# INCLUSIVE | MULTI ACADEMY TRUST

**GOVERNANCE FRAMEWORK inc**

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

| DOCUMENT DETAIL | |
|---|---|
| Approving Body | Trust Board |
| Author | Sharon Carlyon |
| Scheduled Review | Annually |
| Date of Policy | September 2023 |
| Next review | September 2024 |

# Contents

## 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
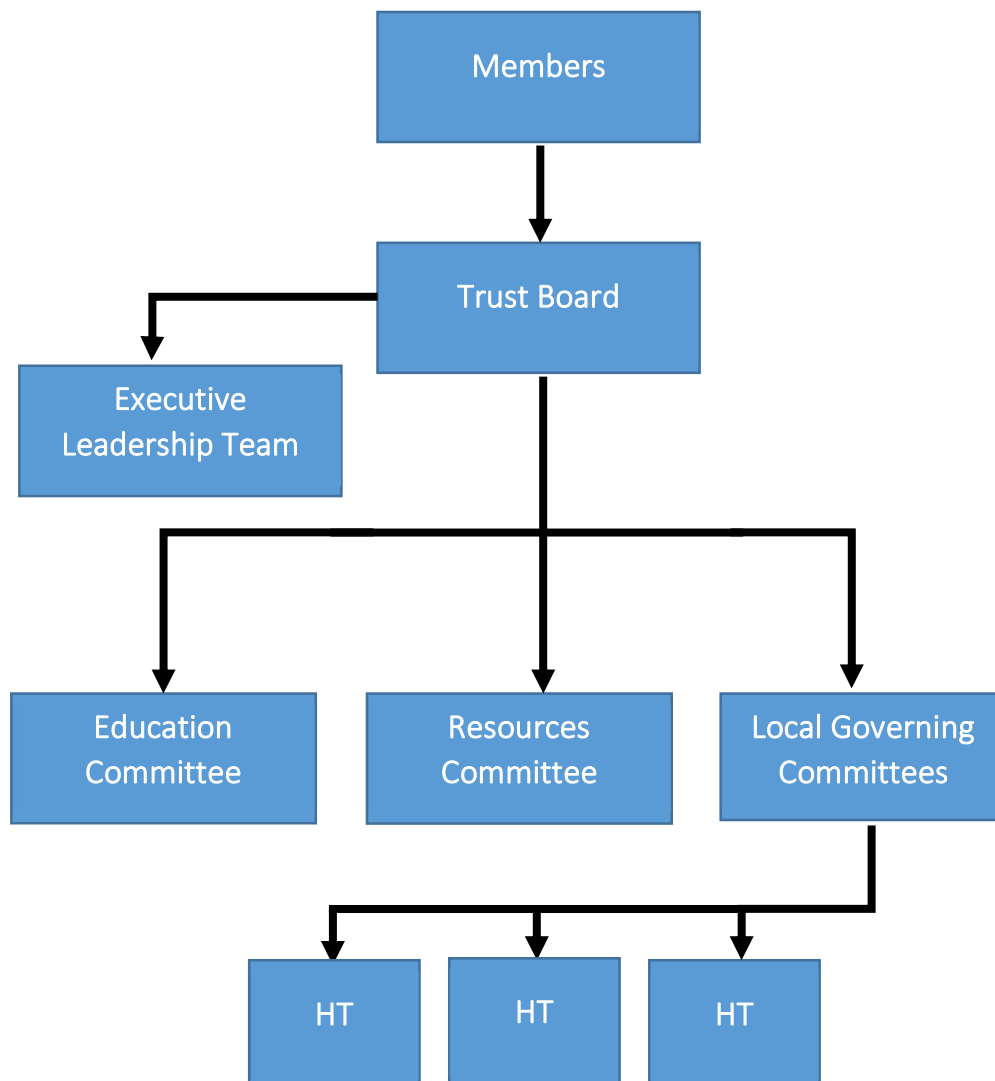- happy parents build a community.

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.

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                    ┌──────────────┐
                    │   Members    │
                    └──────┬───────┘
                           │
                           ▼
┌──────────────┐   ┌──────────────┐
│  Executive   │◄──│ Trust Board  │
│ Leadership   │   └──────┬───────┘
│    Team      │          │
└──────────────┘          │
        ┌─────────────────┼─────────────────┐
        ▼                 ▼                 ▼
┌──────────────┐  ┌──────────────┐  ┌──────────────┐
│  Education   │  │  Resources   │  │Local Governing│
│  Committee   │  │  Committee   │  │  Committees  │
└──────────────┘  └──────────────┘  └──────┬───────┘
                    ┌────────────────┬──────┴──────┐
                    ▼                ▼             ▼
               ┌────────┐       ┌────────┐    ┌────────┐
               │   HT   │       │   HT   │    │   HT   │
               └────────┘       └────────┘    └────────┘
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## 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 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 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)
- Education 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 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 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.

## The role of the Education Committees

The Trustees have chosen to establish an Education Committee (previously Community and Standards). Their key responsibility is to review and evaluate teaching and learning; pupils' education 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:
  - o  Working within agreed policies
  - o  Is meeting the agreed targets
  - o  engaging with stakeholders
  - o  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 COO 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 and 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.

## Scheme Of Delegation Contents

| 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 approving all delegated policies | S | Supporting by approving all delegated policies and reviewing policy implementation | S | Supporting the process to write delegated school policies and ensure implementation of all | | Supporting by approving all delegated policies and reviewing implementation | S |

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

| AREA OF RESPONSIBILITY | TRUST BOARD | | TRUST BOARD COMMITTEES | | EXECUTIVE LEADERSHIP | | HEADTEACHERS | | LOCAL GOVERNING COMMITTEE | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Accountable for approving the Trust **admissions arrangements** | A | | | Responsible for the review of the Trust admissions arrangements | R | Supporting the delivery of the Trust admissions arrangements | S | Consulted on the Trust admissions arrangements | C |
| | 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 | 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** | | | | | | | | | | |
| **APPOINTMENTS, SUSPENSION AND DISMISSALS** | Accountable for approving **restructure and redundancy** | A | Responsible for reviewing Leadership pay spine (or equivalent) **staff structures** including appropriate pay grades. | A | Responsible for the review of staff structures upto and including UPS (and support staff equivalent), 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 | | | | |
| | Informed | I | Responsible for approving the appointment, suspension and removal of a | R | Responsible for the appointment, suspension and removal of a Headteacher | R | | | Consulted on the appointment, suspension and removal of a Headteacher | C |

| AREA OF RESPONSIBILITY | TRUST BOARD | | TRUST BOARD COMMITTEES | | EXECUTIVE LEADERSHIP | | HEADTEACHERS | | LOCAL GOVERNING COMMITTEE | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Headteacher | | | | | | | |
| | | | 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 |
| | | | 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** for executive leaders | R | Responsible for approving any secondment 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 | S | Responsible for recommending the appointment of external auditors to the members | R | | | | |

| AREA OF RESPONSIBILITY | TRUST BOARD | | TRUST BOARD COMMITTEES | | EXECUTIVE LEADERSHIP | | HEADTEACHERS | | LOCAL GOVERNING COMMITTEE | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | the members | | | | | | | |
| | | | Supporting by reviewing the appointment of **internal auditors** | S | Responsible for the appointment of internal auditors | R | | | | |
| **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 | | |

| AREA OF RESPONSIBILITY | TRUST BOARD | | TRUST BOARD COMMITTEES | | EXECUTIVE LEADERSHIP | | HEADTEACHERS | | LOCAL GOVERNING COMMITTEE | |
|---|---|---|---|---|---|---|---|---|---|---|
| **INSURANCE** | | | Informed | I | Accountable for ensuring appropriate insurance cover is in place | A | Informed | I | | I |
| **PARENT, COMMUNITY AND STAKEHOLDER RELATIONSHIPS** | | | | | | | | | | |
| **STAKEHOLDER ENGAGEMENT** | | | Accountable for ensuring **parental engagement** takes place | S | Supporting by reviewing parental engagement | S | Responsible for fostering positive parental relationships at school level | R | Supporting fostering positive parental relationships at school level | S |
| | | | 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** | | 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 |

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|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 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** | | A | | 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 | |
| | | Upto £2000 | Headteacher/Finance Manager (FM) | Orders between £1000 and £10000 must have 2 competitive quotes |
| | | Upto £10000 | Chief Operating Officer (COO) | |
| | | Upto £20000 | Chief Executive Officer (CEO) | Between £10001 and £50000, three competitive quotes are required |
| | | Upto £50000 | Resources Committee | |
| | | Over £50000 | Trust Board | Formal tender process required |
| | Authority to accept other than best price valuation quotation or tender | Upto £20000 | Chief Executive Officer | Ensure principles of best value are maintained. |
| | | 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 |
| | | 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 | Two signatures in accordance with Bank | To be used in exceptional circumstances when we are unable to process an automated payment |
| | | Over £2000 | Two signatures in accordance with Bank Mandate | |
| | For Standing Orders and Direct Debits | ANY | Two signatures in accordance with Bank Mandate. | Mandates to be copied and filed in the Finance Office |

| | | | | |
|---|---|---|---|---|
| **BACS AUTHORISATION FOR PAYENTS UNDER £10000** | Initiated by the central team finance assistant | ANY | Two authorisations are required from either the FM, COO or CEO. | |
| **BACS AUTHORISATION FOR PAYENTS 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 Cast 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 31st August will be provided to the Resources Committee by the 31st 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 (BFR) | | Resources Committee | Delegated to the Chair of Resources Committee |
| | Land and Buildings Collection Tool | | Resources Committee | Delegated to the Chair of Resources Committee |
| | Academy Accounts Return | | Trust Board | |
| | School Resource self assessment tool (SRMSAT) | | Resources Committee | Delegated to the Chair of 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 |

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|---|---|---|
| Child Protection and Safeguarding Policy | Trust Board | 23/09/2023 |
| Business Continuity Plan | Resources Committee | 30/09/2023 |
| Governance Framework | Trust Board | 30/09/2023 |
| Alcohol, Drugs and Gambling at Work Policy | Executive Leadership | 01/10/2023 |
| Anti Bullying Policy | Executive Leadership | 01/10/2023 |
| Bullying and Harassment Policy | Executive Leadership | 01/10/2023 |
| Capability Policy | Resources Committee | 01/10/2023 |
| Grievance Policy | Resources Committee | 01/10/2023 |
| Health and Attendance Policy | Executive Leadership | 01/10/2023 |
| Inclusion | Education committee | 01/10/2023 |
| Investment Management Policy | Resources Committee | 01/10/2023 |
| Looked After Children and Previously Looked after Children Policy | Education committee | 01/10/2023 |
| Probationary Policy | Executive Leadership | 01/10/2023 |
| Risk Management Policy | Resources Committee | 01/10/2023 |
| Risk Management Strategy | Resources Committee | 01/10/2023 |
| Safer Recruitment Policy | Executive Leadership | 01/10/2023 |
| Staff Special payments policy | Resources Committee | 01/10/2023 |
| Data and Cyber security Policy | Resources Committee | 04/10/2023 |
| Executive Pay Policy | Trust Board | 31/10/2023 |
| Health and Safety Policy | Resources Committee | 31/10/2023 |
| Leave of Absence Policy | Resources Committee | 31/10/2023 |
| Trust Social Media Guide | Executive Leadership | 16/11/2023 |
| Attendance Policy | Education committee | 30/11/2023 |
| Whistleblowing Policy | Trust Board | 30/11/2023 |
| Data Protection | Resources Committee | 01/12/2023 |
| Data Records Management and Retention Policy | Executive Leadership | 01/12/2023 |
| Environmental Sustainability Policy | Trust Board | 01/12/2023 |

| | | |
|---|---|---|
| Equity, Diversity and Inclusion Policy and plan | Trust Board | 01/12/2023 |
| Offsite Visits and Learning Outside of the Classroom Policy | Executive Leadership | 01/12/2023 |
| Social Media Policy | Executive Leadership | 01/12/2023 |
| Allegations of abuse against staff policy | Executive Leadership | 31/01/2024 |
| Low level safeguarding policy | Executive Leadership | 31/01/2024 |
| Online Safety Policy | Executive Leadership | 31/01/2024 |
| PSHE (Personal, Social, Health Education) Policy Including Relationship, Sex and Health Education | Education committee | 31/01/2024 |
| Budget Planning Guide | Executive Leadership | 01/03/2024 |
| Code  of Conduct for Parents and Carers | Executive Leadership | 01/03/2024 |
| Pupil premium policy | Education committee | 01/03/2024 |
| Shared Parental Leave (Adoption) Policy | Executive Leadership | 01/03/2024 |
| Shared Parental Leave (Birth) Policy | Executive Leadership | 01/03/2024 |
| Trustee and Governor Visits Policy | Trust Board/Governance | 01/03/2024 |
| Charging and Remissions Policy | Resources Committee | 31/03/2024 |
| Managing Aggressive Adults | Executive Leadership | 31/03/2024 |
| Pay Policy | Trust Board/Governance | 31/03/2024 |
| Complaints Policy | Education committee | 01/05/2024 |
| Gifts and Hospitality Policy | Executive Leadership | 01/05/2024 |
| Lettings Policy | Executive Leadership | 01/06/2024 |
| Accounting Policy | Resources Committee | 30/06/2024 |
| Appraisal Policy | Resources Committee | 30/06/2024 |
| Local Governor Recruitment Brochure | Executive Leadership | 30/06/2024 |
| Parent and Staff Governors Election Guidance | Executive Leadership | 30/06/2024 |
| Reserves Policy | Resources Committee | 31/07/2024 |
| Freedom of Information Policy | Executive Leadership | 31/08/2024 |
| Privacy Notice for Governors, Trustees and other Volunteers | Executive Leadership | 31/08/2024 |
| Privacy Notice for pupils | Executive Leadership | 31/08/2024 |
| Privacy Notice School Workforce | Executive Leadership | 31/08/2024 |

| Document | Category | Beechfield School | Cherry Tree Primary School | Laurance Haines School |
|---|---|---|---|---|
| Behaviour Policy | Local Governing Committee | 30.06.24 | 30.06.25 | 01.10.24 |
| Business Continuity Plan | Local Governing Committee | 01.10.23 | 29.09.23 | 01.09.23 |
| Equality Statement including accessibility plan | Local Governing Committee | 28.02.25 | 08.03.24 | 13.03.24 |
| Health and Safety (Local) Policy | Local Governing Committee | 31.12.23 | 30.11.23 | 30.11.23 |
| Home Learning Policy | Local Governing Committee | 11.07.23 | 18.11.24 | 30.11.23 |
| Home School agreement | Local Governing Committee | 30.11.23 | 30.11.24 | 30.11.23 |
| Marking, Feedback and Presentation Policy | Local Governing Committee | 31.01.25 | 12.12.23 | 30.11.23 |

## Glossary

A guide to the main academy funding, finance ad governance terms and acronyms can be found on the DFE website here