



St James & Emmanuel Academy Trust

Interpretation Guide – Scheme of Delegation

Reviewed – January 2023



BACKGROUND AND CONTEXT

St James and Emmanuel Academy Trust is a company, limited by guarantee, and an exempt Charity. Its principal activities are to advance, for public benefit, education in the UK by establishing, maintaining, carrying on, managing and developing academies. Its main aim is to develop teaching, learning and leadership in its sponsored academies resulting in improved outcomes and life chances for learning.

DIRECTOR RESPONSIBILITIES

This Scheme of Delegation explains the ways in which the Directors fulfil their responsibilities for the leadership and governance of the Trust, the respective roles and responsibilities of the Directors, Finance Committee, Local Governing Boards, CEO and Headteachers, and any other commitments to each other that will ensure the success of the schools.

This Scheme of Delegation has been put in place by the Directors from the Effective Date in accordance with the provisions of the St James and Emmanuel Academy Trust Articles of Association (the “Articles”) and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles. *(This Scheme of Delegation should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook.)*

This Scheme of Delegation will be reviewed on an annual basis by the Board of Directors.

Hereafter any reference to the Trust or MAT will refer to the St James and Emmanuel Academy Trust

ETHOS AND VALUES

Mission statement of St James and Emmanuel Academy Trust:

“To grow a diverse and creative educational community, where we encourage belonging and nurture believing; together becoming fulfilled and responsible members of God’s world.”

BELONGING:

to each other in mutual support, respect and trust

to the community of Didsbury, Northenden and Reddish committed to playing an active role in providing high quality local primary schooling.

to the Diocese of Manchester, as part of a family of 191 distinctive Church of England schools

to the world in which we live, caring for the whole creation regardless of race, religion or background

BELIEVING:

in our gifts and abilities, as each child is unique and valuable

in our potential, as each child will be challenged and nurtured

in our Christian faith, as each child will be guided by our church ethos and values

BECOMING:

responsible and productive – a force for good in society

engaged and pro-active – ready to change and challenge the world around us

aware of our vocation, with a growing sense of purpose and preference

well-rounded and self-aware, through a holistic and broad-based education

Our guiding principles are:

To work locally to ensure maximum support where and when it is needed

To provide a catalyst for innovation and problem solving

To inspire each generation to be the best they can be

To foster collaboration and knowledge sharing across our educational communities

Our key objectives are:

To transform the lives of young people by raising aspirations and achievements

To provide a broad and balanced curriculum supported through a wide range of extra curriculum provision

To give learners consistency of standards across our schools to enable confident progression to the next level

To share resources and knowledge to provide outstanding value for money and reduce duplication

To have one voice in a rapidly changing external environment

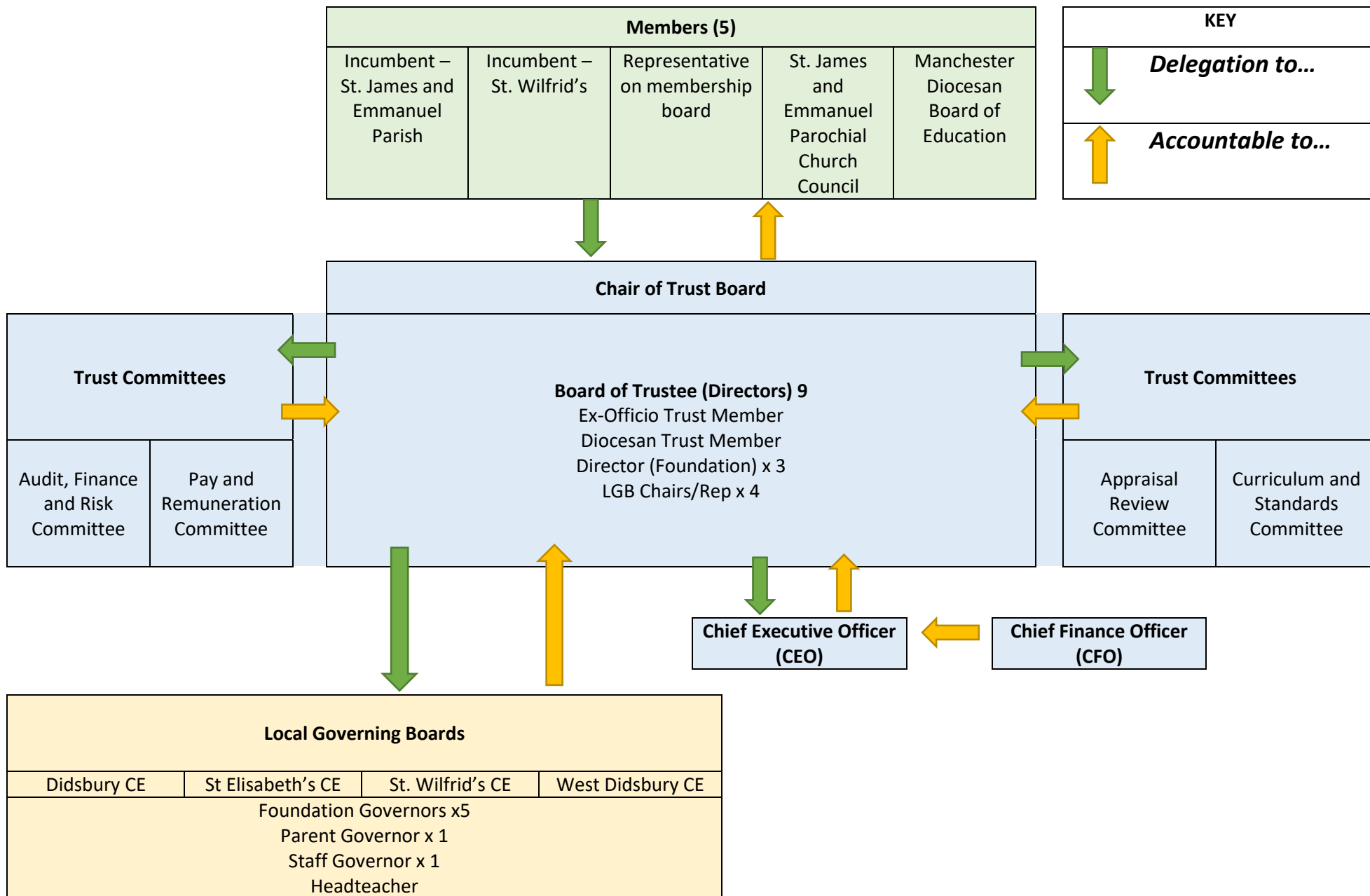
To provide professional learning communities to provide and support teacher and teaching assistant development

To raise attainment in all areas of the curriculum

Whilst the Local Governing Board shall be responsible for ensuring that each School is conducted in accordance with its ethos and values, the determination of the Trust's guiding principles and key objectives shall be the responsibility of the Directors as advised by the Trust Members.

At all times, the Directors and the Local Governing Board shall ensure that the schools are conducted in accordance with the objects of Trust, the terms of the trust governing the use of the land which is used for the purposes of the school and any agreement entered into with the Secretary of State for the funding of the Academies.

STRUCTURE - ST JAMES AND EMANUEL ACADEMY TRUST



3.1

Each School is ultimately governed by the St James and Emmanuel Academy Trust and its Board of Directors. The Board of Directors sets the vision and direction for the Trust and has ultimate authority and responsibility.

Article 100 provides for the appointment, by the Directors, of committees to whom the Directors may delegate certain of the functions of the Directors. The committees of the Trust are the Local Governing Boards, the Audit Committee, the Pay Committee and the Safeguarding Board. In addition, Sub Committees, Working Parties, Task Groups, and Panels may be established and convened by the Board of Directors as required.

In recognition of the Directors' power to delegate under Articles 105 and 107, Trust Directors delegate authority to appropriate persons as follows:

Delegation of the governance of each School to a Local Governing Body known as the Local Governing Board
Delegation of the operational management of each School to the Headteacher

3.2

The Chair and Vice-Chair will be appointed by the Trust Board. If the number of Academies exceeds 3, the Chairs of the Local Governing Boards will elect 3 from amongst their numbers to be Directors. The Chair of the Local Governing Board, when acting as the Academy's representative, shall normally consult with the Local Governing Board before voting on any resolution of the Board of Directors.

3.3

The Local Governing Boards will ensure that governance arrangements are conducted effectively and within statutory powers and that the Academies receive effective challenge and direction.

3.4

A Governor shall cease to hold office by resignation, removal or disqualification in line with the Articles of Association.

3.5

The clerk to the Local Governing Board will be appointed by the Trust Board. This position will be reviewed on an annual basis by the Trust Board.

THE SEVEN PRINCIPLES OF PUBLIC LIFE

All those who represent the Trust are expected to uphold the seven principles of public life when carrying out their responsibilities and duties. These are as follows:

Selflessness: Holders of public office should act solely in terms of the public interest.

Integrity: Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity: Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability: Holders of public office are accountable for their decisions and actions and must submit themselves to whatever scrutiny necessary to ensure this.

Openness: Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.

Honesty: Holders of public office should be truthful.

Leadership: Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

GOVERNANCE				
RESPONSIBILITY	Members	Directors (MAT Board)	Governors (LGB)	CEO
Legal responsibility for the Academy Trust in upholding the Articles of Association and ensuring statutory compliance.	<p>'Own' the Academy Trust. Have ultimate responsibility for the Trust.</p> <p>Hold the Directors to Account for the Management of the Trust</p>	<p>Manage the business and exercise all the powers of the Trust subject to: The Companies Act 2006; The Articles of Association; Special resolution of the Members; Funding Agreement or Academies Financial Handbook; Employment law; School Admissions Code.</p> <p>Conduct the business of the Academy Trust. Determine what to delegate to any committees, Local Governing Boards, individual Directors, CEO</p>	<p>To be responsible for its own processes in line with the legal requirements and as set down in the Scheme of Delegation agreed by the Trust</p> <p>To be responsible for succession planning and the recruitment of Governors to ensure an appropriate balance of skills and effectiveness</p> <p>To be responsible for its own training and to participate in Trust Training arrangements</p> <p>To be responsible for evaluating its own processes and effectiveness</p> <p>To ensure governors are responsible for declaring any business interests they have in relation to the school</p>	<p>To act as the Chief Executive and Accounting Officer of the Trust and be an Executive member of the Board of Directors.</p> <p>As required by the most recent School Teachers' Pay and Conditions Document and National Standards of Excellence for Headteachers, to be responsible for the internal organisation, management and control of the Trust and its schools</p> <p>To provide professional leadership and management for the school within the context of the Articles and Instruments of Association of the St James and Emmanuel Academy Trust.</p>
Creating, maintaining and developing the Christian ethos of the Trust based on the core principles of Belonging, Believing Becoming.	<p>Secure the Christian ethos, identity and standards of conduct within the Trust</p> <p>Ensure the Trust pursues its charitable objects and maintains a close relationship to its Foundation Diocese and Parishes</p>	<p>Ensure the Christian character and ethos of the Trust is upheld and developed by providing clarity of vision, ethos and strategic direction</p>	<p>To ensure the activities and decisions of the LGB are consistent with vision, ethos and strategic direction of the Trust and are communicated clearly to the school community</p>	<p>To create, inspire and embody the Christian ethos and culture of the Trust and its schools, securing its mission Statement</p>

<p>Ensure effective governance, appropriate delegation and organisation to meet the Trusts core purpose.</p>	<p>Ensure the Board of Directors comply with Company and Charitable Law</p> <p>Appoint or remove some members</p> <p>Appoint and remove Directors in line with agreed procedures</p> <p>Amend the Articles of Association (with DBE consent)</p> <p>Attend the Academy Trusts Annual General Meeting</p> <p>Receive an Annual Report from the Directors and any other relevant report relating to the Trust. Ask questions, vote and pass resolutions</p> <p>To appoint or remove the Academy Trusts Auditors</p> <p>Change the name of the Academy Trust</p> <p>To wind up the Trust.</p>	<p>Ensure Board decisions and actions comply with Company and Charitable Law</p> <p>Holding Executive Leaders (including Headteachers) to account for the educational performance of the Trust and its pupils, and the performance management of staff.</p> <p>Overseeing the financial performance of the Trust and making sure money is well spent</p> <p>Notify the members of any Director vacancies appointed by the Members</p> <p>Arrange an Annual General Meeting</p> <p>To present the Annual Report including Audited Accounts and any financial concerns Identifying any litigation and reputational risks Presenting any Siams, Ofsted inspection reports or external monitoring reports</p> <p>Responsible for succession planning and the recruitment of the Trust Chair, Board Members and LGB Chairs</p>	<p>Holding School Leaders to account for the educational performance of the school and its pupils, and the performance management of staff.</p> <p>Overseeing the financial performance of the school and making sure money is well spent</p> <p>To establish sub-committees or working groups where necessary to examine or develop the work of the school or deal with specific matters as deemed advisable.</p>	<p>Holding School Leaders to account for the educational performance of the Trust and its pupils through providing challenge advice and support.</p> <p>Ensuring consistency across Trust Schools for the performance management of staff.</p> <p>Establishing good practice for the financial performance of the Trust</p> <p>Making sure money is well spent by ensuring expenditure is in line with the scheme of financial delegation</p>
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		<p>Ensure an appropriate balance of skills, knowledge and effectiveness within the Trust Board and LGBs ensuring an induction process is in place.</p> <p>Responsible for evaluating their own effectiveness, identifying training need</p>		
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FINANCE					
RESPONSIBILITY	Headteacher/ CFO	CEO	Local Governing Body (LGB)	Finance, Audit & Risk Committee	Full MAT Board
<p>Budget Forecast Submission of consolidated Budget Forecast by 31 July for the following financial year including capital projects</p>	<p>The Headteacher will have primary responsibility for preparing the draft Budget in consultation with the CFO, CEO, LGB and with the support of the MAT Finance, Audit & Risk Committee as necessary during May in accordance with a pre-arranged timetable.</p>	<p>The CEO will work alongside the Headteacher, business manager and CFO to prepare the draft budget for each school. The Executive Head and CFO will take all draft budgets to the Finance, Audit & Risk committee for an overview of the consolidated budget and benchmarking purposes.</p>	<p>The Headteacher will refer the Draft Budget to the LGB which will make recommendation for approval to the Finance, Audit & Risk Committee with any amendments it feels are appropriate.</p>	<p>The Finance, Audit & Risk Committee will carry out a review of the draft Budget Forecast and make a recommendation for approval to the full MAT Board</p>	<p>The full MAT Board will approve the consolidated Budget Forecast for the MAT including the individual school budget prior to submission to the EFA by 31 July</p>

<p>Revisions to budget during the year as appropriate</p>	<p>The Headteacher may make revisions to the budget during the year as appropriate with involvement from the CFO and members of the LGB. If revisions result in a deficit budget being set, approval by the CEO and Trustee will be required.</p>	<p>The CEO & CFO will ensure all revisions are accounted for on the monthly monitoring sheets which will be shared with the Finance, Audit & Risk committee.</p>	<p>Recommendations for approval for revisions to the budget must be made by the LGB. When virements result in a new budget plan being issued, the LGB chair will be responsible for signing the new plan.</p>	<p>Approval of in year revisions to budget</p>	<p>The initial Budget Forecast for a newly converting Academy will be based on the Pre-School Report and must be approved by the full MAT Board before the school converts to academy status and joins the MAT.</p>
<p>Reporting and Internal Audit Requirements</p>	<p>The Headteacher is responsible for providing such information and assistance in relation to reporting and internal auditing as the MAT Board may from time to time require.</p> <p>This will include reporting to the Executive Head and CFO who will then report formally to the Finance, Audit & Risk Committee at regular intervals - termly.</p>	<p>The CEO will be kept informed via the auditors, CFO, HoS and the business managers of any potential issues. These will immediately be shared with the Finance, Audit & Risk Committee.</p>	<p>The Local Governing Body will scrutinise and monitor capital and revenue expenditure to ensure it remains within the limits permitted by this Scheme of Delegation.</p> <p>The CEO will provide a finance report to the Finance, Audit & Risk Committee in such form and at such intervals as the MAT Board may from time to time require but at least termly.</p>	<p>The Finance, Audit & Risk Committee will monitor the management accounts supplied by the Local Governing Body and its compliance with internal auditing requirements on an ongoing basis and report any concerns to the MAT Board.</p> <p>The Finance, Audit & Risk Committee may appoint a Responsible Officer to conduct reviews of processes and procedures to provide assurance that these are efficient and effective.</p>	<p>The MAT Board will review the performance of the school against its Budget as part of its review of the level of autonomy it should be granted at the first meeting in each financial year.</p>

<p>Statutory Audit Procedures</p>	<p>The Headteacher and CFO are to provide such information and assistance in relation to statutory audit procedures as the MAT Board may from time to time require.</p>	<p>The CEO and CFO will work with the auditors to provide the relevant information for the auditors to prepare the statutory accounts. The CEO is responsible for signing these as the Accounting Officer, along with the Chair of the Trust. The CEO will also ensure these are published on each school's website</p>	<p>The Local Governing Body is to provide such information and assistance in relation to statutory audit procedures as the MAT Board may from time to time require.</p>	<p>The Finance, Audit & Risk Committee is responsible for recommending the statutory accounts for approval to the AGM</p>	<p>The statutory accounts are signed off by the members at the AGM</p>
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FINANCIAL SCHEMES OF DELEGATION

Key Function	Board of Trustees	Finance, Risk & Audit Committee	Governing Body	CoG and Head of School	Head of School	Business Manager/ Chief Finance Officer
Budget Virements	£50,000+	£20,001 - £50,000 Approval of all revisions impacting consolidated Trust budget	£15,001 - £20,000	£10,001 - £15,000	£1-£10,000	£1-£3,000
				Subject to nil effect on individual school budget		
Ordering of Goods and Services	£20,001+ (single item) £50,000+ (total order value)	£20,001 - £50,000 (Notify Trustees)	£15,001 - £20,000	£10,001 - £15,000	£1-£10,000	£1-£3,000 (single item) £1-£5,000 (total order value)
Credit Card Purchases	None	£4,000 via HoS and BM	£4,000 via HoS and BM	£4,000 via HoS and BM	Up to a value of £2500	Up to a value of £2500 and monitor kids club spend – up to £500
Authority to accept a quotation (including other than the lowest) from minimum of 3 or a formal tendering process	Approval for quotations or tenders above £50,000	Approval for quotations or tenders between £20,001 - £50,000	Approval for quotations or tenders between £15001 - £20,000	Approval for quotations or tenders between £10,001 - £15,000	Approval for quotations or tenders up to £10,000	None
Authorisation of invoices (<u>non payroll</u>)	£50,000+	£20,001 - £50,000	£15,001 - £20,000	£10,001 - £15,000	£1-£10,000	£1-£3,000
Signatories for Cheques, BACS or other payment authorisation	None	None	None	Two authorised bank signatories, which may include but are not limited to the Head of School/ Deputy Head of School		None
Write off bad debts/ Asset disposal (NBV)	£5,000 - £44,999 NB write-offs £45k+ require ESFA approval	£5,000 - £44,999	£1 - £5,000	£1 - £5,000	£1 - £5,000	£1 - £500
Special Payments (staff severance, compensation, ex gratia)	£5,001+ NB ESFA approval required if £50k+ and for all ex-gratia payments	£1 - £5000	None	None	None	None
Purchase/Sale of L&B or disposal of heritage assets	All NB all require ESFA approval	Proposal to Governing Board and Board of Trustees	None	None	None	None

HUMAN RESOURCES

For the avoidance of doubt, all appointments identified under this Human Resources section, **whether internal or external**, are subject to the same procedures. There is to be no distinction between the two. The Processes for reducing staffing, reviewing staffing structures, and dealing with disciplinary and capability matters must be followed in all cases and advice taken from the HR Advisor at One Education.

RESPONSIBILITY	Headteacher	Local Governing Body	CEO	MAT Board
CEO				<p>The MAT board will be responsible for the CEO appointment. The MAT board will constitute an appointment panel as a task group. The MAT board will liaise with MDBE to appoint an MDBE officer to support the Board with the recruitment process and sit on the appointment panel.</p>
Business manager for the Trust			<p>The CEO will work with the MAT board and sit on the appointment panel.</p>	<p>The MAT board (and CEO) will be responsible for the Business manager appointment. The MAT board will constitute an appointment panel as a task group.</p>
Headteacher/School Leader Recruitment		<p>The CEO will meet with the Local Governing Body Chair to discuss the recruitment process.</p> <p>The Local Governing Body will be represented on the appointment panel as the MAT board sees fit.</p>	<p>The CEO will liaise with MDBE to appoint an MDBE officer to support the MAT board with the recruitment process and sit on the appointment panel.</p>	<p>The MAT board (including the CEO) will be responsible for the Headteacher appointment and will involve the LGB in this process, as it sees fit.</p> <p>The MAT board will constitute an appointment panel as a task</p>

				<p>group. The CEO will sit on the appointment panel</p> <p>Once the appointment panel has reached a decision it will make a recommendation to the full MAT Board for ratification</p>
Senior Leadership Team Recruitment	<p>The Headteacher will notify the CEO as soon as he/she becomes aware of a potential vacancy in the Senior Leadership Team.</p> <p>The Headteacher will lead the recruitment and appointment process following the MAT approved procedures.</p> <p>Once a decision has been made a recommendation will be referred to the Trust Board for ratification.</p>	The Chair of the Local Governing Body will nominate a representative from amongst its ranks to participate in the recruitment process	The CEO will advise the Headteacher throughout the process and will sit on the appointment panel.	Unless the MAT Board, acting in good faith, has any legitimate reason to do otherwise, it will ratify the recommendation made by the CEO.
Teacher Recruitment	<p>The Headteacher will lead the process for filling teacher vacancies in conjunction with the Senior Leadership Team and a representative of the Local Governing Body following the MAT approved procedures.</p> <p>The CEO will provide support where required.</p>	The Chair of the Local Governing Body will nominate a representative from amongst its ranks to participate in the teacher appointment process.	The CEO will sit on the recruitment panel for schools with an 'Inadequate' or 'Requires Improvement' judgement. The CEO may send a representative to the recruitment panel at all Trust schools.	
Support Staff Recruitment	The Headteacher will lead the process for filling any vacancy for a member of support staff in conjunction with the Senior Leadership Team and the	The Chair of the Local Governing Body will nominate a representative from amongst its ranks to participate in the	The CEO and CFO will be consulted to ensure that the recruitment falls within the current budget plan and meets the needs of the school.	

	representative of a Local Governing Body (if appropriate) following the MAT approved procedures.	recruitment process if appropriate.		
Appointment of External Consultants	The Headteacher is to notify the CEO promptly of any decision to appoint an external consultant. Any such appointment will be made in the name of the MAT.	Any decision concerning the appointment of an external consultant is to be taken jointly by the Headteacher, the Local Governing Body and the CEO.	The CEO will oversee the work of all external consultants working in Trust schools and will receive copies of all written reports.	Reports from external consultants will be shared/can be requested by the MAT Board.
Headteacher Performance Appraisal and Salary Review		The Local Governing Body will hold the HT to account for standards in the school and will liaise closely with the CEO to outline any concerns. The Chair of Governors or another local governing body member will attend the target setting and review meetings with The Headteacher, CEO, MAT Board members and an independent expert advisor.	The CEO will oversee the appraisal cycle for Headteachers and lead target setting and review meetings along with a panel made up of an external expert, trustees and local governors.	The MAT Board will be represented at target setting and review meetings.
Teacher Appraisal and Salary Review	The Headteacher is responsible for leading the appraisal and salary review process for teaching staff The Headteacher will consult with the CEO regarding the salary review and ensure the outcomes are reflected in the draft budget forecast.	The Local Governing Body is responsible for monitoring the implementation of the Trust's appraisal policy and will send recommendations relating to pay progression to the Pay Committee for consideration.	The CEO will provide advice and support to the Headteacher in the implementation of the Appraisal Policy and will present the necessary pay recommendations to the Pay Committee.	

	The Headteacher will make recommendations to the Local Governing Body for approval following the review.			
Terms of Employment	The Headteacher may make proposals with regard to the terms of employment for an individual member of staff (e.g. flexible working request).		The CEO is to review and comment on any proposals that may involve a change to the terms of employment.	<p>The responsibility for the contractual terms and conditions for all MAT employees lies with the MAT Board. Decisions concerning any change to the terms of employment of School staff (both teaching and support) will lie with the MAT Board.</p> <p>The MAT Board will consider any representations made by the CEO, the Headteacher and/or the LGB.</p>
Reductions in Staffing and Revisions to Staffing Structures	<p>The Headteacher will notify the CEO as soon as possible after becoming aware that reductions in staffing may be necessary.</p> <p>The Headteacher will be responsible for proposing a revised staffing structure for the academy, with the support of the CEO, and will refer this to the Local Governing Body</p> <p>The Headteacher will be responsible for leading and managing the redundancy process with the</p>	The Local Governing Body will be responsible for recommending the revised staffing structure for approval to the MAT Board and recommending approval for any proposed reductions in staffing to the MAT Board	<p>The CEO and CFO will support the Headteacher throughout the restructuring process and will attend consultation meetings where the CEO considers this is appropriate</p> <p>The CEO will refer recommendations for revised staffing structures and possible redundancies to the MAT Board for approval.</p>	<p>Decisions concerning the redundancies will lie with the MAT Board.</p> <p>The MAT Board will consider any representations made by the CEO, the Headteacher and/or the Local Governing Body.</p>

	support of the CEO and management support services			
Allegations of Gross Misconduct	<p>The Headteacher is to notify the CEO as soon as possible after becoming aware of any circumstances that may need to be dealt with under the Disciplinary Procedure which may be deemed to be Gross Misconduct.</p> <p>The Headteacher will ensure that an investigation is conducted into any allegations of gross misconduct in accordance with the Disciplinary Procedure. If the outcome of the investigation is that there is sufficient evidence to substantiate the allegation the Headteacher will refer the matter to a Disciplinary Hearing in accordance with the procedure</p>	<p>In cases of gross misconduct where dismissal may be a possible sanction members of the Local Governing Body may be asked to sit on the panels for the Disciplinary or Appeal hearings which will be conducted in accordance with the Disciplinary Procedure should this be considered to be appropriate.</p> <p>If an allegation of gross misconduct has been made against the Headteacher then the Local Governing Body will be responsible for informing the CEO and for organising an investigation into the allegation under the Disciplinary Procedure. The Local Governing Body will be responsible for keeping the CEO informed.</p>	The CEO/Business Director will be responsible for arranging the constitution of panels consisting of members of the MAT Board and/or members of the Local Governing Body if this is deemed appropriate for the Disciplinary and Appeal Hearings	Decisions concerning the dismissal of any employees lie with the MAT Board. Directors will be asked to sit on panels for Disciplinary and Appeal Hearings
Disciplinary Allegations that fall short of Gross Misconduct	<p>The Headteacher is to notify the CEO as soon as possible after becoming aware of an allegation.</p> <p>The Headteacher will ensure that an investigation is conducted into any disciplinary allegations in accordance with the Disciplinary Procedure. If the outcome of the investigation is that there is</p>	<p>Members of the Local Governing Body will form panels for Disciplinary and Appeal Hearings as may be required and will have the authority to impose sanctions up to, but not including, dismissal.</p> <p>Where an allegation of a less serious nature has been made</p>		Decisions concerning the imposition of a disciplinary sanction in respect of the Headteacher will lie with the MAT Board. Directors will form the panels of Disciplinary and Appeal Hearings in the case of allegations against Headteachers.

	<p>sufficient evidence to substantiate the allegation the Headteacher will refer the matter to a Disciplinary Hearing in accordance with the procedure.</p> <p>The Headteacher is responsible for keeping the CEO informed at all stages of the procedure.</p>	<p>against the Headteacher then the Local Governing Body will be responsible for informing the CEO and for conducting the investigation into the allegation under the Disciplinary Procedure. The Local Governing Body will be responsible for keeping the CEO informed.</p>		
<p>Capability Proceedings</p>	<p>Where a capability issue is identified the Headteacher is responsible for leading and managing the process set out in the appraisal and capability procedures.</p> <p>The Headteacher is responsible for keeping the CEO and Local Governing Body informed regarding the progress of the proceedings for any member of teaching or support staff.</p> <p>If there has been insufficient improvement in performance after having followed the capability procedures the final hearing will be referred to a panel of the MAT Board.</p>	<p>Where the Headteacher is subject to a capability procedure the CEO and Local Governing Body together are responsible for leading and managing the process set out in the appraisal and capability procedures. The CEO and Local Board may include members of the Trust Board in this process.</p>	<p>The CEO is responsible for keeping the MAT Board informed regarding proceedings and ensuring that the panel receives the support needed to manage the process.</p>	<p>Decisions concerning the dismissal of any employees lie with the MAT Board.</p> <p>Directors will be asked to sit on panels for final stage Capability and Appeal Hearings</p>
<p>Probationary Period Procedure</p>	<p>The Headteacher is responsible for following the probationary period procedure with every member of staff and confirming them in post. If an employee does not satisfactorily complete their probationary period</p>	<p>The Headteacher will keep the Chair of the Local Governing Body informed regarding members of staff that are unlikely to satisfactorily complete their probationary period.</p>	<p>If an employee does not satisfactorily complete their probationary period and their appeal is not upheld the Business Director will write to the</p>	<p>Unless the MAT Board, acting in good faith, has any legitimate reason to do otherwise, it will delegate the responsibility for the dismissal of a member of staff who has failed to</p>

	<p>the Headteacher will be responsible for informing the CEO.</p>	<p>Appeals against termination will be heard by a panel of the LGB.</p>	<p>employee on behalf of the MAT terminating their employment</p> <p>The CEO is responsible for following the probationary period for Headteachers.</p>	<p>satisfactorily complete their probationary period to the Headteacher.</p> <p>Where a Headteacher does not satisfactorily complete their probationary period an appeal against termination will be heard by a panel of MAT Directors</p>
<p>Safeguarding</p>	<p>The Headteacher is to ensure that: a Senior Designating Safeguarding member of staff, has been appointed they have sufficient resources to enable them to undertake the role all staff have access to and have read the Safeguarding policy and Keeping Children Safe guidance as a minimum</p> <p>the LGB and CEO are notified immediately of any allegation made against a member of staff.</p>	<p>The LGB is responsible for:</p> <p>Appointing one of its members as the named Governor to liaise with the Headteacher regarding safeguarding matters.</p> <p>Ensuring members are safeguarding trained.</p> <p>Taking collective responsibility for safeguarding in the school and monitoring safeguarding procedures within the academy.</p> <p>Exercising their disciplinary functions in respect of allegations against a member of staff or as a consequence of dealing with a complaint except where the allegation is against Headteacher.</p>	<p>The CEO is to inform the MAT Board of any safeguarding allegation raised in respect of the Headteacher, any member of the Senior Leadership Team or any other key employee of the Academy.</p>	<p>The MAT Board carries overall responsibility for ensuring that safeguarding policies are implemented and is collectively responsible with the Local Governing Body for ensuring that safeguarding arrangements are fully embedded within the academy's ethos and reflected in the academy's day to day safeguarding practices.</p> <p>A MAT Director will address any allegations made against a Headteacher in conjunction with the chair of governors or, in the absence of a chair, the vice chair</p>

EDUCATION AND STANDARDS

RESPONSIBILITY	Headteacher	Local Governing Body	CEO	MAT Board
Curriculum	<p>To ensure a clear curriculum intent is in place for all subjects across the school. That progression in skills and knowledge is clearly evident and is delivered consistently across all year groups.</p> <p>To monitor the implementation and impact of the curriculum against the expectations set by the school and the Trust.</p> <p>To provide challenge and support to ensure strong outcomes for learners.</p>	<p>To gain a clear understanding of the curriculum across the school and the way in which this is implemented.</p> <p>To hold leaders to account for outcomes across the curriculum and the implementation of statutory curriculum documents.</p>	<p>To monitor the quality of the curriculum across the Trust.</p> <p>To challenge and support leaders to ensure curriculum development is ongoing and regularly reviewed.</p> <p>To develop collaboration across the Trust and promote ways to achieve greater consistency and share curriculum expertise.</p> <p>Use external consultants to independently review the quality of the curriculum and impact this is having on learners.</p>	<p>To consider the reports from the CEO to build a clear picture of strengths and areas of development across the Trust.</p> <p>To ensure that a culture of continued school improvement is maintained and that resources are used effectively and are having the greatest impact.</p>
School Improvement Plan	<p>The Headteacher is to draw up a draft School Improvement Plan and share it with the CEO and LGB.</p> <p>The draft School Improvement Plan should be costed with the support of the appropriate finance officer and the expenditure built into the Budget Forecast</p>	<p>The Local Governing Body is responsible for monitoring the implementation of the approved School Improvement Plan</p>	<p>The CEO will monitor the progress towards targets outlined within the plan and build these into monitoring visit and Headteacher appraisal reviews.</p>	<p>The MAT Board will receive regular updates from the CEO about progress towards achieving targets outlined within the SIP.</p>

School Hours				The MAT Board is responsible for setting the opening and closing times for Academies taking into consideration the views of the CEO, Headteachers and Local Governing Bodies. The board will ensure that schools are meeting statutory requirements regarding minimum opening hours.
Term Times	The Headteacher after discussion with the CEO will take draft term times to the LGB for approval. These will then go the Trust Board	The LGB will consider proposals from the Headteacher.	Will liaise with school leaders when setting term dates and will find opportunities for joint inset work across the Trust.	The MAT Board is responsible for setting the term times for Academies taking into consideration the views of the Headteachers and Local Governing Bodies
MAT Policies	The Headteacher will be responsible for ensuring that MAT policies and procedures are applied across the School	The Local Governing Body will note the policies requiring consistency across all the academies as approved by the MAT Board and monitor their implementation.	Policies requiring consistency across all the academies in the MAT will be drafted by the CEO or/and other MAT Director in conjunction with management support services who provide model policies	The MAT Board will approve all such policies and any amendments to them.
Local Policies	The Headteacher will have responsibility, with the involvement of the LGB, for developing school specific policies as statutorily required.	The Local Governing Body will have responsibility for approving any such school specific policy and monitoring its implementation.	The CEO will monitor the effectiveness of school policies and advise Headteachers as required.	

ASSET MANAGEMENT				
RESPONSIBILITY	Headteacher	Local Governing Body	CEO	MAT Board
<p>Negotiation and renegotiation of contracts, HP, Leasing, Services and other Agreements</p> <p>Processes and procedures must be in accordance with the Financial Regulations Manual</p>	<p>The Headteacher will inform the Local Governing Body, CEO and CFO of any proposal to negotiate or renegotiate any external contracts, leases or other service agreements. The Headteacher may approve quotations up to a value of £10,000</p>	<p>The Local Governing Body will have the final decision concerning any such negotiation or renegotiation between the value of £10,000 and £20,000 unless this has a significant impact on the wider MAT family of Academies.</p>	<p>If the contract has a significant impact on the wider MAT family of Academies or is between the value of £20,000 and up to a value of £50,000 the consent of the CEO or MAT Finance, Audit & Risk Committee will be required.</p>	<p>Orders for contracts over £50,000 must be authorised by the MAT Board.</p>
<p>Disposal of Assets</p> <p>Processes and procedures must be in accordance with the Financial Regulations Manual</p>	<p>The Headteacher may authorise the disposal of assets up to and including a market value of £5,000(either as one item or in total) having first consulted the appropriate finance officer for advice. Records must be kept of all disposals.</p>	<p>The LGB is to be informed of any asset disposals and will monitor these to ensure procedures are being followed.</p>	<p>The CEO will advise the Headteacher regarding disposals, ensure these are accounted for correctly and keep the MAT Board informed as appropriate.</p> <p>The Finance, Audit & Risk Committee must authorise the disposal of any items between the value of £5,000 and £45,000</p>	<p>The MAT Board must obtain approval from the DfE in writing if it proposes to dispose of an asset in excess of £45,000</p>
<p>Premises Maintenance Programme</p>	<p>Each year the Headteacher will ensure that a Premises Maintenance Programme has been drawn up, taking into consideration the most recent Condition Survey. This will be done in conjunction with our property management consultants and the CEO. Any CIF</p>	<p>The Local Governing Body should contribute to the development of the Premises Maintenance Programme and is responsible for approving it and for monitoring its implementation.</p> <p>The CEO will keep the MAT Board informed of key premises</p>		

	<p>bid will be agreed by the CEO who will update the CIF portal accordingly.</p> <p>The Premises Maintenance Programme must be costed and the expenditure built in to the Budget Forecast</p>	<p>maintenance issues and all CIF bids. Premises issues will also be a part of the School Improvement Plan</p>		
Health and Safety	<p>The Headteacher is responsible for:</p> <p>Developing a health and safety culture throughout the school ensuring that staff are aware of their responsibilities.</p> <p>Drawing up site specific health and safety procedures.</p> <p>Ensuring staff are aware of their responsibilities updating the LGB</p>	<p>The LGB shares with the MAT the overall responsibility for health and safety. It is responsible for:</p> <p>Appointing a Governor with responsibility for Health and Safety.</p> <p>Monitoring and reviewing the effectiveness of health and safety procedures.</p> <p>Ensuring adequate resources are available for Health and Safety</p> <p>Providing training opportunities.</p>	<p>The CEO will provide model procedures to assist the Headteacher with putting school specific health and safety procedures in place.</p>	<p>The MAT Board carries overall responsibility for ensuring that health and safety policies are implemented and is collectively responsible with the Local Governing Body for ensuring that health and safety arrangements are fully embedded within the academy's ethos and reflected in the academy's day to day practices</p>
<p>Legal Claims</p> <p>A legal quickline is available for advice as part of the HR One Education services arranged through the MAT</p>	<p>The Headteacher is to notify the CEO and Chair of Governors of any actual or potential claims or proceedings affecting the school as soon as becoming aware of them.</p> <p>The Headteacher will act on any instructions received from the CEO and/or the MAT Board.</p>	<p>The Local Governing Body will act on any instructions received from the CEO/and/or MAT Board.</p>	<p>The CEO will take appropriate advice (legal/insurance etc) and direct the LGB and/or Headteacher as appropriate in line with this guidance, keeping the MAT Board informed</p>	<p>The MAT Board may instruct the CEO and/or the Headteacher and/or the Local Governing Body to take such action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings.</p> <p>The Directors will inform the Members.</p>

STRATEGY				
RESPONSIBILITY	Headteacher	Local Governing Body	CEO	MAT Board
Partnering Arrangements (eg membership of TSAs)	<p>The Headteacher is to notify the CEO of any proposals to enter into, renew, amend or terminate any partnering arrangement.</p> <p>The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the arrangement.</p>	The Local Governing Body is to take the lead in developing the Academy's strategy on partnerships.	The CEO will be responsible for approving any new partnering arrangements.	
<p>Expansion of existing facilities/ taking on new premises</p> <p>Processes and procedures must be in accordance with the Financial Regulations Manual, the DfE Academies Financial Handbook and all statutory requirements</p>	<p>The Headteacher is to notify the CEO of any proposal to expand any existing facilities at the Academy.</p> <p>The Headteacher is responsible for drawing up a business case for the expansion proposal in consultation with the LGB and CEO prior to submission to the MAT Finance, Audit & Risk Committee/MAT Board</p>	The Local Governing Body is to take the lead in developing the Academy's strategy on the use of existing facilities and any plans for expansion.	The CEO will assess the viability of any proposal put forward by the Headteacher prior to the development of the Business Case.	The MAT Board will review any Business Case and decide whether to approve it or not.
Other major strategic decisions	<p>The Headteacher is to notify the CEO of any proposal of a major strategic nature.</p> <p>The Headteacher will provide such further information and assistance as the CEO may need in order to make a recommendation concerning the proposal.</p>	<p>The Local Governing Body is to take the lead generally in developing the Academy's strategy so it:</p> <p>Becomes and remains a sustainable, vibrant and high-quality provider of distinctive Christian education.</p>	The CEO will assess the viability of any proposal put forward by the Headteacher and make recommendations to the MAT Board.	The MAT Board will be responsible for approving any major strategic proposal.

		Plays an effective part in the wider MAT family. Contributes to the renewal and sustainability of the community it serves.		
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SAFEGUARDING AND WELFARE				
RESPONSIBILITY	Headteacher	Local Governing Body	CEO	MAT Board
To set the policies for safeguarding and child protection	To act in accordance with other legislation affecting the conduct of the school, particularly that governing health and safety matters and employment rights.	To appoint a Governor to have specific responsibility for welfare and child protection in the school, reporting to full LGB as appropriate and liaise with the LA or partner agencies	To act in accordance with other legislation affecting the conduct of the school, particularly that governing health and safety matters and employment rights. To ensure the safeguarding and wellbeing of the Trust in accordance with Keeping Children Safe in Education and all other current legislation.	To be responsible for setting overall policies for safeguarding and child protection. To review on an annual basis each school's safeguarding policy and practices and how their duties have been discharged in line with the Trust's recommendations
Prevent policy	To Lead on Prevent within the school setting	To monitor the effectiveness of the Prevent strategy in each school	To ensure that best Prevent practice is shared across the Trust and monitor Prevent effectiveness in each school	To be responsible for ensuring Prevent Policies and practises are in place and implemented
To set the vision for SMSC		To be responsible for knowing and understanding the school's own evaluation of the quality of spiritual, moral, social and cultural development of pupils		To set the strategic vision for the spiritual, moral, social and cultural development of pupils.
To implement effective Health and Safety procedures	To ensure the safety and wellbeing of the whole school community, having particular regard for current legislation and the policies and practices of the Trust.	To monitor, support and challenge the welfare and child protection in the school including (i) child protection (ii) exclusions (iii) serious disciplinary incidents (iv) attendance and (v) behaviour	To ensure the safety and wellbeing of all participants in the Trust, having particular regard for current legislation and the policies and practices of the Trust and their	To consider the outcome of any external audits and ensure that appropriate actions are being taken where required.

	<p>To ensure that the CEO is kept fully informed of any concerns arising in relation to safeguarding and child protection matters.</p> <p>To ensure the safeguarding and wellbeing of the school community in accordance with Keeping Children Safe in Education and all other current legislation.</p>	<p>The LGB must ensure that the policy is effectively implemented, and that action is taken to reduce any risks identified.</p> <p>To appoint a Governor with specific responsibility for health and safety in the school, reporting to full LGB as appropriate</p>	<p>implementation in Trust Schools.</p>	<p>To be responsible for approval of Trust policies for health and safety.</p>
To promote British Values	To actively promote diversity, equality, inclusion and British Values.	To actively promote diversity, equality, inclusion and British Values.	To actively promote diversity, equality, inclusion and British Values across the whole Trust.	To actively promote diversity, equality, inclusion and British Values across the Trust.
To uphold our Christian values - Belonging, Believing and Becoming	To articulate clear Christian values, moral purpose and the aims and objectives of the Trust.	To articulate clear Christian values, moral purpose and the aims and objectives of the Trust and support the Trust in developing them.	To articulate clear Christian values, moral purpose and the aims and objectives of the Trust and support the Trust in developing them.	To articulate clear Christian values, moral purpose and the aims and objectives of the Trust

LEADERSHIP AND MANAGEMENT				
RESPONSIBILITY	Headteacher	Local Governing Body	CEO	MAT Board
Recruitment	To ensure that the school invests time and resources into the continued development of middle and senior leaders and has a leadership succession plan.	<p>To ensure that staff appointed to middle and senior leaders have clearly evidenced their suitability for the role against the PS and JD.</p> <p>To ensure a programme of CPD is available for all middle and senior leaders.</p>	<p>To be closely involved in the recruitment of middle and senior leaders within schools.</p> <p>To lead the process for the recruitment of school leaders and external consultants working across the Trust.</p> <p>To 'talent spot' staff with the potential to develop into Trust leaders moving forward.</p>	<p>To be responsible for the recruitment and appointment of the CEO, Headteacher, Finance Officer and other senior personnel.</p> <p>To receive reports from the CEO of leadership development and capacity across the Trust.</p>
Achievement and standards	To continue the drive to raise pupil achievement and standards	To provide professional support and challenge to the school in	To ensure a culture of continued school improvement	To monitor the impact of the work of the CEO and school

	<p>and ensure high quality teaching and learning in all areas of their school.</p>	<p>developing and implementing its strategic improvement plan.</p> <p>To be responsible for supporting the school in its self-evaluation.</p> <p>To be responsible for monitoring the progress the school is making to areas of concern highlighted in previous inspections.</p> <p>To monitor and challenge the quality of teaching and learning and the implementation of the curriculum across all schools.</p>	<p>across the Trust, focussed on challenge, support and collaboration.</p>	<p>leaders and hold them to account for the standards of education across the Trust</p>
Partnerships	<p>To sustain and develop existing partnerships between school and parents and foster close working practices with other schools in the Trust.</p>	<p>To keep regularly updated about work in this area of the school.</p>	<p>To sustain and develop existing partnerships between Trust schools, parents, the Diocese and other key partners.</p> <p>To support and develop new relationships with schools electing to work within or alongside the framework of the Trust</p>	
Vision	<p>Ensure the vision for the academy is clearly articulated, shared, understood and acted upon effectively by all.</p> <p>Translate the vision into agreed objectives and operational plans to promote and sustain improvement within the school.</p>		<p>Ensure the vision of the Trust is clearly articulated, shared, understood and acted upon effectively by all.</p> <p>Translate the vision into agreed objectives and operational plans to promote and sustain improvement across the Trust.</p>	

CPD		To monitor effectiveness of professional development through reports from the Headteacher and provide appropriate support and challenge.		To be responsible for ensuring sufficient resources are allocated to continuing professional development
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