

INCLUSIVE | MULTI ACADEMY TRUST

GOVERNANCE FRAMEWORK inc

BELIEFS AND PROMISES GOVERNANCE OVERVIEW SCHEME OF DELEGATION FINANCIAL LIMITS POLICY SCHEDULE

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INTRODUCTION

Effective governance is maintained by the structures, systems and processes we put in place to ensure the proper management of the Trust. This document is vital and has been devised with reference to the [Governance Handbook](#) and [Academies Trust Handbook](#). The other main documents that set out how we operate are our [Articles of Association](#), which set our internal structure, and the [Master Funding Agreement](#), which is the legal contract with the Secretary of State.

VISION FOR GOVERNANCE

At the heart of our approach to governance is a values driven commitment to our children and their communities. We will base the delivery of our vision on the [7 principles of public life](#) (Nolan principles):

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

In addition to this, we have set our own governance principles which we will also follow in all that we do:

- Community driven, focused on eliminating opportunity gaps for all children
- Clear responsibility and clear accountability based on skills
- No duplication or overlap of governance
- Self Governing
- Knowledge of the sector and best practice driven
- What is right and not what is historic
- Not linked to personalities
- Be bold and be brave

AIMS

This document has been created to provide a framework to ensure:

- clarity of vision, ethos and strategic direction at both Trust and local governance levels
- we do the right thing, in the right way, for the right people, in a timely, open, honest and accountable way
- local governance retains an opportunity to drive schools forward with their headteacher
- accountability, roles responsibility are clearly defined
- a shared, operational understanding across the Trust
- effective communication, participation and consultation
- a single document that gives clarity to all.

BELIEFS AND PROMISES

Our Trust name 'inclusive' originates from the driving belief that many different types of people form our community and every single one of them should be treated fairly and equally so that they and their families can access a great education.

Our schools work together with shared leadership, expertise, resources and efficiencies and deliver an excellent education within a loving and nurturing environment. We see ourselves as a central community hub and strive to provide equal access to education, opportunities, resources and support for all. We are committed to developing innovative curriculums and empowering and delivering excellence within each of the local communities that we serve.

There is no blueprint for a school in the Inclusive Multi Academy Trust, instead we are a family of schools that share a philosophy:

- A family of schools that share a wealth of expertise: leaders, teachers and support staff.
- A family of schools that work together for the benefit of all children across the Trust.
- A family of schools that together are stronger than the sum of our individual parts.

We believe that:

- happy children learn
- happy staff thrive
- happy parents build a community.

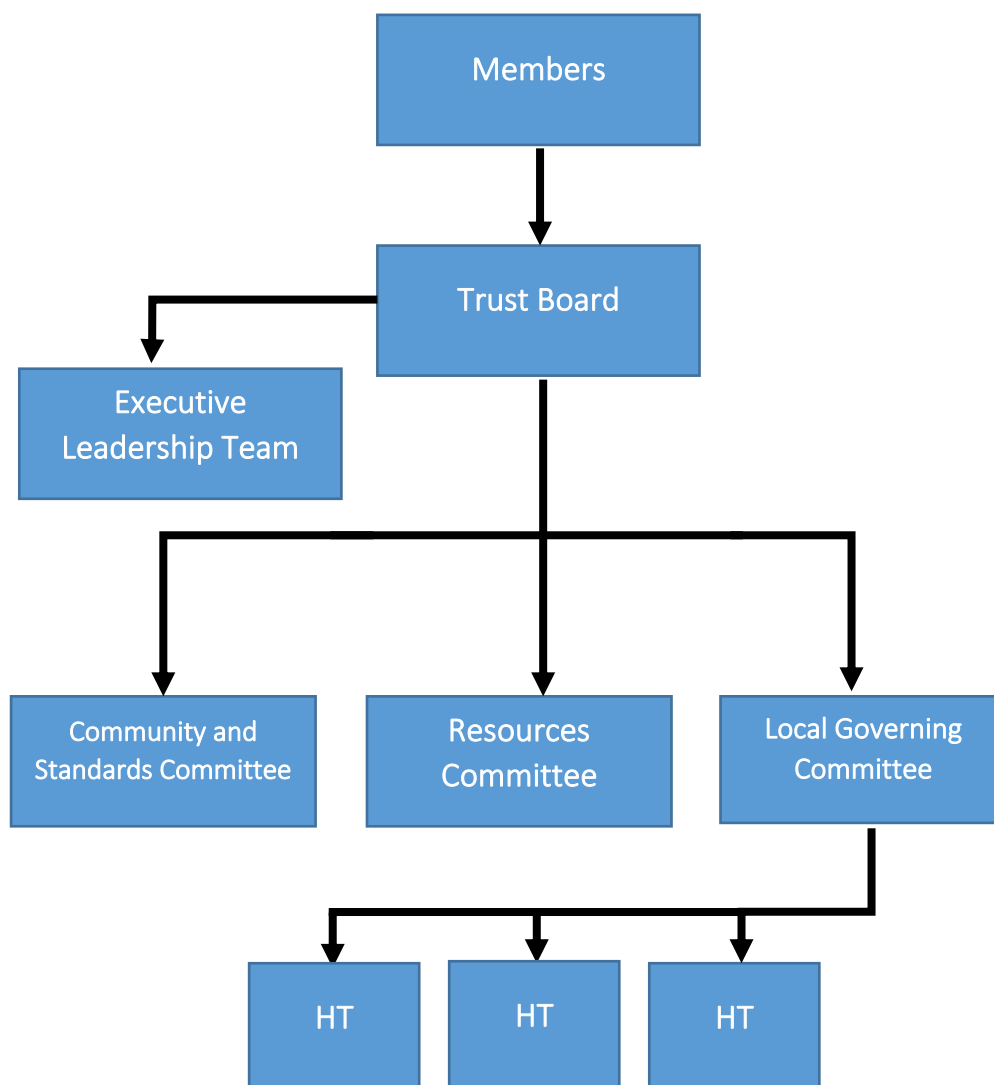
We promise that children in the Inclusive Multi Academy Trust will:

- feel welcome, valued and **safe**
- develop outstanding academic and social **skills**
- have **fun** whilst fostering an intrinsic love of learning
- **respect** and celebrate everyone's similarities and differences
- build lasting, healthy **relationships** and support networks
- engage with and contribute substantially to their local **community**.

TRUST GOVERNANCE

The Trust Board is accountable for the ethos and strategic direction of the Trust. They also ensure compliance with statutory and regulatory requirements.

The map below illustrates our governance structure.



The role of the Members

Members hold the Trust board to account for the effective governance of the Trust and are the equivalent of the shareholders in a commercial company (save that they do not receive dividends). The members are the original signatories to the [Memorandum of Association](#) and will have agreed the Trust's first [Articles of Association](#). The Members do not have any specific duties imposed on them by the Companies Act 2006 (the Act) but they are asked to provide a 'guarantee' such that if the Academy Trust were to be wound up and the assets did not meet all of its liabilities, they would be asked to contribute £10.

They have a number of statutory rights and responsibilities:

- appoint and remove a Member
- appoint and remove a Trustee
- amend the Articles of Association
- to receive the annual accounts
- appoint the external auditors
- by special resolution, issue direction to the Trustees to take a specific action
- change the company's name and ultimately wind it up

The role of the Trustees

The Trust is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'directors' are often used interchangeably. Throughout this document, the term Trustee will be used to avoid confusion. The Trust's responsibilities are set out in their [terms of reference](#).

The Trustees are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the [memorandum](#) and [articles of association](#) and its [funding agreement](#), it is legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust, and must approve a written Scheme of Delegation that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

- ensure clarity of the Trust's beliefs and promises, its ethos and strategic direction
- hold the executive to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff
- oversee the financial performance of the Trust and make sure its money is well spent

The Board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

Trustees must apply the highest Community and Standards of conduct and ensure robust governance. The following are identified as features of effective governance:

- strategic leadership that sets and champions vision, ethos and strategy
- accountability that drives up educational Community and Standards and financial performance
- people with the right skills, experience, qualities and capacity
- structures that reinforce clearly defined roles and responsibilities
- compliance with statutory and contractual requirements
- evaluation of governance to monitor and improve its quality and impact

The role of Board Committees

The Trustees will establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The Trust Board operates with three committees:

- Resources Committee (including Risk and Audit)
- Community and Standards Committee
- Local Governing Committees.

The membership (there must be at least three Trustees) and responsibilities of board committees are set out in the committee's terms of reference. The Trust Board will appoint board committee chairs and committee members according to their skills.

Chair of Trustees

The Chair of Trustees is responsible for ensuring the effective functioning of the board and has a vital role in setting the highest expectations for professional Community and Standards of governance and accountability for the Trust board. It is the chair's responsibility to give the trust board clear leadership and direction, keeping it focused on its core functions. The chair's role will be informed by the governance professional's (clerk's) advice and support.

The Accounting Officer

This role is undertaken by the Chief Executive Officer. The role includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to ESFA's accounting officer, for the trust's financial resources. Accounting officers must be able to assure Parliament, and the public, of high Community and Standards of probity in the management of public funds, particularly regularity, propriety and value for money. The accounting officer must have oversight of financial transactions, by:

- ensuring the Multi Academy Trust's property and assets are under the trustees' control, and measures exist to prevent losses or misuse
- ensuring bank accounts, financial systems and financial records are operated by more than one person
- keeping full and accurate accounting records to support their annual accounts.

The accounting officer must:

- complete and sign a statement on regularity, propriety and compliance each year and submit this to ESFA with the audited accounts
- demonstrate how the Trust has secured value for money via the governance statement in the audited accounts.
- take personal responsibility (which must not be delegated) for assuring the board that there is compliance with the funding agreement and handbook
- advise the board in writing if action it is considering is incompatible with the articles, funding agreement or handbook
- must advise the board in writing if the board fails to act where required by the funding agreement or handbook.

Trust Executive Leadership Team

This team consists of the Chief Executive Officer (CEO), the Chief Operating Officer (COO) and the Trust Special Educational Needs and Disability Co-Ordinator (SENDCo). The CEO leads the Executive Leadership Team (ELT) of the Trust. In the absence of the CEO, the COO has delegated responsibility and in the absence of both, the Trust SENDCo.

The role of the Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's schools and so the CEO will performance manage Headteachers. As there is the delegation of some governance functions to Local Governing Committees (LGC), this is usually completed with the LGC chair alongside.

The CEO will delegate executive management functions to the ELT and is accountable to the Trust Board for their performance.

In exceptional circumstances or times of crisis, operational responsibility for the school/schools reverts to the CEO, with any implemented changes reported to the Trust board.

The role of the Resources Committees

In line with the Articles of Association, Trustees have established a Resources Committee. This includes responsibilities for audit and risk as defined by the [Academies Trust Handbook](#). Other responsibilities include internal scrutiny, finance and estates management. Their terms of reference can be found [here](#).

The role of the Community and Standards Committees

The Trustees have chosen to establish a Community and Standards Committee. Their key responsibility is to review and evaluate teaching and learning; pupils' Community and Standards and progress; and teachers' CPD. In doing so, the committee should take account of the performance of the full range of different groups represented in the Trust's academies, including disadvantaged pupils, pupils with SEND, looked after children and pupils in different ethnic, social and ability groups.

The role of the Local Governing Committees

The Trustees will establish committees to carry out some of its school level governance functions, although as Trustees are not required to sit on school committees, decision making is reduced. The Trustees will appoint the chair and ensure that two parents are members of the school committee.

Delegated functions include:

- building an understanding of how the school is led and managed
- monitoring whether the school is:
 - Working within agreed policies
 - Is meeting the agreed targets
 - engaging with stakeholders
 - driving forward the needs of the local community
- being a point of consultation and representation
- reporting to the Board.

As a committee of the Board, delegation can be removed at any time.

The role of the Headteacher

The Headteacher is responsible for the day-to-day management of the school and is managed by the CEO but reports to the local governing committee on matters which have been delegated to it which will include an element of monitoring and scrutiny of the school's processes.

The Governance Professional (clerk)

The Trust has appointed a governance professional to support the board of trustees. Trustees have appointed one professional who clerks all Trust Board meetings and its committee meetings. A governance professional contributes to the efficient functioning of the board by providing:

- guidance to ensure the board works in compliance with the appropriate legal and regulatory framework and understands the potential consequences of non-compliance
- independent advice on procedural matters relating to operation of the board
- administrative and organisational support.

Governance Operations

The COO supports the Trust Governance Professional. They liaise on a regular basis to facilitate sharing best practice, common processes, required systems and documentation and to provide each other with support, guidance and assistance when needed. The Trust Secretary ensures that the Governance Professional is provided with up-to-date information regarding governance-

The Governance Professional is expected to collate skills audits, training requirements and experiences and to share these with the Trust. These form the basis of the Trust's governance training plan.

Governorhub

The Trust has subscribed to GovernorHub. This is the platform which we use to communicate, share documents and access information to support governance.

Meeting Schedule

The COO is responsible for overseeing the meeting timetable for all governance meetings for the academic year in collaboration with the Chair and CEO. This is approved by the Trust Board. The meeting schedule is added to Governorhub.

Meeting agendas and minutes

The Governance Professional will circulate a draft agenda to the COO, CEO who will finalise the agenda in collaboration with the Headteacher if applicable, and the chair of the Board or committee. Finalised agendas and minutes of the meetings are all stored on Governorhub.

Common systems, Procedures and Documentation

To enable governance to operate consistently and in accordance with the Trust's Governance Framework, the Trust disseminates templates and content for the following documentation:

- a) agendas;
- b) meeting minutes;
- c) terms of reference;
- d) annual calendar of business;
- e) headteacher report headings (method of presentation agreed at a local level);
- f) policy schedule.

This documentation will be reviewed annually in the summer term by the COO and will be made available for the start of the new academic year.

Key to the Scheme of Delegation

We have used a RACSI Matrix to assign and display responsibilities throughout the Scheme of Delegation.



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AREA OF RESPONSIBILITY	TRUST BOARD	TRUST BOARD COMMITTEES	EXECUTIVE LEADERSHIP	HEADTEACHERS	LOCAL GOVERNING COMMITTEE					
ETHOS, STRATEGY AND GOVERNANCE										
ETHOS & STRATEGY	Accountable for approving the Trust beliefs and promises	A	Informed	I	Responsible for delivering the Trusts beliefs and promises	R	Informed	I	Informed	I
	Accountable for approving the Trust plan	A	Supporting by reviewing the Trust plan	S	Responsible for delivering the Trust plan	R	Informed	I	Informed	I
	Accountable for setting vision for Trust Growth	A	Supporting through review of financial targets	S	Responsible for developing and executing plans for Trust Growth	R				
	Accountable for approving new schools joining the Trust	A			Responsible for on boarding new schools	R				
	Accountable for any due diligence undertaken on potential schools joining the Trust	A	Supporting through detailed production of due diligence review	S	Responsible for developing and executing due diligence reviews	R				
			Informed	I	Supporting by reviewing the school plan	S	Responsible for setting and delivering school plan	R	Accountable for approving and monitoring the school plan	A
			Informed	I	Supporting by reviewing the SEF	R	Responsible for writing, delivering and reviewing the SEF	R	Consulted on the writing of the SEF	C
	Accountable for setting or amending school PAN	A			Responsible for recommending any changes to PAN	R	Supporting through review of pupil numbers	S	Consulted on any change to PAN	C
	Accountable for approving the Trust IT Strategy	A	Supporting through detailed review and monitoring of IT strategy	S	Responsible for developing the IT strategy	R	Supporting the development of school IT strategy	S	Consulted on the development of school IT strategy	C

AREA OF RESPONSIBILITY	TRUST BOARD	TRUST BOARD COMMITTEES	EXECUTIVE LEADERSHIP	HEADTEACHERS	LOCAL GOVERNING COMMITTEE					
GOVERNANCE	Responsible for appointing Trust committee members including the Chair of the LGC	R								
		I		Supporting by reviewing the appointment of local governors including parental appointments	S	Responsible for recommending the appointment of governors including parental appointments	R	Responsible for appointing governors including parental appointments	R	
	Responsible for appointing or removing the Trust Governance Professional	R	Informed	I	Informed	I	Informed	I	Informed	I
	Accountable for approving all delegations/terms of reference/annual business plan	A	Supporting by reviewing all delegations/terms of reference/annual business plan	S	Responsible for the review of the Trust delegations/terms of reference/annual business plan	R	Informed	I	Informed	I
	Responsible for approving the removal of any governor	R			Responsible for monitoring the performance of LGCs in fulfilling their responsibilities and accountabilities	R	Informed	I	Consulted on the performance of LGC governors	C
	Accountable for determining Trust and school wide policies and approval levels	A	Informed	I	Informed	I	Informed	I	Informed	I
	Responsible for approving non delegated Trust policies	R	Supporting by reviewing all delegated Trust policies	S	Responsible for writing policies and supporting their implementation	S	Supporting the process to write delegated school policies and ensure implementation of all	S	Responsible for approving delegated school policies and reviewing implementation of	R

AREA OF RESPONSIBILITY	TRUST BOARD	TRUST BOARD COMMITTEES	EXECUTIVE LEADERSHIP	HEADTEACHERS	LOCAL GOVERNING COMMITTEE
				policies	policies (excluding financial management)
	Accountable for the completion of the Register of interests and a procedure to deal with conflicts of interests	Responsible for completion of the Register of interests	Responsible for completion of the Register of interests	Responsible for completion of the Register of interests	Responsible for completion of the Register of interests
	Accountable for ensuring a Risk Register is in place and reviewed at least annually	Supporting by reviewing the Risk Register	Responsible for the review of the Risk Register and mitigating identified risks	Responsible for the review of school risks and mitigating identified risks	Supporting by reviewing school risks
	Accountable for the publication of statutory information	Supporting by reviewing Trust statutory information	Responsible for the publication of Trust statutory information	Responsible for the publication of school statutory information	Supporting by reviewing school statutory information
	Accountable for ensuring parental engagement takes place	Supporting by reviewing parental engagement	Supporting parental engagement	Responsible for engaging with parents	Supporting by reviewing parental engagement
COMPLIANCE	Accountable for ensuring compliance with equality, diversity and inclusion legislation	Supporting by reviewing the Trust equality, diversity and inclusion planning	Responsible for delivering the Trust equality, diversity and inclusion objectives	Responsible for delivering the school equality, diversity and inclusion objectives	Supporting by reviewing the school equality planning
	Accountable for ensuring compliance with the Academies Financial Handbook	Supporting by reviewing financial audits and returns	Responsible for the delivery of practice in line with the Academies Financial Handbook	Supporting by ensuring financial compliance within Trust Financial Handbook.	
	Accountable for all other regulations affecting the Trust (eg Health and Safety, HR and Legal)	Supporting by reviewing other regulations	Responsible for the delivery of sound practice	Responsible for the delivery of sound practice in school	Supporting by reviewing the delivery of sound practice
	Accountable for approving the Trust		Responsible for the review of the Trust	Supporting the delivery of the Trust	Consulted on the Trust admissions

AREA OF RESPONSIBILITY	TRUST BOARD	TRUST BOARD COMMITTEES	EXECUTIVE LEADERSHIP	HEADTEACHERS	LOCAL GOVERNING COMMITTEE					
	admissions arrangements		admissions arrangements	admissions arrangements	arrangements					
	Accountable for ensuring compliant attendance during an Ofsted inspection	A	Supporting the school during an Ofsted inspection	S	Supporting the school during an Ofsted inspection	S	Responsible for attending an Ofsted inspection	R	Responsible for attending an Ofsted inspection	R
			Supporting to ensure the school website and GIAS is compliant with DFE requirements	S	Responsible for ensuring the school website and GIAS is compliant with DFE requirements	R	Responsible for ensuring the school website and GIAS is compliant with DFE requirements	R	Accountable for ensuring the school website and GIAS is compliant with DFE requirements	A
			Accountable for ensuring the Trust website and GIAS is compliant with DFE requirements	A	Responsible for ensuring the Trust website and GIAS is compliant with DFE requirements	R				
HUMAN RESOURCES										
	Accountable for approving restructure and redundancy	A	Responsible for reviewing staff structures including appropriate pay grades.	A	Responsible for the review of staff structures, pay grades and job descriptions including restructure and redundancy	R	Consulted on the review of staff structures, pay grades and job descriptions including restructure and redundancy	C	Informed	I
	Informed	I	Responsible for approving the appointment, suspension and removal of an executive leader	R	Supporting the appointment, suspension and removal of an executive leader	S				
APPOINTMENTS, SUSPENSION AND DISMISSALS	Informed	I	Responsible for approving the appointment, suspension and removal of a Headteacher	R	Responsible for the appointment, suspension and removal of a Headteacher	R			Consulted on the appointment, suspension and removal of a Headteacher	C
			Informed	I	Responsible for the appointment, suspension and removal of senior leaders	R	Supporting the appointment, suspension and removal of senior leaders	S	Consulted on the appointment, suspension and removal of senior leaders	C

AREA OF RESPONSIBILITY	TRUST BOARD		TRUST BOARD COMMITTEES		EXECUTIVE LEADERSHIP		HEADTEACHERS		LOCAL GOVERNING COMMITTEE	
			Informed	I	Responsible for the appointment, suspension and removal of Trust staff	R				
					Supporting the appointment, suspension and removal of school staff within Trust structure	S	Responsible for the appointment, suspension and removal of school staff within Trust structure	R	Informed	I
PAY	Accountable for approving the staff pay award	A	Supporting the approval of staff pay award	S	Responsible for recommending the staff pay award	R	Informed	I	Informed	I
STAFF APPRAISAL AND PERFORMANCE			Responsible for the appraisal of executive leaders	R	Responsible for the appraisal of Trust staff and Headteachers	R	Responsible for the appraisal of school staff	R	Supporting the appraisal of the Headteacher	S
			Informed	I	Responsible for overseeing performance and securing improvement in performance standards	R	Responsible for observing and evaluating performance and securing improvement in performance standards	R	Informed	I
			Responsible for approving any secondment/consultancies for executive leaders	R	Responsible for approving any secondment/consultancies for senior leaders	R	Consulted on secondment/consultancy requests	C		
FINANCIAL MANAGEMENT and AUDIT										
APPOINTMENTS			Supporting by reviewing the recommendation for appointment of external auditors to the members	S	Responsible for recommending the appointment of external auditors to the members	R				
			Supporting by reviewing the appointment of internal auditors	S	Responsible for the appointment of internal auditors	R				

AREA OF RESPONSIBILITY	TRUST BOARD		TRUST BOARD COMMITTEES		EXECUTIVE LEADERSHIP		HEADTEACHERS		LOCAL GOVERNING COMMITTEE	
BUDGETS AND ACCOUNTING	Accountable for approving the Trust wide annual budget and three-year outturn	A	Supporting through detailed budget review and three-year outturn	S	Responsible for developing the Trust budget and three-year outturn	R	Responsible for formulating the school budget and three-year outturn for approval	R	Consulted on the formulation of the school budget	C
	Accountable for the Trusts actual performance against budget	A	Supporting through reviewing Trust wide management accounts	S	Responsible for producing Trust wide management accounts	R	Responsible for the production of school level management accounts	R	Informed	I
			Supporting the review of benchmarking financial data	S	Responsible for producing benchmarking financial data	R	Responsible for ensuring procurement processes represent best value	R		
	Accountable for the Trusts cash position and position as a going concern	A	Supporting through review of cash position	S	Responsible for managing cash and going concern position	R				
	Accountable for ensuring procurement in line with financial limits detailed below	A	Supporting through a review of procurement activity	S	Responsible for procurement practices	R	Responsible for school led procurement practice in line with Trust regulations			
STATUTORY REPORTING	Accountable for submission of ESFA statutory returns	A	Supporting the approval of ESFA returns	S	Responsible for completing delegated ESFA returns	R				
	Accountable for approving and publishing the Trust annual report and financial accounts	A			Supporting the publishing of the Trust annual report and financial accounts	S				
AUDIT	Accountable for responding to the external audit report	A	Supporting through reviewing the responsible officer and external auditors' report	S	Responsible for ensuring that the responsible officer and external auditors' reports are actioned	R	Informed	I		
INSURANCE			Accountable for ensuring appropriate insurance cover is in place	A	Responsible for ensuring appropriate insurance cover is in place	R	Informed	I		

AREA OF RESPONSIBILITY	TRUST BOARD		TRUST BOARD COMMITTEES		EXECUTIVE LEADERSHIP		HEADTEACHERS		LOCAL GOVERNING COMMITTEE	
PARENT, COMMUNITY AND STAKEHOLDER RELATIONSHIPS										
STAKEHOLDER ENGAGEMENT	Accountable for ensuring parental engagement takes place	A	Supporting by reviewing parental engagement	S	Supporting parental engagement	S	Responsible for fostering positive parental relationships at school level	R	Supporting fostering positive parental relationships at school level	S
			Supporting by reviewing parent surveys	S	Responsible for conducting parent surveys and collating outcomes and planning actions	R	Responsible for conducting parent surveys and collating outcomes and planning actions	R	Informed	I
			Informed	I	Responsible for fostering positive community & local relationships at Trust level	R	Responsible for fostering positive community & local relationships at school level	R	Supporting fostering of community & local relationships at school level	S
	Supporting fostering of LA and central government relationships at Trust level as required	S			Responsible for fostering positive community & local relationships at Trust level	R	Responsible for fostering positive community & local relationships at Trust level	R	Supporting fostering of LA and MP relationships at school level	S
			Informed	I	Supporting the production of annual reports for parents before the end of the summer term	S	Responsible for production of annual reports for parents before the end of the summer term	R	Informed	I
					Informed	I	Responsible for organising and implementing a broad and varied extra-curricular provision	R	Informed	I
					Responsible for setting the schools term dates , INSETS and hours of the school day	R	Consulted on the setting the schools term dates, INSETS and hours of the school day	C		
COMMUNICATION	Consulted on any proposed changes to brand guidelines	C			Responsible for delivering brand identity and guidelines	R	Supporting the development and delivery of brand identity and guidelines	S	Consulted on any proposed changes to brand guidelines	C

AREA OF RESPONSIBILITY	TRUST BOARD	TRUST BOARD COMMITTEES	EXECUTIVE LEADERSHIP	HEADTEACHERS	LOCAL GOVERNING COMMITTEE					
			Responsible for delivering all Trust communication in line with brand identity	R	Responsible for delivering school communications in line with brand identity	R				
		Informed	I	Supporting through the approval of school crisis communications in line with brand identity	S	Responsible for delivering school crisis communications in line with brand identity	R			
CURRICULUM, STANDARDS AND OUTCOMES										
CURRICULUM		Accountable for setting the Trust curriculum principles	A	Supporting through reviewing the school curriculum in line with the Trust curriculum principles and Ofsted framework	S	Responsible for determining, organising, implementing, and publishing an appropriate school curriculum	R	Supporting by reviewing that the school curriculum is balanced, broadly based and matches the needs of the community	S	
PUPILS	Accountable for pupil outcomes	A	Supporting through monitoring the systems for target setting and reviewing pupil outcomes	S	Supporting through target setting and reviewing pupil outcomes	S	Responsible for delivering and publishing pupil outcomes	R	Supporting through reviewing pupil outcomes	S
	Accountable for ensuring compliance and nominating a SEND Trustee	A	Responsible for delivering the Trust SEND arrangements	R	Responsible for delivering the school SEND arrangements	R	Supporting by reviewing the school SEND arrangements	S		
ESFA PUPIL GRANT FUNDING EG PUPIL PREMIUM, SPORTS PREMIUM & CATCH UP FUNDING	Accountable for compliance with all requirements relating to the application of ESFA grant funding	A	Supporting through reviewing pupil outcomes and monitoring appropriate reporting	S	Responsible for ensuring compliance with all requirements relating to the application of ESFA grant funding	R	Responsible for delivering and publishing all requirements relating to the application of ESFA grant funding	R	Supporting through reviewing pupil outcomes and monitoring appropriate reporting	S
SAFEGUARDING, BEHAVIOUR, ATTENDANCE AND WELFARE										
SAFEGUARDING	Accountable for ensuring safeguarding compliance including KCSIE, nominating a safeguarding Trustee and appointing the Trust DSL	A	Supporting by reviewing safeguarding practice	S	Responsible for delivering the Trust safeguarding practice	R	Responsible for ensuring for the school safeguarding arrangements including appointing the school DSL	R	Responsible for ensuring compliance and nominating a safeguarding Governor	R

AREA OF RESPONSIBILITY	TRUST BOARD		TRUST BOARD COMMITTEES		EXECUTIVE LEADERSHIP		HEADTEACHERS		LOCAL GOVERNING COMMITTEE	
PASTORAL	Accountable for setting the pastoral budget	A	Supporting by reviewing pastoral impact	S	Responsible for coordinating the pastoral approach	R	Responsible for delivering a pastoral approach including implementing the nurture principles	R	Supporting by reviewing the pastoral approach	S
EXCLUSION OF A PUPIL			Informed	I	Informed	I	Responsible for administering fixed term and permanent exclusions	R	Responsible for reviewing the use of exclusion and to decide whether to confirm any permanent exclusion	R
PUPIL ATTENDANCE	Accountable for pupil attendance		Informed	I	Supporting by monitoring pupil attendance	S	Responsible for pupil attendance	R	Supporting by reviewing pupil attendance	S
PREMISES, HEALTH AND SAFETY										
PREMISES	Accountable for approving the Trust Estate Plan	A	Supporting through detailed review and monitoring of estates planning	S	Responsible for the development of the Trust estates planning	R	Supporting the development of school estates planning	S	Consulted on the development of school estates planning	C
	Responsible for approving new building projects in line with finance limits	R	Responsible for approving new building projects in line with finance limits	R	Responsible for approving new building projects in line with finance limits	R	Consulted on potential building projects	C	Consulted on potential building projects	C
	Accountable for building maintenance compliance in line with regulations	A	Supporting through detailed review and monitoring of building maintenance	S	Responsible through detailed review and monitoring of building maintenance	R	Supporting by delivering building maintenance checks	S		
HEALTH AND SAFETY	Accountable for ensuring compliance with Health and Safety policy and legislation	A	Supporting by reviewing Health and Safety policy, legislation and practice	S	Responsible for reviewing Health and Safety policy, legislation and Trust practice	R	Responsible for ensuring delivery of Health and Safety in schools	R	Responsible for ensuring compliance with the Health and Safety policy	R
	Accountable for overall health and safety of all staff, pupils and stakeholders	A	Supporting by reviewing detailed analysis of Health and Safety incidents	S	Responsible for responding to health and safety incidents reporting any high-risk incidents to the Trust Board and HCC where appropriate	R	Responsible for responding to health and safety incidents within school, reporting any high-risk incidents to the COO and HCC where appropriate	R	Supporting through monitoring health and safety incidents within school	S

FINANCIAL LIMITS	DELEGATED DUTY	VALUE	DELEGATED AUTHORITY	COMMENTS
PROCUREMENT	Ordering of goods, services and works	Upto £500	School Business Officer	Orders between £1000 and £10000 must have 2 competitive quotes Between £10001 and £50000, three competitive quotes are required Formal tender process required Ensure principles of best value are maintained.
		Upto £2000	Headteacher/Finance Manager (FM)	
		Upto £10000	Chief Operating Officer (COO)	
		Upto £20000	Chief Executive Officer (CEO)	
		Upto £50000	Resources Committee	
	Authority to accept other than best price valuation quotation or tender	Upto £20000	Chief Executive Officer	
		Over £20000	Resources Committee	
REVENUE TO CAPITAL TRANSFERS	Authorisation of any revenue to capital transfer	Upto £20000	Chief Operating Officer	As part of the budget setting process
		upto £50000	Resources Committee	
		Over £50000	Trust Board	
EXPENDITURE OF CAPITAL VIA REVENUE SHUFFLES	Ordering of goods, services and works (Asset management)	Upto £10000	Chief Operating Officer	As part of the budget setting process via documents such as Trust Estates plan and IT Plan.
		Upto £20000	Chief Executive Officer	
		Upto £50000	Resources Committee	
		Over £50000	Trust Board	
EXPENDITURE OF POOLED DEVOLVED FORMULA CAPITAL (DFC)	Prioritisation and authorisation of DFC capital expenditure	Upto £50000	Resources Committee	Via Trust Estate Plan
		Over £50000	Trust Board	
CONDITION IMPROVEMENT FUND	CIF Applications	Upto £50000	Resources Committee	Completed and submitted electronically by COO
	CIF Monitoring Returns	Above £50000	Trust Board	
	CIF Monitoring Returns	Any	Chief Operating Officer	Overview via COO report to resources Committee
GRANT APPLICATIONS		Any	Resources Committee	
VIREMENTS	Approving transfer between budget headings	Upto £2000	Headteacher/Finance Manager	Notify COO
		Upto £10000	Chief Operating Officer	
		Upto £20000	Chief Executive Officer	
		Upto £50000	Resources Committee	
		Over £50000	Trust Board	
BANK SIGNATORIES	For Cheques	Upto £2000	One signature required, either the CEO or COO	To be used in exceptional circumstances when we are unable to process an automated payment
		Over £2000	Two signatures. Both the CEO and COO to sign.	
	For Standing Orders and Direct Debits	ANY	Two signatures. Both the CEO and COO to sign.	Mandates to be copied and filed in the Finance Office

BACS AUTHORISATION FOR PAYMENTS UNDER £10000	Initiated by the central team finance assistant	ANY	Two authorisations are required from either the FM, COO or CEO.	
BACS AUTHORISATION FOR PAYMENTS OVER £10000	Initiated by the central team finance assistant	ANY	Two authorisations are required as above, the CEO must be one of the authorisers	
PAYROLL	Initiated by the HR administrator (school) Initiated by the finance administrator (Trust)	ANY	Headteacher (school payroll) Chief Operating Officer (Trust payroll)	Prior to approval by Headteacher and COO, the payroll is checked by the SBO (School payroll) and the FM (Trust)
OTHER MONETARY LIMITS	Milage Allowance	HM Revenue and Customs approved rate		
	Petty Cash Imprest (Trust)	£150	Finance Manager	To be reconciled monthly
	Petty Cash Imprest (Schools)	£350	School Business Officer	
	Safe limit (schools)	£5000 cash and £250000 cheques and other certificates, bonds, stamps as detailed in the RPA rules.	School Business Officer	
	Other cash Limit	£1000 not in a locked safe	School Business Officer/Finance Manager	
ASSET MANAGEMENT	Disposal of Surplus Stocks, stores and Assets	Upto £2000	Headteacher, notifiable to COO	Annual report dated the 31 st August will be provided to the Resources Committee by the 31 st October.
		Upto £10000	Chief Operating Officer	
		Upto £20000	Chief Executive Officer	
		Upto £50000	Resources Committee	
		Over £50000	Trust Board	
	Acquiring or disposing Freehold land and buildings		ESFA	Academies Financial Handbook
	Disposing of heritage assets		ESFA	

WRITE OFFS	Writing-off debts and losses	Upto £1000	Chief Operating Officer	Academies Financial Handbook . ESFA consent required if exceeds 1% of annual income or £45,000 individually; or 2.5% or 5% of annual income cumulatively.		
		Upto £5000	Chief Executive Officer			
		Above £5000	Trust Board			
		Over £45000	ESFA			
RETURNS AND RECONCILIATIONS	VAT return	Any	FM	Completed electronically Overview completed monthly by COO		
	Bank Reconciliations					
	Income Reconciliations					
	Monthly management accounts	N/A	Resources Committee	Must be shared monthly with the Chair and six times a year with all trustees. Academies Financial Handbook .		
	Budget Forecast Return 3 year (BFR3Y)		Trust Board			
	Budget Forecast Return Outturn (BFRO)		Resources Committee		May be delegated to the Chair of Resources Committee	
	Land and Buildings Collection Tool		Resources Committee		May be delegated to the Chair of Resources Committee	
	Academy Accounts Return		Trust Board			
	School Resource self assessment tool (SRMSAT)		Resources Committee			
	Financial management and governance self-assessment		Trust Board		Only required to be completed when new academies join the Trust.	
	CIF Applications		Upto £50000		Resources Committee	Completed and submitted electronically by COO
			Above £50000		Trust Board	
	CIF Monitoring Returns		Chief Operating Officer	Overview via COO report to resources Committee		
Other Grant funding such as TCAF	Any	Resources Committee				
DOCUMENTS	Gifts and Hospitality Register (School)		Resources Committee	Headteachers have responsibility for implementing this policy.		
	Gifts and Hospitality Register (Trust)			COO has responsibility for implementing this policy.		
	Business Continuity Plans (School)		Local Governing Committee	Headteachers have responsibility for implementing and reviewing this plan		
	Business Continuity Plans (Trust)		Resources Committee	COO has responsibility for implementing and reviewing this plan.		
	Estates Plan		Resources Committee	COO has responsibility for implementing and reviewing this plan.		
	Inventory Register		Headteacher (schools) and FM (central trust)	Items that are portable and attractive over £250 as directed by Resources Committee		

	Asset Register		Headteacher (schools) and FM (central trust)	Capitalisation limit £1000
LEASES	Finance Leases	Any	ESFA	Academies Financial Handbook
	Granting or take up of any leasehold or tenancy agreement exceeding five years	Any	ESFA	
	Operating leases	Upto £10000	Chief Operating Officer	An operating lease is an agreement to use and operate an asset without the transfer of ownership.
		Upto £20000	Chief Executive Officer	
Over £20000		Resources Committee		
MISCELLANEOUS	Borrowing (loan or overdraft)	Any	ESFA	Academies Financial Handbook
	Staff severance payment or compensation	Non-statutory/non-contractual element upto £50000	Trust Board	
		Over £50000	ESFA	Academies Financial Handbook

POLICIES DUE in the ACADEMIC YEAR 2021-22

POLICY	AGREED APPROVING BODY	REVIEW DATE
Accounting	Trust Board	June 22
Admission arrangements	Trust Board	December 21
Anti Bullying	Community and Standards Committee	October 21
Appraisal	Resources Committee	November 21
Bad Debt	Resources Committee	June 22
Behaviour Principles	Community and Standards Committee	March 22
Behaviour Policy	Local Governing Committees*	Current dates vary, to be reviewed and aligned
Charging and Remissions	Resources Committee	February 22
Child Protection	Trust Board	September 21
Collective Act of Worship	LHS Local Governing Committee	February 22
Continuing Professional Development	Resources Committee	January 22
Curriculum Principles	Community and Standards Committee	March 22
Equality Policy and plan	Trust Board	December 21
Local Equality Statements	Local Governing Committees	Jan/Feb 22
Feedback and Presentation	BFS Local Governing Committee	November 21
Freedom of Information	Trust Board	September 21
Governance Framework	Trust Board	July 22
Health and Safety	Resources Committee	October 21
Health and Safety appendices	Local Governing Committees	November 21
Home Learning	BFS Local Governing Committee	November 21
Home Learning	LHS Local Governing Committee	October 21
Inclusion	Trust Board	December 21
Intimate Care Policy	Community and Standards Committee	January 22
Leave of Absence	Resources Committee	October 21
Looked after children	Community and Standards Committee	December 21
Marking Feedback and Presentation	LHS Local Governing Committee	October 21
Mental Health and Wellbeing	Community and Standards Committee	August 21
Online Safety	Community and Standards Committee	March 22
Pay inc Executive Pay	Trust Board	March 22
Privacy Notices	Trust Board	September 21
Redundancy Policy	Resources Committee	March 22
Safer Recruitment	Resources Committee	October 21
Terms of reference for all	Trust Board	September 21
Volunteers Policy	Community and Standards Committee	December 21
Whistleblowing	Trust Board	July 22

OTHER POLICIES

POLICY	AGREED APPROVING BODY	REVIEW DATE
Administering Medicines	Community and Standards Committee	Mar 23
Alcohol Drugs and Gambling at work	Resources Committee	Oct 23
AntiFraud and Corruption	Resources Committee	Feb 23
Attendance	Community and Standards Committee	Dec 23
Capability procedures	Resources Committee	Oct 23
Code of Conduct for Parents and Carers	Community and Standards Committee	Feb 24
Code of conduct for Employees	Resources Committee	Feb 24
Collective act of Worship (BFS)	Local Governing Committees	Feb 23
Collective act of Worship (CTS)	Local Governing Committees	Nov 23
Complaints Policy	Trust Board	Dec 23
Data Protection	Resources Committee	Dec 23
Data Records Management and Retention Policy	Resources Committee	Dec 23
Disciplinary Procedure	Resources Committee	Oct 23
Environmental Sustainability	Community and Standards Committee	Jul 23
Exclusion	Community and Standards Committee	Dec 23
Feedback and Presentation	Community and Standards Committee	Nov 23
Gifts and Hospitality	Resources Committee	May 24
Governance Framework	Trust Board	Sept 22
Grievance Procedure	Resources Committee	Oct 23
Harassment and Bullying Policy and Procedure	Resources Committee	Oct 23
Health and Attendance	Resources Committee	Oct 23
Home Learning (CTS)	Local Governing Committees	Nov 23
Home School Agreements (all)	Local Governing Committees	Nov 23
Investment Management	Resources Committee	Oct 23
Managing Aggressive Adults	Community and Standards Committee	Mar 24
Pupil Premium	Community and Standards Committee	Mar 24
Probationary Policy	Resources Committee	Oct 23
PSHE	Community and Standards Committee	July 23
Reserves	Resources Committee	Oct 23
Lettings	Resources Committee	Jun 24
Risk Management Strategy	Resources Committee	Oct 23
Risk Management Policy	Resources Committee	Oct 23
Social Media	Community and Standards Committee	Dec 23
Staff Special Payments	Resources Committee	Oct 23
Shared parental leave (Birth and adoption)	Resources Committee	Feb 24
Trustees and Governors Code of Conduct	Trust Board	Feb 24
Trustees and Governor Visits	Community and Standards Committee	Feb 24

POPULAR ACRONYMS USED IN EDUCATION

Short form	Long form
AHT	Assistant Headteacher
ASP	Analyse School Performance
ATL	Association of Teachers and Lecturers
AWPU	Age-Weighted Pupil Unit
BSA	Basic Skill Agency
CAF	Common Assessment Framework
CAMHS	Child and Adolescent Mental Health Service
COSHH	Control of Substances Hazardous to Health
CPD	Continuing Professional Development
D & T	Design and Technology
DBS	Disclosure Barring Service
DCPO	Designated Child Protection Officer
DfE	Department for Education
DHT	Deputy Headteacher
DPO	Data Protection Officer
DSL/P	Designated Safeguarding Lead/Person
EAL	English as an Additional Language
EBD	Emotional and Behavioural Difficulties
ECYPPC	Education of Children and Young People in Public Care
EHC	Education, Health and Care
EIP	Education Improvement Partnerships
EP	Educational Psychologist
ESFA	Education and Skills Funding Agency
EWO	Education Welfare Officer
EYFS	Early Years Foundation Stage
FE	Further Education
FGM	Female Genital Mutilation
FOI	Freedom of Information
FSM	Free School Meals
FTE	Full Time Equivalent
GaT	Gifted and Talented
GDPR	General Data Protection Regulation
GLD	Good Level of Development
H&S	Health and Safety
HIP	Hertfordshire Improvement Partner
HMCI	Her Majesty's Chief Inspector
HMI	Her Majesty's Inspectorate
HSE	Health and Safety Executive
HT	Headteacher
ICO	Information Commissioner's Office
ICT	Information and Communications Technology
IEP	Individual Education Plan
INSET	In-Service Education and Training
ISBL	Institute of School Business Leadership
ISR	Individual School Range
IT	Information Technology
ITT	Initial Teacher Training
KCSIE	Keeping Children Safe in Education
KPI	Key Performance Indicator
KS	Key Stage
LA	Local Authority
LAC	Looked After Children
LGA	Local Government Association
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer
LGC	Local Governing Committees
MAT	Multi-Academy Trust
MFL	Modern Foreign Languages
MIS	Management Information System
MLD	Moderate Learning Difficulties

MPR	Main Pay Range
NAHT	National Association of Head Teachers
NASEN	National Association of Special Educational Needs
NASUWT	National Association of Schoolmasters Union of Women Teachers
NC	National Curriculum
NCSL	National College of School Leadership
NEU	National Education Union
NFER	National Foundation for Educational Research
NGA	National Governance Association
NPQH	National Professional Qualification for Headship
NPQSL	National Professional Qualification for Senior Leadership
NQT	Newly Qualified Teacher
OFSTED	Office for Community and Standards in Education
PAN	Pupil Admission Number
PE	Physical Education
PEP	Personal Education Plan
PGCE	Postgraduate Certification of Education
PIs	Performance Indicators
PLASC	Pupil Level Annual School Census
PMLD	Profound and Multiple Learning Difficulties
PPA	Planning, Preparation and Assessment
PPG	Pupil Premium Grant
PoS	Programme of Study
PRP	Performance Related Pay
PRU	Pupil Referral Unit
PSHE	Personal, Social and Health Education
PTA	Parent-Teacher Association
QTS	Qualified Teacher Status
RE	Religious Education
RI	Requires Improvement
RSHE	Relationship, Sex and Health Education
SACRE	Standing Advisory Council on Religious Education
SAR	Subject Access Request
SATs	Standard Assessment Tests
SBM	School Business Manager
SCR	Single Central Record
SDP	School Development Plan
SEAL	Social and Emotional Aspects to Learning
SEMH	Social Emotional Mental Health
SEND	Special Educational Needs and Disabilities
SENCO	Special Educational Needs Coordinator
SMSC	Spiritual, Moral, Social and Cultural
SLD	Severe Learning Difficulties
SLT	Senior Leadership Team
SPaG	Spelling and Punctuation and Grammar
SPG	Sports Premium Grant
SpLD	Specific Learning Difficulty
SSE	School Self Evaluation
STA	Community and Standards and Testing Agency
STPCD	School Teachers' Pay and Conditions Document
STRB	School Teachers Review Body
TA	Teaching Assistant
TEFL	Teaching English as a Foreign Language
TLR	Teaching and Learning Responsibility
UIFSM	Universal Infant School Meals
UPN	Unique Pupil Number
UPS	Upper Pay Scale
URN	Unique Reference Number