agree referral to the ESFA for approval.</p>	Head Teacher and SBM produce initial proposals alongside the HoPE, including assessing the feasibility.	Considers and endorses proposals for consideration by Finance, Resources, Audit and Risk Committee.	Any disposal of land or leases need to be agreed by ESFA as a condition of the Funding Agreement.
8	Insurance and Risk Management					

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
8.1	Reviewing and establishing appropriate insurance cover	Trust Board has determined that the Risk Protection Arrangement (RPA) will be the main method of insurance in all schools within the Trust. Residual areas of risk will be addressed with specific insurances.	Governance & Compliance Manager will ensure all schools in the Trust are registered with the RPA. HoF will ensure that suitable policies covering the Trust minibus fleet and Occasional Business Use of personal vehicles are in place.	-	-	-
8.2	Maintaining a Risk Register.	Finance, Resources, Audit and Risk Committee reviews overall risk management strategy, approach and attitude to risk and decides the Risk Management Policy. The Trust Risk Register will be reviewed at least once each long term.	COO and CEO, supported by the Central Team, compile a risk register in respect of both Central Team and Trust-wide risks in accordance with the policy.	Head Teachers and SBMs, supported by the rest of the SLT will compile local risk registers in support of the Trust register and policy.	LGB will review the school Risk Register at least once each long term.	Risk Management is an Academies Handbook requirement.
8.3	Producing Business Continuity and Emergency Planning (BCEP) for risks that cannot be controlled.	Trust Board determines the overall Trust strategy for BCEP.	COO prepares the template for plans to follow and advises school on completing their plans.	Head Teacher, SBM and other senior staff responsible for school BCEP in line with the Trust policy.	Approves the school level BCEP.	Contingency and Business Continuity Plan is an Academies Handbook requirement.
9 Investments and Borrowings						
9.1	Setting aside funds not required in the short term.	Trust Board decides the investment policy and in particular specifies what types of investment may be made.	CFO actions investments in line with Trust Board policy, determining when and what funds are not required in the short term.	-	-	-
9.2	Borrowing funds	Any proposal to borrow funds must be approved by the Trust Board.	CFO will prepare any proposal for borrowing and check compliance with ESFA rules. CFO will apply for ESFA approval where necessary.	-	-	This requirement extends to any purchase providing cash back facilities or deferred payment terms.
9.3	Accounts with Suppliers to extend normal business credit to 30 day terms to enable payment by invoice	-	HoF or CFO sign applications for credit accounts with suppliers, limited to 30 day terms and subject to proper approval of all orders as set out here.	-	-	-

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
9.4	Inter-school/ Trust loans (within the Trust).	Trust Board to approve loans between schools/ within the Trust.	CFO and CEO to review and agree proposals.	Head Teachers/ SBMS to present proposals/ requests for loans.	-	Transfer of funds between schools/ within the Trust is permitted without need for ESFA approval. Loans will be at nil interest rate.
9.5	Entering into leases.	-	HoF to be consulted when considering entering any lease obligations in order to advise on needs for referral to ESFA for permission.	Head Teacher/ SBM to refer to HoF for advice when considering any new leases.	-	Schools are required to obtain ESFA approval for any leases not covered by one of the following purpose based exemptions: - an operating lease pre-dating 1 September 2022 - IT equipment - telephony - catering equipment - furniture - bathroom/sanitary equipment - gym equipment - grounds keeping equipment - minibuses and other vehicles for school use - temporary classrooms and equivalent structures.
10	Payments					
10.1	Authorising bank payments - purchase ledger and general payments.	-	Any two of the following are required to authorise bank payments (BACS or Faster Payment): <ul style="list-style-type: none"> • Chair of Finance, Resources, Audit and Risk Committee • CEO/ Accounting Officer • CFO • HoF • Senior Finance Officer 	-	-	-

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
10.2	Authorising payroll payments to staff, HMRC and other relevant organisations.	-	Any two of the following are required to authorise bank payments (BACS or Faster Payment): <ul style="list-style-type: none"> • Chair of Finance, Resources, Audit and Risk Committee • CEO/ Accounting Officer • CFO • HoF 	-	-	-
10.3	Approving applications for Business/Credit Cards.	Trust Board will approval institutions with which credit card facilities can used.	CFO considers and approves requests for credit cards and/ or requests to increase the card limit.	-	-	Unless there are exceptional circumstances school will only be issued one general credit card and a limited number of cards for specified technicians.
10.4	Authorising use of school credit card.	-	Central Finance Team will place most orders requiring the use of a card and will do so respected all usual purchasing requirements and limits set out here.	Card holders are required to adhere to the requirements of the Finance Regulations Manual and use of the cards is expected to be limited outside of the Central Finance Team.	-	Purchase Orders should be raised for the vast majority of purchases. credit cards must not be used to meet personal expenses.
10.5	Issuing cheques drawn on the Trust bank account.	-	HoF holds the Trust cheque book securely, but it is anticipated this will be little/ never used. Should there ever be a need to make a payment by cheque, signatories are as per those approved above for making bank payments.	-	-	The use of cheques as a means of making payment is strongly discouraged.
10.6	Setting up direct debits.	-	Direct debits must be approved by two of the following: <ul style="list-style-type: none"> - HoF - CFO - CEO as signatories to the bank mandate.	-	-	-

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
10.7	Authorising reimbursement of personal expenses.	Expenses policy is set by Trust Board as part of the Finance Regulations Manual for staff and in a separate policy for Trustees and Governors.	<p>Relevant budget holders/ line managers authorise expense claims:</p> <ul style="list-style-type: none"> - via Edupay for staff - in hard copy for Trustees. <p>All claims should be supported with receipts/ proof of purchase in accordance with the policy.</p> <p>As per the Finance Regulations Manual there should be very few instances where expenses are necessary outside of travel to CPD.</p> <p>CEO expenses must be authorised by the Chair of Trustees via Edupay.</p>	<p>Relevant budget holders/ line managers authorise expense claims:</p> <ul style="list-style-type: none"> - via Edupay for staff - in hard copy for Governors. <p>All claims should be supported with receipts/ proof of purchase in accordance with the policy.</p> <p>As per the Finance Regulations Manual there should be very few instances where expenses are necessary outside of travel to CPD.</p>	-	Staff must not purchase materials or equipment and then seek to recover the cost via expense claims.
11	Salaries and Pensions					
11.1	Approving Terms and Conditions of Employment including salary scales, benefits and allowances.	HR, Remuneration and Staff Wellbeing Committee determines Terms and Conditions of employment.	HoHR will advise on Terms and Conditions, specific application and policy, and take legal advice to ensure compliance.	-	-	-
11.2	Approving variations and changes to salary, allowances and working hours for individuals.	-	<p>CFO confirms change is within budget/ affordable.</p> <p>HR formalise change in a letter, recording this on Access and updating payroll.</p>	The Head Teacher & SBM request change, provided that savings elsewhere are made/ it does not result in total cost exceeding the approved budget.	-	-

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
11.3	Approving temporary variations to salary payable (e.g. acting up/ unpaid leave).	-	CFO confirms change is within budget/ affordable - for additional costs only. HR formalise change in a letter, recording this on Access and updating payroll.	The Head Teacher & SBM request temporary variation, provided that savings elsewhere are made/ it does not result in total cost exceeding the approved budget.	-	-
11.4	Approving calculation of pay and deductions prior to payment.	-	HoF will review draft payroll and ensure variations and deductions are supported and agree to authorisations. The COO authorises variations and deductions for the Central Team (excepting her own and those relating to the CEO). The CFO undertakes final review and authorises payroll to be paid.	Head Teacher authorises absence information on the basis of which deductions will/ will not be made.	-	-
11.5	Approving salaries awarded to individual staff.	Salary of all Central Team staff, Head Teachers and others line managed directly by the COO will be determined by the Trust Pay Committee. Comprised of three Trustees (not including the CEO). CEO and COO attend to make recommendations.	Overall salary structure are reviewed and approved each year as part of the budget setting/ MTFP process.	The Head Teacher reviews staff salaries (other than their own) and recommends changes in individual's pay point, within budget.	Each LGB will appoint a Pay Committee to hear the pay recommendations of the Head Teacher for staff within their school.	Important that changes in pay and reward are in line with Trust Policy to avoid possibility of equal pay claims as the Trust is a single employer and in the interests of common fairness.
11.6	Approving Recognition and Reward Payments.	Policy for Recognition and Reward payments set by Trust Board as part of Pay Policy. Consideration of specific payments undertaken by Trust Pay Committee.	COO and CEO may recommend and support an application for Recognition and Reward Payment in accordance with the Trust Policy.	Head Teacher may recommend and support an application for Recognition and Reward Payment in accordance with the Trust Policy.	Consideration of specific payments undertaken by Pay Committee in respect of school and in accordance with the Trust Policy.	-

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
11.7	Advertising a staff vacancy.	-	<p>HR confirm grading and provide advise for cross-Trust consistency where applicable.</p> <p>CFO or HoF confirms vacancy is within budget/ affordable.</p> <p>COO/ CEO complete equivalent process for Central Team Staff before advertising.</p>	Head Teacher and SBM propose advertising a vacancy, setting out how the post will be supported financially (e.g. like for like replacement in budget; planned addition within budget; savings elsewhere in the budget).	-	
11.8	Appointing staff to vacancies.	-	<p>COO/ CEO/ relevant appointing manager if applicable, serves as Chair of appointment panel and makes verbal offer.</p> <p>HR issues formal offer letter.</p>	Head Teacher/ relevant appointing manager if applicable, serves as Chair of appointment panel and makes verbal offer.	-	-
11.9	Obtaining legal advice on severance payments.	-	HoHR will brief lawyers if necessary and obtain opinions on liability, in all cases other than redundancy payments.	-	-	Legal advice must be taken on any disputed settlement items. Where legal advice is that the Trust's chances of success are greater than 50% the claim must be defended.
11.10	Authorising severance payments to individuals, including redundancy or compensation, below £10k.	-	<p>HoHR prepares a report and makes recommendations on any/ all severance:</p> <ul style="list-style-type: none"> - up to £10,000 for approval by CFO/ CEO - between £10,000 - £50,000 for approval by Trust Board 	-	-	<p>Ex gratia payments must not be made.</p> <p>Compensation payments over £50,000 require ESFA prior approval.</p>

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
11.11	Authorising severance payments, including redundancy or compensation in excess of £10k to any person (but less than £100k).	<p>Consideration of proposals regarding severance and agreement to refer to ESFA for approval where:</p> <ul style="list-style-type: none"> - over £100k; or - at any level for those on a salary of £150k or more. <p>Referral of any proposal in respect of compensation over £50,000 to the ESFA.</p>	<p>HoHR prepares a report and makes recommendations on any/ all severance:</p> <ul style="list-style-type: none"> - up to £10,000 for approval by CFO/ CEO - between £10,000 - £50,000 for approval by Trust Board - referrals of over £100,000 (or for those on salaries of over £150,000) or any compensation over £50,000 to the ESFA. 	-	-	<p>Approval from HM Treasury is required for staff severance payments that exceed the statutory or contractual minimum by £50k or more.</p> <p>Ex gratia payments must not be made.</p> <p>ESFA approval must be obtained before making a staff severance payment where an exit package which includes special severance payment for those on a salary above £150k (or where any payment is of £100k or more).</p> <p>Compensation payments over £50,000 require ESFA prior approval.</p>
12	Taxation					
12.1	Complying with VAT regulations.	-	<p>Senior Finance Officer prepares monthly VAT reclaims based on VAT126 Regulations.</p> <p>HoF reviews and submits monthly VAT reclaims.</p> <p>Finance staff raise any and all invoices and NOTE: the Trust is not VAT registered and therefore must not charge VAT.</p>	-	-	VAT reclaims are submitted monthly by the Trust.

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
12.2	Complying with PAYE regulations.	-	HoF processes all HMRC calculations and payments, these are reviewed and approved by the CFO. Any new supplier/ contractor/ consultant is assessed under IR35 to establish the appropriate route for payment/ taxation and the assessment reviewed and authorised by the CFO regarding treatment.	-	-	All self-employed persons and consultants must have a contract for service.
13	Other					
13.1	Administration of voluntary funds/ school fund or similar.	-	-	The Head Teacher reviews accounts, and makes decisions on use of funds subject to fund rules as set by LGB/ condition of donations.	-	Voluntary funds are distinct from PTA/ PFA/ PTFA/PA funds, which are not the responsibility of the school and must have their own bank accounts, treasurer and other governance arrangements that are not the responsibility of the school or Trust.
13.2	Compliance with Companies Act regulations.	Responsibility for this will always ultimately rest with the Trust Board (as company directors).	The Trust has a Trust Board Secretary (Company Secretary) to advise on this, supported by a Governance & Compliance Manager and Clerk who updates all statutory books and Companies House records.	-	-	-
13.3	Compliance with Charities Act regulations.	Responsibility for this will always ultimately rest with the Trust Board (as charity trustees).	CFO checks regulations and provides advice.	-	-	-

	Trust Board (TB)		Executive Team	Head Teacher/ SBM	Local Governing Body (LGB)	Comments
13.4	Guarantees, indemnities or letters of comfort	Finance, Resources, Audit and Risk Committee will review for approval any recommendation to provide guarantees, indemnities, or letters of comfort and: - approve between £1,000 - £45,000 - approve the referral to the ESFA requested write off for items exceeding £45,000.	CFO may approve such items of not more than £1,000 and will assess and consider recommending for approval between £1,000 - £45,000. Any necessary items exceeding £45,000 would be considered by the CFO for recommending to Finance, Resources, Audit and Risk Committee for onward referral to the ESFA for approval.	-	-	ESFA prior approval needed if exceeds: - 1% of annual income or £45,000 individually; or - 5% of annual income cumulatively (2.5% if unqualified accounts not submitted timely for previous two financial years) to a maximum of £250,000.

Abbreviation	Title/Name	Status
SDP	School Development Plan	School document
DfE	Department for Education	Government Department
ESFA	Education & Skills Funding Agency	Executive Agency of the DfE
LGB	Local Governing Body	Committees established by Trust Board
CEO	Chief Executive Officer	Trust appointment
COO	Chief Operating Officer	Trust appointment
CFO	Chief Financial Officer (currently a role discharged by the COO)	Trust appointment
HoHR	Head of HR	Central Team appointment
HoF	Head of Finance	Central Team appointment
HoPE	Head of Premises & Estates	Central Team appointment
HoIT	Head of IT	Central Team appointment
HMRC	Her Majesty's Revenue & Customs	Government Department