



## Woodland Academy Trust

### Revealing the champion within

*“growing in our thinking,  
learning and feeling together”*

Woodland Academy Trust

**CAIRS**

*“The way we do things here”*

**Care Aspiration Inspiration Respect Stewardship**

*“leading to achievement for all”*

## Scheme of Delegation Kent Hub

Approved by the Board of Trustees

15<sup>th</sup> February 2019

This Scheme of Delegation for the Woodland Academy Trust sets out where responsibilities and accountabilities sit within the structure. For example, it will indicate whether a task is the responsibility of the Board of Trustees, Local Governing Body, Chief Executive Officer or Head Teacher/Head of School.

In the absence of the CEO, the COO/Deputy CEO will assume full delegated operational responsibility. Where decisions of the CEO relate to the performance of the COO/Deputy CEO, these will be taken by the Board of Trustees (or a panel derived from the Board of Trustees).

In the absence of the Head Teacher/Head of School, the Executive Head Teacher will assume full delegated operational responsibility.

### **The Woodland Academy Trust**

The Woodland Academy Trust was set up as a Multi-Academy Trust (MAT) and is committed to the provision of high-quality education. The Trust is overseen by the Board of Trustees who are accountable to the Department for Education ('the DfE').

### **The Board of Trustees**

The Board has overall legal responsibility for the operation of the Trust and the schools within it. The Board may decide to form committees to carry out certain of its functions. The term "Board of Trustees" will therefore include any such committees that may be formed from time to time. The Board of Trustees has the right to take any necessary action where it feels there is cause for concern within a school and has the unequivocal right to revoke any existing delegations.

### **The CEO**

A significant number of responsibilities under the Scheme of Delegation lie with the Chief Executive Officer. The term "CEO" includes the Chief Executive Officer and other staff employed centrally to whom he/she may delegate specific functions. Accountability however always remains with the CEO.

### **The Accounting Officer**

The CEO has overall executive responsibility for the Trust's activities including financial activities and is the Financial Accounting Officer. Much of the financial responsibility has been delegated to the COO/Deputy CEO who is the Chief Financial Officer. The Accounting Officer will maintain an annual log of financial management actions and evidence for audit inspection.

The Board is legally responsible to the DfE. Trustees are therefore expected to exercise a tight rein over their schools to secure the required school improvement and this is reflected in the Scheme of Delegation.

### **Funding**

A re-charge "top slice" is levied on each of the schools in the Trust to cover the cost of centrally provided services. These services include, but are not limited to, the provision of a coherent package for school improvement which is tailored to the needs of each school, finance, HR, recruitment, premises, extended services, governance and compliance.

Schools are given the opportunity to bid for additional funding for school improvement projects and this is funded directly from the pooled reserves of the Trust.

### **Working together as a family**

All schools within the Trust family will be expected to contribute to one or more of the following:

- Development and maintenance of school policies;
- Sharing of best practice through the Trust Improvement Networks (“TINS”);
- Mentoring and coaching of staff.
- Building family hubs in each of our communities.
- Being capacity givers into improving the overall education system.

This reinforces the principle of working together to deliver outstanding education.

### **Delegated functions**

The Scheme of Delegation covers the following areas:

1. Strategy
2. Education
3. Safeguarding
4. Governance
5. Finance, Audit and Risk
6. Land and Asset Management
7. Human Resources

# 1. STRATEGY

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>1.1 Setting the overall vision and mission for the MAT, agreeing key priorities and key performance indicators [KPIs] against which progress towards achieving the vision can be measured.</b>			
			The Board of Trustees is responsible for setting and ensuring the clarity of vision and strategic direction of the Trust.
<b>1.2 Budget plan to support the delivery of the Trust's key priorities</b>			
	The COO/Deputy CEO is responsible for the preparation of the 3 year forecast draft Trust budget plan. The CEO is responsible for the submission of the 3 year forecast draft Trust budget plan to the Board of Trustees for approval		The Board of Trustees is responsible for approving the 3 year forecast Trust budget plan
<b>1.3 Setting the school's vision and strategy, agreeing key priorities and key performance indicators [KPIs] within the framework set by the Trust Board against which progress towards achieving the vision can be measured and determined</b>			
		The LGB is responsible for setting and ensuring the vision and strategic direction of hub school(s) within the framework set by the Board of Trustees.	
<b>1.4 Budget planning to support the delivery of school key priorities within the framework set by the Trust Board</b>			
The Executive HT and/or HT/HOS is responsible for the allocation of premises and curriculum budgets to meet key priorities	The COO /Deputy CEO is responsible for the preparation of individual school forecast 3 year budget plan.  The CEO is responsible for the submission of 3 year forecast draft budget plans.		The Board of Trustees is responsible for approving 3 year forecast individual school budget plans

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>1.5 Partnering arrangements</b>			
The HT/HoS is responsible for the submission to the CEO of any proposal to enter into, renew, amend or terminate any partnering arrangement.	The CEO is responsible for recommending to the Board of Trustees the approval, amendment or termination of formal partnering arrangements	The LGB will consider the impact of informally agreed partnering arrangements and refer any concerns to the Board of Trustees.	The Board of Trustees is responsible for approving, amending or terminating partnering arrangements.
<b>1.6 Other major strategic decisions</b>			
The HT/HoS is responsible for the submission to the CEO of any proposals of a major strategic nature.	The CEO is responsible for reviewing any such strategic proposals and submitting a recommendation to the Board of Trustees.		The Board of Trustees is responsible for approving any strategic proposals

## 2. EDUCATION

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>2.1 Holding Executive and School Leaders to account for the educational performance of the Trust and its schools</b>			
The HT/HoS is responsible for submitting school performance and pupil achievement data to the LGB at agreed times throughout the year and in a format agreed by the CEO	The CEO is responsible for submitting key Trust performance outcomes and pupil achievement data to the Board of Trustees at agreed times throughout each academic year.	The LGB is responsible for holding school leaders to account for the educational performance of each school.	The Board of Trustees is responsible for holding the CEO and Executive Leaders to account for the educational and overall performance of the Trust.
<b>2.2 School Self Evaluation, School Improvement Plan [SIP] and the Closing the Gap Action Plan [CGAP]</b>			
The HT/HoS is responsible for drafting the SEF, School Improvement Plan [SIP] and Closing the Gap Action Plan and submitting these for ratification to the CEO/Trust Executive. The draft SIP and CGAP should be accurately costed with the support of the COO/Deputy CEO and all expenditure built into the Budget Plan.	The CEO is responsible for providing advice, support and challenge to ensure that the SEF, SIP and CGAP are in line with agreed Trust priorities and are fit-for-purpose.	The LGB is responsible for approving draft SEFs, SIPs and CGAPs for hub schools, monitoring these for impact and generating progress reports regularly to the Board of Trustees.	
<b>2.3 Admissions</b>			
The HT/HoS is responsible for ensuring that the Admissions Policy is published on the school website and provided to the Local Authority by the statutory deadline	The CEO is responsible for annually reviewing and submitting the draft Trust Admissions Policy to the Board of Trustees		The Board of Trustees is responsible for determining the annual admission arrangements. These are required to comply with the School Admissions Code and include the published admission number for each school and oversubscription criteria.

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>2.4 Pupil discipline</b>			
The HT/HoS is responsible for ensuring that the school's Behaviour Policy promotes good behaviour and includes actions to be taken should a pupil misbehave. The HT/HoS is responsible for applying sanctions according to the agreed policy.	The CEO through the Executive is responsible for arranging an independent review panel to consider any permanent exclusion upheld by the LGB.	The LGB is responsible for monitoring the number of exclusions on a termly basis and is also required to convene a panel of Governors to review any permanent exclusion.	
<b>2.5 Complaints</b>			
The HT/HoS is responsible for all informal and formal complaints up to and including Stage 1 of the Trust's Complaints Procedure.	The CEO is responsible for the management and investigation of all complaints against any member of the Trust's Executive, Head Teacher, Head of School and/or centrally employed staff.	The LGB is responsible for the overall management of Stages 2 & 3 of the Trust Complaints procedure and dealing with complaints concerning any Governor.	Any complaints against the Chair of the Trust or other Trustee will be referred to the Members. The Board of Trustees is responsible for the overall management of any complaint made against the CEO or LGB Chair.
<b>2.6 Term dates and school hours</b>			
	The CEO is responsible for any proposed change to school hours and term dates taking into consideration the respective views of HTs/HoS and statutory requirements making recommendation to the Board of Trustees as and when necessary.		The Board of Trustees will be notified by the CEO of any proposed changes and/or consultation and will decide on proposals accordingly.
<b>2.7 Significant changes to the "branding" of a Trust school</b>			
	The CEO is responsible for proposing any significant change after consulting the HT/HoS and LGB to the Board of Trustees and after taking into account any statutory requirements.		The Board of Trustees is responsible for approving any proposed change and will consider all recommendations and written representations before any decision is made

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>2.8 Trust Policies</b>			
The HT/HoS is responsible for ensuring that Trust policies and procedures are applied across the school.	The CEO is responsible for reviewing and submitting Trust policies to the Board of Trustees for approval, and through the Executive, monitoring both compliance and impact in Trust schools.	The LGB is responsible for reviewing the impact of policy decisions on the trajectory of school improvement and reporting incongruities or concerns to the Board of Trustees.	
<b>2.9 Hub and school policies</b>			
The HT/HoS is responsible for drafting, with the support of the Executive, school specific policies as required by statute or by the Board of Trustees and for producing and managing the 2-year cycle of policy review		The LGB is responsible for reviewing and approving school specific policies and monitoring their impact.	

## 3. SAFEGUARDING

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>3.1 Safeguarding</b>			
<p>The HT/HoS is responsible for the overall safeguarding of the children and adults at the school and is required to ensure that:</p> <ul style="list-style-type: none"> <li>• A designated safeguarding lead [DSL] is appointed</li> <li>• The DSL has sufficient resources and has received training to enable them to successfully undertake their role</li> <li>• All staff have received and have access to safeguarding training</li> <li>• All staff have read Keeping Children Safe in Education [KCSIE] guidance as well as the Trust Safeguarding Policy</li> <li>• The CEO is immediately notified of any allegation made against a member of the school's staff</li> </ul>	<p>The CEO is responsible for overall safeguarding across the Trust and specifically for the Trust's Executive and all centrally appointed employees. He/she is required to ensure that:</p> <ul style="list-style-type: none"> <li>• All staff have access to, and have received, safeguarding training</li> <li>• All staff have read Keeping Children Safe in Education (KCSIE) and the Trust Safeguarding Policy.</li> </ul>	<p>The LGB is responsible for reviewing safeguarding arrangements in all hub schools and receiving regular monitoring reports from the Executive ensuring compliance and demonstrating good practice. Specifically, the LGB is responsible for:</p> <ul style="list-style-type: none"> <li>• Appointing one of the LGB Governors to be the named safeguarding governor</li> <li>• Ensuring all LGB governors have access to and have read the Trust Policy and KCSIE Part 1</li> <li>• The Designated Safeguarding Governor has access to, and has read, Part 2 of KCSIE</li> <li>• Ensuring all LGB Governors have access to and attend safeguarding training</li> </ul>	<p>The Board of Trustees is the accountable body for ensuring that all safeguarding policies are implemented and reflected in each school's day-to-day practice.</p> <p>The Board of Trustees is responsible for:</p> <ul style="list-style-type: none"> <li>• Appointing one of its number to be the named Trustee for safeguarding and to liaise with the CEO with regard to all safeguarding matters</li> <li>• Ensuring all RGB governors have access to and have read the Trust Safeguarding Policy and KCSIE Part 1</li> <li>• Ensuring all Trustees have access to and attend safeguarding training</li> </ul>
<b>3.2 Allegations against staff</b>			
<p>The HT/HoS is responsible for the overall management and investigation of any allegation against any member of staff and notifying the CEO.</p>	<p>The CEO is responsible for the overall management and investigation of any allegations against any member of the Trust's Executive or central team. He/she is also responsible for informing the Chair of the LGB and/or the Chair of the Board of Trustees of any allegation levelled against any member of staff employed by the Trust.</p>		<p>The Board of Trustees is responsible for the overall management of any allegations levelled against the CEO.</p>

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>3.3 Health and Safety [H&amp;S]</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>• Developing a H&amp;S culture throughout the school and ensuring that staff are fully aware of their responsibilities in relation to H&amp;S</li> <li>• With the support of the CEO/Executive drawing up robust H&amp;S procedures</li> <li>• Updating documentation and facilitating regular H&amp;S monitoring visits.</li> <li>• Providing regular H&amp;S reports to the LGB</li> </ul>	<p>The CEO is responsible for providing model H&amp;S procedures to assist the HT/HoS with the implementation of specific school H&amp;S practice.</p>	<p>The LGB is responsible for:</p> <ul style="list-style-type: none"> <li>• Monitoring H&amp;S practice in hub schools through the review of internal and external H&amp;S monitoring visits and reports provided by the Trust Executive and individual schools</li> <li>• Ensuring that adequate resources are available for H&amp;S and that training opportunities are available and accessed as required</li> <li>• Reporting all issues of concern to the Board of Trustees</li> </ul>	<p>The Board of Trustees, as the employer, carries overall responsibility and accountability for ensuring that H&amp;S policies are in place and fully implemented.</p>
<b>3.4 Educational Visits</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>• Adhering to the Trust Educational Visits Policy and DFE guidance</li> <li>• Ensuring best value to parents and the school for all visits and approving the cost</li> <li>• Identifying any cases of hardship or disability to the LGB that would otherwise prevent any pupil from participation</li> <li>• Undertaking all risk assessments, following Trust Policy and submitting all necessary documentation to the LGB in good time to gain approval to proceed.</li> </ul>		<p>The LGB is responsible for:</p> <ul style="list-style-type: none"> <li>• Approving all adventurous and residential trips</li> <li>• Seeking assurance that no child will be prevented from attending because of hardship or disability</li> <li>• Monitoring the success and impact of all school visits through HT/HoS reports</li> </ul>	

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<ul style="list-style-type: none"> <li>• Informing, through the HT/HoS report, the success and impact of such visits to the LGB</li> <li>• Gaining LA approval from the LA for all residential; and adventurous visits</li> </ul>			

## 4. GOVERNANCE

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>4.1 Articles of Association</b>			
			The Board of Trustees can submit recommendations to members to amend the Articles of Association. Members approve any changes subject to ESFA ratification.
<b>4.2 Scheme of Delegation</b>			
			The Board of Trustees is responsible for annually reviewing the Scheme of Delegation and making amendments as and when necessary.
<b>4.3 Trust Governance</b>			
			The Board of Trustees is responsible for reviewing the overall governance structure of the Trust on an annual basis and making appropriate changes as and when necessary.
<b>4.4 Evaluation of Governor and Trustees attendance and contribution</b>			
		The LGB is responsible for an annual self-evaluation of its performance.	The Board of Trustees is responsible for carrying out an annual self-evaluation of its performance and monitoring the performance of all tiers of governance across the Trust.
<b>4.5 Trust and School governance information published on the Trust website</b>			
The HT/HoS is responsible for ensuring that the school website publishes all required statutory information.	The CEO is responsible for ensuring that the Trust website publishes all required statutory information.	The LGB is responsible for ensuring that audits are undertaken of hub school websites three times a year by the Trust's Executive thereby ensuring statutory compliance.	The Board of Trustees is responsible for ensuring that audits are undertaken and received of the Trust website three times a year

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>4.6 Emergency decisions undertaken by the respective Chairs of the LGB and Board of Trustees</b>			
		Where the Chair of the LGB is clear that a matter of urgency exists, an emergency meeting of the LGB is not possible and solely when delay would be seriously detrimental to the interests of the Trust. The LGB is required to ratify such a decision as soon as is practicable.	Where the Chair of the Board of Trustees is clear that a matter of urgency exists, an emergency meeting of the Board is not possible and solely when delay would be seriously detrimental to the interests of the Trust. The Board of Trustees is required to ratify such a decision as soon as is practicable.
<b>4.7 Appointments to the Board of Trustees</b>			
			Members and Trustees are responsible for appointing Trustees pursuant to the Article of Association. Only Members have the power to remove Trustees.
<b>4.8 Appointment of Chairs, Vice Chairs, Hub and School Governors</b>			
		The LGB responsible for arranging elections for parent and staff governors to sit on the LGB. Results of these elections are forwarded to the Board of Trustees.	The Board of Trustees is responsible for: <ul style="list-style-type: none"> <li>• Annually appointing the Chair and Vice Chair of the Board of Trustees</li> <li>• Appointing Governors to the LGB and specifically the Chair and Vice Chair</li> </ul> The Board of Trustees has the power to remove governors from the LGB if necessary.
<b>4.9 Trust Governors' Handbook</b>			
	The CEO is responsible for ensuring that the handbook is reviewed annually and submitted to the Board of Trustees for approval.		The Board of Trustees is responsible for annually approving the Governors' handbook.

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>4.10 General Data Protection Regulation [GDPR]</b>			
The HT/HoS is the data protection lead [DPL] for the school and is responsible for day-to-day data protection issues escalating such issues to the Data Protection Officer [DPO] for the Trust as and when appropriate.	The CEO is responsible for ensuring that the DPO has sufficient time, resources and training to carry out their role.	The LGB is responsible for ensuring that all hub schools conform to statutory and Trust policy and guidance.	The Trust Board has ultimate responsibility and accountability for data protection and is legally responsible for the processing of personal data and lawful data protection compliance.

## 5. FINANCE

Head Teacher or Head of School [HT/HoS]	CEO/ COO/Deputy CEO	Local Governing Body	Board of Trustees
<b>5.1 Financial controls ensuring regularity, probity and value for money in relation to public funds</b>			
	<p>The CEO and COO/Deputy CEO are responsible for:</p> <ul style="list-style-type: none"> <li>• Conforming to the requirements of the Academies Financial Handbook</li> <li>• Working within the parameters set by the Board of Trustees</li> <li>• Providing the Board of Trustees with regular financial reports both internal and external.</li> </ul>		<p>The Board of Trustees is responsible for:</p> <ul style="list-style-type: none"> <li>• Ensuring that the Trust is financially viable, that public money is used appropriately through robust monitoring, agreed financial delegation, clear processes and systems ensuring financial probity</li> <li>• The receipt of regular reports from the COO/Deputy CEO and external auditors.</li> </ul>
<b>5.2 Day-to-day financial management and accounting</b>			
	Responsibility of the COO/Deputy CEO		
<b>5.3 Management of the Trust's financial position</b>			
The HT/HoS is responsible for delivering the delegated school budget for areas under their direct control	The COO/Deputy CEO is responsible for the overall strategic management of the Trust's financial position fully reporting to the CEO as the Accounting Officer		
<b>5.4 Statutory reporting of annual financial accounts</b>			
	<p>The CEO and COO/Deputy CEO are responsible for:</p> <ul style="list-style-type: none"> <li>• All statutory requirements including the annual audited accounts and governance statement</li> <li>• Submitting the consolidated accounts to the Board of Trustees in good time to meet the statutory ESFA deadline</li> </ul>		<p>The Board of Trustees is responsible for approving the consolidated financial accounts and the governance statement for the Trust.</p>

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>5.5 Maintenance of effective systems of internal financial control</b>			
	Responsibility of the COO/Deputy CEO		The Board of Trustees is responsible for the rigorous review of financial systems to ensure statutory compliance and financial probity.
<b>5.6 Preparation of monthly management accounts</b>			
The HT/HoS is responsible for notifying the COO/Deputy CEO of any significant budget variations in the areas under their control in excess of £1,000	The COO/Deputy CEO is responsible for preparing and reporting monthly management accounts to the CEO and the Chair of Trustees and reporting management accounts to the Board of Trustees at least six times a year in accordance with the Academies Financial Handbook		
<b>5.7 Submission of all finance related returns to ESFA &amp; HMRC within statutory timescales</b>			
	Responsibility of the COO/Deputy CEO.		The Board of Trustees is responsible for ensuring all submissions to the ESFA are sent within statutory timescales.
<b>5.8 Authorising the external payroll provider</b>			
	Responsibility of the COO/Deputy CEO		
<b>5.9 Central spend/top slice</b>			
	The CEO is responsible for recommending to the Trust Board on an annual basis an appropriate level of top slice.		The Board of Trustees is responsible for agreeing the annual top slice to be applied to Trust schools.

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>5.10 Preparation and submission of individual school and Trust budgets</b>			
	The COO/Deputy CEO is responsible for producing the draft budget for the schools and Trust for submission to the Board of Trustees.		The Board of Trustees is responsible for approving the consolidated budget for the Trust and for all individual schools prior to ESFA submission.
<b>5.11 Approval of school improvement projects/capital expenditure [not included in original budgets]</b>			
The Executive HT will prepare any bid for new school improvement projects that will require the use of reserves for financing in consultation with the COO/Deputy CEO and will submit to the CEO.	The CEO is responsible for reviewing the bid and making recommendations to the Board of Trustees, making additional recommendations if appropriate.		The Board of Trustees is responsible for approving or rejecting the bid and determining the reserves to be applied (school or Trust pooled reserves).
<b>5.12 Virement Approval</b>			
	The COO/Deputy CEO is responsible for reporting to the Board of Trustees at least three times a year on budget variations at individual school level that will create an overspend in excess of £5k		The Board of Trustees is responsible for approving or rejecting budget variations at individual school level that will create an overspend to the current approved budget in excess of £5k
<b>5.13 Pupil Premium Grant Funding</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>• The CGAP Action Plan</li> <li>• Allocating funds in the Action Plan to support targeted actions that will impact on raised standards for disadvantaged pupils</li> <li>• Submitting the CGAP to the LGB together with reports of the impact of the CGAP three times a year</li> </ul>	<p>The COO/Deputy CEO is responsible for monitoring PPG expenditure</p> <p>The CEO is responsible for monitoring the impact of that expenditure on closing the gap for disadvantaged pupils across the Trust.</p>	The LGB is responsible for monitoring the impact of PPG funding on closing the gap for disadvantaged pupils in hub schools and will report progress in closing the gap to the Board of Trustees.	The Board of Trustees will consider whether further strategic action and/or resource is required to close the gap in performance between disadvantaged and other pupils.

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>5.14 Purchases, orders and contracts</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>• All “low value” [£1k - £10k] purchases available within delegated budget headings</li> <li>• Ensuring value for money for all purchases made</li> <li>• Gaining approval from the COO/Deputy CEO for the purchase and procurement of goods or services between £10k - £40k</li> </ul>	<p>The COO/Deputy CEO is responsible for:</p> <ul style="list-style-type: none"> <li>• Approval of all payments/purchases between £10k - £40k</li> <li>• The management and/or procurement of goods, services or contracts over £40k and below the EU threshold of £75k that are within existing agreed budgets</li> </ul>		<p>The Board of Trustees is responsible for awarding contracts or purchases more than £75k</p>
<b>5.15 Authority to write-off bad debts</b>			
<p>The HT/HoS has authority to write-off debts up to and including £250 after notifying the COO/Deputy CEO. The Executive HT has similar authority to write-off debts from £251 - £1,000.</p>	<p>The CEO as Accounting Officer is responsible for:</p> <ul style="list-style-type: none"> <li>• Ensuring appropriate actions have been taken to collect debts more than £1,000</li> <li>• Gaining approval from the DFE/ESFA if the debt to be written off is above the value set out in the annual funding letter.</li> <li>• Making appropriate recommendations to the Board of Trustees between £1,001 and the DFE/ESFA limit in accordance with the AFH</li> </ul>		<p>The Board of Trustees has the authority of write-off debts from £1001 to the DFE/ESFA limit.(in accordance with the AFH)</p>

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>5.16 Internal and external audit requirements</b>			
The HT/HoS is responsible for providing such information and assistance in relation to reporting and internal or external auditing to the COO/Deputy CEO.	The COO/Deputy CEO is responsible for: <ul style="list-style-type: none"> <li>• Carrying out internal audits three times a year and reporting to the Board of Trustees</li> <li>• Providing the Board of Trustees with the annual probity, regularity and value for money statement</li> </ul>		The Board of Trustees will review internal and external audit reports and will adopt recommendations or actions as appropriate.
<b>5.17 Risk registers and mitigation</b>			
The HT/HoS is responsible for establishing the school risk register and submitting it annually to the LGB.	The CEO is responsible for: <ul style="list-style-type: none"> <li>• Establishing the Trust Risk Register and submitting it annually to the Board of Trustees.</li> <li>• Ensuring that risks are mitigated and reporting recommendations and actions to the Board of Trustees as appropriate</li> </ul>	The LGB is responsible for reviewing, monitoring and quality assuring hub schools' risk registers	The Board of Trustees is responsible for reviewing, monitoring and formally approving the Trust risk register.
<b>5.18 Legal claims [Trust and Schools]</b>			
The HT/HoS is responsible for: <ul style="list-style-type: none"> <li>• Notifying the CEO and Chair of the LGB of any potential or actual claims or proceedings affecting the school as soon as becoming aware of them</li> <li>• Acting on any instructions received from the CEO</li> </ul>	The CEO is responsible for: <ul style="list-style-type: none"> <li>• Seeking appropriate legal advice</li> <li>• Directing the HT/HoS in line with the guidance received</li> <li>• Keeping the LGB or Board of Trustees informed and acting on any instructions received from the Board of Trustees</li> <li>• Settling all legal claims on behalf of the Trust</li> </ul>		The Board of Trustees may instruct the CEO to take such action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings.

Head Teacher or Head of School [HT/HoS]	CEO	Local Governing Body	Board of Trustees
<b>5.19 Value for money</b>			
	The COO/Deputy CEO is responsible for carrying out benchmarking and reporting to the Board of Trustees to ensure value for money robustness		The Board of Trustees will consider all reports that include benchmarking, consider any recommendations presented and ensure that any variance in expenditure is not substantially out of line with national levels of expectation.

## 6. LAND AND ASSET MANAGEMENT

Head Teacher or Head of School [HT/HoS]	CEO/ COO/Deputy CEO	Local Governing Body	Board of Trustees
<b>6.1 Acquisition and disposal of land</b>			
	The CEO is responsible for submitting any recommendations concerning land acquisition or disposal to the Board of Trustees.		The Board of Trustees is responsible for all decisions concerning the acquisition or disposal of land. Any disposal must be agreed in advance with the Secretary of State.
<b>6.2 Expansion of existing facilities/taking on new premises</b>			
The HT/HoS is responsible for submitting to the CEO and the LGB any proposal to expand existing facilities at the school.	The CEO is responsible for assessing the viability of any proposal to expand existing facilities at any Trust school prior to the development of the business case so to do.	The LGB is responsible for: <ul style="list-style-type: none"> <li>Responding to plans from the HT/HoS of a hub school to build new, or more fully utilise, existing facilities</li> <li>Reviewing any proposal business plan and submitting recommendations to the Board of Trustees</li> </ul>	The Board of Trustees is responsible for approving or rejecting any business case concerning the expansion or development of facilities at any Trust school.
<b>6.3 Disposal of assets</b>			
The HT/HoS may authorise the disposal of assets up to and including a market value of £500 [either as a single item or in total] having first consulted with the COO/Deputy CEO. Records must be kept of all disposals and the LGB informed.	The COO/Deputy CEO will advise the HT/HoS regarding such disposals ensuring that these are accounted for and keeping the LGB informed.	The LGB is to be informed of such disposals from hub schools to ensure that the correct procedure has been followed.	The Board of Trustees will obtain approval from the DFE/ESFA when any asset to be disposed of exceeds the amount specified in the Academies Financial Handbook.
<b>6.4 Premises management</b>			
The HT/HoS is responsible for: <ul style="list-style-type: none"> <li>Ensuring that a Premises Maintenance Programme is constructed taking account of the most recent condition survey</li> </ul>	The COO/Deputy CEO is responsible for overseeing the effectiveness of the estates management function of the Trust and will provide updates to the Board of Trustees three times a year on the quality and level of	The LGB is responsible for reviewing the Premises Maintenance Programmes for hub schools and their approval.	The Board of Trustees is accountable for the health and safety in Trust schools and will receive updates regarding the quality and level of compliance of the Trust estates management controls and processes.

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<ul style="list-style-type: none"> <li>• Costing such a programme with the support of the COO/CEO and ensuring that expenditure has been built into the budget plan</li> <li>• Ensuring that the H &amp; S management system is kept up to date and is compliant</li> <li>• Identifying potential CIF bids and reporting to the CEO and/or COO/Deputy CEO</li> </ul>	<p>compliance of the Trust estates management controls and processes.</p> <p>The CEO and/or COO/Deputy CEO is responsible for overseeing the annual CIF bid process and reporting to the Board of Trustees.</p>		

## 7. HUMAN RESOURCES

Head Teacher or Head of School [HT/HoS]	CEO/ COO/Deputy CEO	Local Governing Body	Board of Trustees
<b>7.1 Recruitment [Advertising and Shortlisting]</b>			
The HT/HoS will be directly involved in shortlisting candidates for all roles within their respective schools.	The CEO is responsible for adhering to all statutory requirements for the internal and external advertising of all roles across the Trust apart from the role of CEO that will be undertaken by Trustees working with the COO/Deputy CEO or other members of the Trust's Executive.		
<b>7.2 Recruitment &amp; Appointments</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>• Notifying the CEO/Trust Executive as soon as a potential vacancy is identified in the SLT</li> <li>• Sitting on the SLT appointment panel with the CEO</li> <li>• Managing the process for teacher/support, staff recruitment with the school's SLT</li> <li>• Appointing teachers and support staff after consultation and with, approval from, the CEO</li> </ul>	<p>The COO/Deputy CEO or designated member of the Trust's Executive is responsible for:</p> <ul style="list-style-type: none"> <li>• The management and support of the Board of Trustees in the recruitment of a CEO</li> <li>• Contracting an external HR consultant to support and advise the Board throughout the process.</li> </ul> <p>The CEO is responsible for:</p> <ul style="list-style-type: none"> <li>• The management of all processes concerned with recruitment to the Trust's Executive, HTs/HoS, School SLTs and centrally appointed employees</li> </ul>	<p>The LGB is responsible for:</p> <ul style="list-style-type: none"> <li>• Participation in the recruitment process for hub HTs/HoS, SLT members, teachers and support staff where practicable</li> </ul> <p>Provide an LGB governor to sit on the interview panel for HTs/HoS and members of the school's SLT</p>	<p>The Board of Trustees is responsible for:</p> <ul style="list-style-type: none"> <li>• Providing three Trustees to sit on the appointment panel for a CEO and making recommendation to the Board of Trustees for CEO appointment</li> <li>• Appointing the CEO</li> <li>• Appointing members of the Trust's Executive and centrally appointed staff</li> <li>• Appointing Ex HTs, HTs and HoS</li> <li>• Ratifying recommendations made by the CEO for SLT appointments</li> </ul>

Head Teacher or Head of School [HT/HoS]	CEO/ COO/Deputy CEO	Local Governing Body	Board of Trustees
	<ul style="list-style-type: none"> <li>• Sitting on all appointment panels for the Trust’s Executive and centrally appointed staff</li> <li>• Recommending successful candidates for appointment to the Board of Trustees</li> <li>• Contracting external HR support if appropriate</li> <li>• Providing advice and support in the appointment of teachers and support staff</li> </ul>		
<b>7.3 Reductions in staffing and revisions to staffing structures</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>• Notifying the CEO as soon as possible when reductions in staffing may be necessary</li> <li>• Proposing a revised staffing structure for the school in consultation with the COO/Deputy CEO for recommendation to the CEO</li> </ul>	<p>The CEO is responsible for:</p> <ul style="list-style-type: none"> <li>• Submitting any proposed changes to the Board of Trustees</li> <li>• Leading and managing any redundancy process if required</li> <li>• Supporting with the COO/Deputy CEO HTs/HoS throughout any necessary restructuring process in a Trust school including attendance at consultation meetings if appropriate</li> </ul>		<p>The Board of Trustees is responsible for approving or rejecting any changes to agreed staffing structures and all decisions concerning redundancy.</p>
<b>7.4 Performance management and salary reviews</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>• Leading the performance management and salary review process for all staff within their respective schools</li> <li>• Consulting with the COO/Deputy CEO regarding</li> </ul>	<p>The CEO is responsible for:</p> <ul style="list-style-type: none"> <li>• Quality assuring all recommendations made by the Executive HT/HTs/HoS performance management and review panel and for all staff employed by the Trust</li> <li>• Submitting recommendations</li> </ul>	<p>The LGB is responsible for convening a panel, to include a governor, to undertake the performance management of the Executive HT/HT/HOS during the year and making recommendations to the CEO</p>	<p>The Board of Trustees is responsible for:</p> <ul style="list-style-type: none"> <li>• Convening a panel of Trustees to undertake the performance management of the CEO during the year and making any recommendation to the full Board of Trustees for approval</li> </ul>

Head Teacher or Head of School [HT/HoS]	CEO/ COO/Deputy CEO	Local Governing Body	Board of Trustees
<p>the salary review process to ensure that proposed outcomes are reflected in the draft budget forecast</p> <ul style="list-style-type: none"> <li>Submitting recommendations to the CEO</li> </ul>	<p>to the Board of Trustees</p> <p>The COO/Deputy CEO is responsible for:</p> <ul style="list-style-type: none"> <li>Submitting recommendations to the CEO concerning the Trust centrally appointed staff</li> <li>Providing advice and support to HTs/HoS</li> </ul>		<ul style="list-style-type: none"> <li>Approval of all pay recommendations</li> </ul>
<b>7.5 Terms of employment</b>			
<p>The HT/HoS is responsible for considering and making recommendation regarding any change in the terms of employment for any member of staff to the CEO.</p>	<p>.Under delegated powers, the CEO is responsible for approving changes to terms and conditions of employment and reporting to the Board.</p>	<p>The LGB will hear appeals where policies specify</p>	<p>The Board of Trustees will be responsible for hearing appeals where policies specify</p>
<b>7.6 Grievance and Disciplinary Procedures (including gross misconduct)</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>Notifying the CEO as soon as possible when any circumstance may need to be dealt with under the disciplinary or grievance procedure which may or may not be deemed to be gross misconduct in relation to the school's workforce</li> <li>Keeping the CEO informed at all stages of the procedure</li> <li>Organising investigations when circumstances arise under the grievance or disciplinary policy</li> </ul>	<p>The CEO is responsible for:</p> <ul style="list-style-type: none"> <li>Convening a panel of Trustees for disciplinary and grievance hearings that may be deemed to be gross misconduct or a panel of LGB Governors for hearings likely to fall short of gross misconduct in relation to the HT/HoS or any member of the Trust's Executive</li> <li>Organising investigations when allegations of gross misconduct or grievance have been made against the HT/HoS or any member of the Trust's Executive</li> <li>Keeping the Board of Trustees informed of proceedings</li> </ul>	<p>The LGB is responsible for:</p> <ul style="list-style-type: none"> <li>Providing governors to sit on any disciplinary or grievance panel that falls short of gross misconduct</li> <li>Imposing sanctions through the disciplinary or grievance hearing procedure up to but not including dismissal</li> <li>Directing the CEO to investigate when an allegation of gross misconduct has been made against any hub HT/HoS</li> </ul>	<p>The Board of Trustees is responsible for:</p> <ul style="list-style-type: none"> <li>All dismissal decisions of any Trust employee</li> <li>Providing Trustees to sit on disciplinary or grievance panels that involve allegations of gross misconduct for all staff</li> <li>Providing Trustees to sit on disciplinary and grievance panels that involve allegations against members of the Trust Executive</li> </ul> <p>The Board of Trustees is responsible for hearing any appeals as per the Trust's policies and procedures</p>

Head Teacher or Head of School [HT/HoS]	CEO/ COO/Deputy CEO	Local Governing Body	Board of Trustees
<b>7.7 Probation</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>• Following the probationary procedure and confirming the member of staff in post on its satisfactory completion</li> <li>• Informing the CEO as and when the probationary period is unlikely to be, or has not been, satisfactorily completed</li> </ul>	<p>The CEO is responsible for the termination of employment of a member of staff who has failed to satisfactorily complete their probationary period.</p>		<p>The Board of Trustees is responsible for hearing any appeal against a member of staff whose employment has been terminated because of a failure to complete their probationary period.</p>
<b>7.8 Capability</b>			
<p>The HT/HoS is responsible for:</p> <ul style="list-style-type: none"> <li>• Following the capability procedure and notifying the CEO of the staff member's progress</li> <li>• Informing the CEO as and when the capability period is unlikely to be, or has not been, satisfactory</li> </ul>	<p>The CEO is responsible for the termination of employment of a member of staff who has failed to satisfactorily complete the capability process</p>		<p>The Board of Trustees is responsible for hearing any appeal against a member of staff whose employment has been terminated because of a failure to complete the capability process.</p> <p>The Board of Trustees is responsible for following the capability procedure in relation to the CEO.</p> <p>The Board of Trustees is responsible for the termination of the CEO's employment if they have failed to satisfactorily complete the capability process.</p>