

Approved by the Trust Board 20 July 2017

Reviewed and Approved by Trust Board 16 July 2019

Scheme of Delegation

1. Introduction

- 1.1 The need for a framework that provides clarity about the duties, roles and responsibilities of all parties is imperative for all organisations in order to secure effective systems of leadership, management and operation, to manage risk effectively and secure required outcomes.
- 1.2 The scheme of delegation needs to address:
 - 1.2.1 who in the organisation has the power to make decisions;
 - 1.2.2 the decisions individuals or groups are empowered to make;
 - 1.2.3 where and with whom consultation needs to take place before decisions are made; and
 - 1.2.4 where and with whom advice should be sought before decisions are made;
- 1.3 The framework also needs to clarify arrangements for monitoring and, where appropriate, intervention and how this will work in practice.
- 1.4 An overview of the accountabilities outlined in paragraph 1.2 and 1.3 is provided in the table appended to this report. This sets out in diagrammatic form the ways in which the London South East Academies Trust (the Trust) and its directors fulfil their responsibilities for leadership of the Trust. In addition, the respective roles and responsibilities of the Trust board and its committees, Stakeholder Boards, and Executive Headteachers, or equivalent are clearly stated. It is based on the requirements of the Trust's Articles of Association and Master Funding Agreement with the DfE.
- 1.5 The scheme of delegation should support the objects of the Trust as set out in paragraph 4 of the Articles of Association (the Articles). The Trusts objects are 'to advance for the

public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools (“the mainstream Academies”) offering a broad and balanced curriculum.

2. Powers of Delegation

2.1 The starting point for the scheme of delegation needs to be a shared understanding across the Trust that, in accordance with the Trusts Articles and Master Funding Agreement (MFA), sole decision-making power for the day to day business of the Trust resides with the Board of Trustees acting in accordance with the sponsors vision and values.

2.2 The Trust and not the individual Academies is the legal entity. As such, only the Board of Trustees has the legal authority to make decisions about:

- i) Employment issues;
- ii) finance issues; and
- iii) land ownership or leases; and

2.3 The Trust is the admissions authority for all member Academies. Therefore, the Trust board must determine and keep under review the admissions arrangements for all Academies, ensuring that they are compliant with the national Admissions Code.

2.4 The presumption therefore is that all legal and strategic decision-making authority lies with the Trust. However, while the Trust (via the Trust board) holds this ultimate authority, the DfE and Trust Articles and Master Funding Agreement make clear that the Board of Trustees has the power to delegate decision making as it deems appropriate to board committees, to a Stakeholder Board and to Academy Executive Headteachers / Headteachers. Although the Board can delegate functions to the LGB and other Committees, it cannot delegate accountability which must ultimately remain with the Board of trustees.

2.5 The framework must be approved and regularly reviewed by the Board of Trustees. Individual officers within the Trust should not make decisions or take unilateral action outside of this framework unless this approval has been given. To do so could lead to legal challenge and significantly increases risk. By approving the scheme of delegation, the Board of Trustees, in effect, gives this permission.

2.6 Where delegated decisions are made by an Executive Headteacher or equivalent / Headteacher, or senior officers on his/her behalf, they should be formally recorded so that an audit trail of decisions taken, when and by whom, can be maintained. Trust committees should also record decisions in the minutes of their meetings.

3. Financial Delegation

3.1 The Board of Trustees is fully accountable to the DfE and Education Funding Agency (EFSA) for all public funding that pays for the Trust’s activities. This includes the annual revenue budgets for all Trust Academies, any grants associated with the conversion of schools that become sponsored Academies where the Trust has been approved as the sponsor or have chosen to convert as an Academy into the Trust. The Trust is also responsible for any capital receipts associated with Trust Academies.

3.2 The EFSA sends all annual revenue budgets for Trust Academies directly to the Trust. Given the Trusts accountability, the annual budget for each Academy should be

approved by the Board of Trustees. Once this approval has been given, Academy senior leaders should be given delegated authority to manage the budget.

- 3.3 The Board of Trustees are also required to approve a schedule of financial delegation that identifies the maximum post-holders can authorise. This schedule should also clearly identify the authority for procurement and the procurement rules each Academy should follow depending on the value of the contract. This information appears in the Financial Regulations approved by the Trust on an annual basis.
- 3.4 At each meeting, either the Board of Trustees or its nominated committee should an update on the financial performance of the Trust. Whilst it is not be appropriate for the Trust board to get involved in the operational detail of individual Academy budgets, by exception, the Board of Trustees should receive reports on significant deficits and surpluses in individual Academy budgets and the implementation of investment or recovery plans to address these in particular in terms of the impact on Academy standards.
- 3.5 Similarly, the EFSA sends any capital monies on behalf of identified Trust Academies to the Trust. The Trust is directly accountable for these capital receipts and for ensuring that they are used appropriately for the purposes identified. The Board of Trustees or its nominated committee, are required to have an overview of all capital expenditure through regular reports. Executive Headteachers / Headteachers are required to have delegated authority through their procurement limits to ensure that this funding is spent appropriately to improve the learning environment. The Trust also has a legal responsibility to ensure that all procurement activity fulfils legal requirements in recognition that this is public money.

4. Policy Development

- 4.1 Given that the Trust is responsible and accountable for the financial management of all member Academies and is the employer of all staff working in such Academies, it follows that human resources and finance policy approval should remain at the board level.
- 4.2 In order to minimise risk and ensure consistency, it is recognised that, in the early period following conversation to Academy status, it is likely that member will continue to adhere to existing School policies approved by previous governing bodies where appropriate to do so.

5. Monitoring and Intervention

- 5.1 The Board of Trustees on behalf of the sponsor, has ultimate responsibility and accountability for standards and performance in each Trust Academy, for finances across the Trust and for its legal responsibilities as employer.
- 5.2 A key task for the Trust is to develop and monitor a range of policies that member academies are expected to adopt. As far is possible under TUPE regulations and terms and conditions of employment, the policies for adoption may include those listed in Appendix 2.

6. Scheme of Delegation

- 6.1 This scheme of delegation is intended to provide clarity and enable effective and efficient decision making. It is not intended to be a complex document or to itemise every decision that needs to be delegated. Rather, it should provide the framework for decision making and demonstrate how the Trust is managing risk and fulfilling its legal responsibilities effectively.
- 6.2 Pragmatically, as much operational decision making as possible should be formally delegated to committees of officers of the Trust. This will ensure the Board of Trustees can focus on performance and the strategic agenda.
- 6.3 The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined as many are contained within policies and job descriptions. Throughout the scheme of delegation the terms used will have the following meanings:

Approve	the individual/group that has responsibility for approving a document or process, and where appropriate determining how the Trust and/or Academies (as appropriate) will undertake the task including determining appropriate milestones and targets to be reported against
Consult:	the individual/group that should be consulted as part of the process of completing a task.
Deliver:	the individual/group that has responsibility for undertaking the task delegated to them and reporting on its delivery at suitable intervals. In the case of the Chief Executive officer (CEO) this will be at Trust level. In the case of the Executive Headteacher/Headteacher this will be at Academy level.
Develop:	the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision making individual/group.
Recommend:	the individual/group that should make recommendations as to how a task should be completed. In the case of <ul style="list-style-type: none">(i) the CEO they will be making recommendations to the Board and/or Local Governing Body (LGB) as appropriate;(ii) the LGB will be making recommendations in relation to their Academy to the Board, CEO and/or Executive Headteacher (as appropriate); and(iii) the Executive Headteacher of equivalent will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).
Report:	the individual/group that has responsibility for reporting on the delivery of tasks. In the case of <ul style="list-style-type: none">(i) the CEO they will be making reports to the Board and/or LGB (as appropriate,(ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and(iii) the Principal they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of

- (i) the Board they will be reviewing the CEO and/or LGB (as appropriate),
- (ii) the CEO they will be reviewing the Principal and
- (iii) the LGB they will be reviewing the Principal and his leadership team.

Comply: the individual/group will follow agreed policies and procedures.

6.4 The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant body. While the Scheme is designed to be comprehensive it will not cover every task.

Scheme of Delegation

		Board	CEO / CFO	LGB	EHT or Equivalent
1.	Governance				
1.1	Vision and Ambition	To determine and approve	To advise on Vision and Ambition. To comply with	To comply with	To comply with
1.2	Trust Scheme of Delegation	Review and approve	Review and recommend to the Board	Consult	Consult
1.3	Approve new convertor or sponsored Academies joining Trust	Approve	Review and recommend to the Board	n/a	n/a
1.4	Establish Trust Committees / Boards /LGB and approve Terms of Reference	Approve	Review and recommend to the Board Consult with the LGBs on the terms of reference	n/a	n/a
1.5	Appoint Chair of Trust Board	Consult with Sponsor and Approve	consult	n/a	n/a
1.6	Appoint Chair of committee / board	Approve	n/a	n/a	n/a
1.7	Appoint (and remove) Clerk to Trust	Approve	Review and recommend to the Board	n/a	n/a

		Board	CEO / CFO	LGB	EHT or Equivalent
1.8	Trust Strategic Plan	Approve	Consult with the LGBs and Recommend to the Board	Consult	Consult
1.9	Approval of Trust wide policies as defined in Appendix 2	Approve	Review and recommend to the Board	Consult	Consult
2. Education, Curriculum, & Academy Performance					
2.1	School Improvement Plans (SIPs) - evaluation of against the Trust's three year Strategic Plan	Approve the SIP in consultation with the CEO Review against the 3 year strategic plan	Deliver – drafting and agreeing the SIP with LGBs and the Board Report to the Board	Recommend SIP to the Board Review the SIP and report to the CEO	Work with the CEO in producing the SIP Review and report to the LGB and CEO
2.2	Key Performance Indicators – effectiveness of schools' performance against the Trust's agreed KPI's.	Approve Trust wide and school KPIs Review performance against KPIs and approve recommendations for development and plans to improve	Consult with the LGBs and propose KPI's to the Board Receive reports - from the LGBs and report performance of the LGBs against KPIs to the Board	Consult Recommend targets for performance of the school to the CEO Review performance of the school and report to the CEO Deliver: holding leadership to account for delivery against KPI's	Consult Deliver performance of the school against KPI's Report performance of the Academy to LGB and CEO

		Board	CEO / CFO	LGB	EHT or Equivalent
2.3	Advising the Board on the quality of Academy SEFs (Self Evaluation Forms) and recommending any actions	Determine the content of the Self-Evaluation Form in consultation with the CEO	Deliver drafting and agreement of the SelfEvaluation Form for each school in the MAT Report regularly to the Board	Recommend school Self-Evaluation Form to the Board Review the school Self-Evaluation Form and report to the CEO	Work with the CEO in producing the Academy Self-Evaluation Form Review and report to the LGB and CEO
2.4	Ensuring school's readiness for Ofsted inspection	Review reports from the CEO on readiness for inspection	Review and develop plans in support of readiness for inspection Report to the Board	Deliver Readiness for inspection Review and report ongoing development to the CEO	Deliver readiness for inspection in the relevant Academy Consult and recommend to LBG and the CEO any planned improvement to ensure readiness

		Board	CEO / CFO	LGB	EHT or Equivalent
2.5	Raising Standards – across the Trust as well as the annual self-evaluation cycle and reviewing termly reports from each Academy on pupils’ progress	<p>Approve the content of the annual self-evaluation cycle in consultation with the CEO</p> <p>Review termly reports from the CEO on raising standards and approving or making recommendations</p>	<p>Review and develop self-evaluation process and practice across the Trust</p> <p>Recommend development to the Board</p> <p>Review and report on progress to the Board</p>	<p>Consult EHT or equivalent of the Academy concerned on progress</p> <p>Review and report to the CEO and the Board</p>	<p>Deliver on policy for raising standards within the relevant Academy</p> <p>Consult and recommend to LGB and the CEO any plans for improvement</p>
2.6	Board policy and practice - across the Trust relating to teaching, learning and pedagogy	Approve policies relating to teaching and learning across the Trust	Develop, review and recommend across the Trust as appropriate to assure rising standards	Review and deliver practice within the Academy concerned, reporting to the Board	<p>Deliver quality and rising standards of practice within the relevant Academy</p> <p>Report regularly to the CEO on progress</p>
2.7	Quality of teaching and classroom experience of pupils across all Academies in the Trust	Review reports from the CEO analysing quality and recommending development	<p>Develop, review and recommend across the Trust as appropriate to assure rising standards</p> <p>Report regularly to the Board on standards across the Trust</p>	Review and deliver practice within the Academy concerned, reporting to the Board	<p>Deliver quality and rising standards of practice within the relevant Academy</p> <p>Report regularly to the CEO on progress</p>

		Board	CEO / CFO	LGB	EHT or Equivalent
2.8	Establishing and reviewing curriculum provision in all Academies	Approve aims of the curriculum, constitution and standards Review effectiveness of the curriculum across the Trust	Deliver high quality curriculum across the Trust Recommend change in policy and provision across the Trust as appropriate Review and report to the Board	Review provision within the school concerned, reporting to the Board	Deliver quality of provision within the relevant Academy Report regularly to the CEO on progress
2.9	Monitoring the use of and impact of additional funding (Pupil premium, catch up premium, sports premium)	Board to approve Pupil premium and to hold overall responsibility for pupil premium	Receive progress updates from the EHT	LGB monitors and reviews	Report regularly to the LGB and CEO on progress
2.10	Monitoring the safeguarding arrangements including matters relating to Prevent, internet safety and ensuring appropriate policies are in place and are effective	Approve policy and practice following recommendations from the CEO Review reports from Academies across the Trust	Report to Board effectiveness of these areas across Trust Recommend policy and practice to the Board	Review and deliver practice within the Academy concerned, reporting to the Board	Deliver quality of provision within the relevant Academy Report on effectiveness of each area to the LGB and CEO

		Board	CEO / CFO	LGB	EHT or Equivalent
2.11	Provision for pupils with SEN (Special Educational Needs) and disability - Receiving reports from Academies in the Trust	<p>Approve content, character and scope of this area based on recommendations from the CEO</p> <p>Review regular reports on quality and make recommendations for development</p>	<p>Report to Board effectiveness of these areas across Trust making recommendations for development as appropriate</p>	<p>Review provision within the Academy, reporting to the Board</p>	<p>Deliver quality of provision within the relevant Academy</p> <p>Report on effectiveness of each area to the LGB and CEO</p>
2.12	Quality of sex and relationships education, PSHEE, PE, spiritual, moral social and cultural development and religious education - Receiving reports from Academies in the Trust	<p>Approve policies covering content, character and scope of this area based on recommendations from the CEO</p> <p>Review regular reports on quality and make recommendations for development</p>	<p>Report to Board effectiveness of these areas across Trust</p>	<p>Review and deliver practice within the Academy, reporting to the Board</p>	<p>Deliver quality of provision within the relevant Academy</p> <p>Report on effectiveness of each area to the LGB and CEO</p>

		Board	CEO / CFO	LGB	EHT or Equivalent
2.13	Development of pupils' confidence, aspiration and achievement as well as policies on pupil voice and leadership and extended learning opportunities for pupils	Approve relevant policies Review reports from CEO on practice across the trust and make recommendations for development	Report to Board effectiveness of these areas across Trust and recommend improvements	Review and deliver practice within the Academy reporting to the Board	Deliver quality of provision within the relevant Academy Report on effectiveness of each area to the LGB and CEO
2.14	Trust branding and marketing material	Approve	Develop and recommend to the Board for approval	Consult	Consult Deliver material and practice which is compliant with Trust approach
2.15	Compliance with mandatory publication requirements on Trust and Academy websites	Determine how compliance will be delivered	Ensure Academy website is compliant with all Trust and mandatory requirements	Ensure Academy website is compliant with all Trust and mandatory requirements	Ensure Academy website is compliant with all Trust and mandatory requirements

3 Financial Management, Risk Management and Internal Control					
		Board	CEO / CFO	LGB	EHT or Equivalent
3.1	Establish Financial Regulations including delegated financial limits (see Appendix 2) to ensure compliance with the Academies Financial Handbook and the Trust's financial and reporting requirements	Approve	Determine and recommend to the Board for approval	Review delivery and compliance with policies and procedures Receive reports on material noncompliance	Deliver compliance with the Financial Regulations Report any material issues or non-compliance to the CFO, and LGB
3.2	Establish financial policies covering Reserves, Treasury Management, Reimbursement of Expenses, and Fraud Avoidance	Approve	Determine and recommend to the Board for approval Consult with EHT or Equivalent	Receive reports on material noncompliance	Deliver compliance with financial policies and procedures Report any issues or noncompliance to the CFO, and LGB
3.3	Establish other financial procedures and policies as required in accordance with the Financial Regulations and Academies Financial handbook	n/a	CFO to determine and approve relevant policies. Consult with EHT or Equivalent	Receive reports on material noncompliance	Deliver compliance with financial policies and procedures Report any material issues or noncompliance to the CFO, and LGB

3.4	Annual budget for the Trust and Academies, and medium/long term financial plans	<p>Approve annual budget</p> <p>Review reports from the CFO on performance against budget</p>	<p>CEO and CFO to recommend to the Board for approval</p> <p>CFO to review and report regularly to the Board on performance against budget and forecast</p>	Consult with EHT or equivalent	<p>Deliver annual budget in accordance with targets set by the CFO</p> <p>Consult on budget with LGB</p> <p>Comply with budgeted and forecast operating position</p>
3.5	Annual Financial Statements and Trustees Report	Review and approve	<p>CFO to determine and recommend to the Board for approval</p> <p>CFO to consult with EHT's or equivalent on preparation as required</p> <p>Place accounts before Members at AGM</p>	n/a	Consult and assist CFO with relevant commentary
3.6	Setting and monitoring of appropriate Internal controls	<p>Determine the culture for internal control across the Trust</p> <p>Audit Committee to report to the Board on the system of internal control and reliance which can be placed upon it.</p> <p>Approve the annual internal audit plan</p>	<p>CFO to report any material non-compliance to the Board and Audit Committee.</p> <p>Deliver reports from the internal auditors and other relevant third parties to the Audit Committee</p>	Receive reports on material non-compliance with internal controls	Report any material issues or noncompliance with internal controls to the CFO, and LGB

		Board	CEO / CFO	LGB	EHT or Equivalent
3.7	Ensuring that actions required by auditors are implemented effectively and their impact monitored regularly	<p>Review through the minutes of the Audit Committee</p> <p>Audit Committee to review reports from internal and external auditors</p>	<p>Report to the Board on progress against agreed actions raised by internal and external auditors</p>	n/a	<p>Deliver compliance with agreed actions</p>
3.8	Establishing and monitoring systems for Risk Management and control	<p>Approve the Risk Management Policy</p> <p>Determine the risk register</p> <p>Audit Committee and Board to review the risk register on a regular basis</p>	<p>Recommend the Risk Management Policy to the Audit Committee for approval</p> <p>Deliver the risk register and related reports to the Audit Committee / Board as appropriate for review</p>	Consult	<p>Review and update the risk register</p> <p>Consult the LGB on the content of the risk register</p>
3.9	Appointment of bankers, Internal auditors, and internal auditors for the Trust and Academies	<p>Review and approve appointment</p> <p>Review effectiveness</p>	<p>Recommend to the board as appropriate</p> <p>Review performance and report to the Audit Committee / Board</p>	n/a	<p>Comply with requests from auditors and requirements of the bank</p>

		Board	CEO / CFO	LGB	EHT or Equivalent
3.10	Ensuring adequate financial and asset management systems are in place across the Trust and all its schools	Determine and approve financial and asset management systems Review through the audit committee	Determine and approve financial and asset management systems	n/a	Deliver compliance with the asset and financial management systems of the relevant Academy
4	Premises, ICT and Health & Safety				
4.1	Deciding on and advising the Trust of priorities, for the maintenance and development of all premises belonging to Academies in the Trust	Determine Trust wide policy Review report from CEO	Review monitoring reports and recommend actions to the Board	Determine Academy plan in accordance with Trust policy Review delivery of Academy plan	Deliver in accordance with Trust policy
4.2	Property strategy and annual improvement plan for the estate together with the related budget	Review and approve property strategy and major capital projects	Recommend property strategy including major capital projects Review monitoring reports of plan and recommend actions as appropriate	Deliver through monitoring compliance with plan and reporting to the Board / CEO	Comply through adherence to the plan and monitoring progress, reporting regularly to the LGB
4.3	Approving plans for the development of ICT services and resources across schools in the Trust	Approve budget for major capital investment in ICT	Review and approve plans for the development of ICT Report on and recommend plans for development	Deliver plans for the Academy	Determine plans for the relevant Academy

		Board	CEO / CFO	LGB	EHT or Equivalent
4.4	Approval of Health & Safety Policy, arrangements to keep staff, pupils, parents and visitors safe together with monitoring arrangements	Review and Approve Health & Safety Policy Review Health and Safety through annual reports	Determine Health and Safety arrangements Monitor Health and Safety and report to the board	Comply with H&S policies and review reports on major H&S incidents	Comply with H&S policies Report major H&S incidents to LGB and CEO
5	Staffing HR and Pay				
5.1	Reviewing and approving HR policies including but not limited to Pay & Remuneration Policy, Employee Terms & Conditions, Performance Management & Appraisal Review Policy, Disciplinary Policy, Grievance Policy, Capability Policy, Public Interest Disclosure Policy, and Annual Pay Awards	Review and approve HR policy and practice	Develop and recommend HR policies and practice Consult with EHT or equivalent on HR policies and procedures Deliver HR policies and practice across the Trust	Report to CEO / Board on any suggested changes to HR policy and practice	Comply with HR policy and practice with regard to the relevant Academy
5.2	Staff appraisal and performance management policy and processes	Deliver – in respect of CEO, EHT or equivalent and other relevant senior posts Review any appeals in respect of the EHT or equivalent and cross Academy staff	Deliver - supporting the school and intervening where appropriate as well as appraisal of EHT or equivalent Appointment of an Educational Adviser to support the Trust in EHT performance management	Consult – in respect of performance management of EHT or equivalent Review and report to the CEO	Deliver and review in respect of all other staff Review management of staff to ensure teaching and learning objectives are met Report strengths and concerns in the quality of teaching to LGB and CEO and report annually to the CEO on appraisal arrangements and outcomes

		Board	CEO / CFO	LGB	EHT or Equivalent
5.3	Proposals for major restructuring and redundancy which would place more than 5 staff at risk of redundancy	Review and approve proposals	Recommend any material changes in staffing structures to the Board	Review and recommend to the Board / CEO any material suggested changes to the staffing structure	Determine appropriate staffing structure for the Academy in accordance with the budget for the year, or anticipated changes to the budget
5.4	Considering proposals from LGBs and their principals about the development of their schools' staff	Review and approve proposals	Recommend to the Board any proposals for the development of Trust staff	Report to the CEO / Board any suggested changes to the development of staff in the Academy	Recommend to the LGB proposals for development of the Academy staff
5.5	The appointment, discipline, and dismissal of the CEO & Accounting Officer, CFO & company secretary, Executive Headteacher (or equivalent), or other senior staff at Head of School level and above	Determine and approve appointment Arrange the conduct of a disciplinary hearing for any investigation required of CEO/CFO Review outcomes of disciplinary investigations of CEO/CFO, EHT or senior school staff	Review and recommend appointment to the Board Arrange the conduct of a disciplinary hearing for any investigation required of EHT/senior staff	Consult on appointment of Executive Headteacher (or equivalent), or other senior staff at Head of School level and above	Recommend appointment of senior staff at Head of School level and above Commission any required disciplinary investigation of senior staff
5.5	Approval of dismissal payments for staff in accordance with the Academies Financial Handbook	Approve dismissal payments for the CEO, CFO, Executive Headteacher or equivalent level staff	Approve dismissal payments for staff other than the CEO, Executive Headteacher or equivalent level staff	n/a	Recommend dismissal payments for all lines managed staff to the CEO

		Board	CEO / CFO	LGB	EHT or Equivalent
6.	Academy Policies and Procedures				
6.1	Review and approve cross Trust policies and procedures as set out in Appendix 2, in order ensure they are fit for purpose and comply with all statutory, and other mandatory requirements	Review and approve	Review and recommend to the Board for approval	Comply and recommend improvements to the CEO and board	Comply and recommend improvements to the CEO and board
6.2	Review and approve all Academy specific policies and procedures (those required and not listed in Appendix 2) in order ensure they are fit for purpose and comply with all statutory, and other mandatory requirements	Review and approve	Review and monitor as appropriate	Review and approve Monitor compliance with policies	Determine and recommend to the LGB for approval. Ensure compliance with policies
6.3	Admissions	Review and approve Admissions Policy Establishing Admissions arrangements for mainstream provision, setting oversubscription criteria	Review and monitor as appropriate and to recommend to the Board	Conducting admissions appeals	Determine and recommend to the Board for approval. Ensure compliance with policies
6.4	Length of School Day	Review and monitor as appropriate	Review and monitor as appropriate	Determine and approve	Determine and recommend to the LGB for approval.

		Board	CEO / CFO	LGB	EHT or Equivalent
6.5	Behaviour Policy	Establish the Boards statement of behaviour principles including the screening and searching of pupils, the power to use reasonable force and other physical contact, the power to discipline beyond the school gate, when to work with other local agencies to assess needs of pupils who display continuous disruptive behaviour and pastoral care for staff accused of misconduct	Review and monitor as appropriate and to make recommendations to the Board	Formation of Governors disciplinary Panel to hear appeals against exclusion	Ensure compliance with the policy

Appendix 1 – Trust Policies Applicable to all Academies

ACADEMY POLICIES (LOCAL ACADEMY POLICY APPLIES)						
Policy	Current Position	Type	Required By	Approval Body	Review Frequency	Review Schedule
Academy Complaints	Completion July 19	Governance	DfE/ESFA	LGB	3 Yearly	Sept
Accessibility Plan		Safety	DfE/ESFA	LGB	3 Yearly	May / June
Admissions	Completion July 19	Governance	DfE/ESFA	LGB	Annually	Sept
Anti-Bullying	Completion July 19	Safeguarding	LSEAT	LGB	3 Yearly	May / June
Assessment (can be combined with Marking and Feedback)	(within Marking and Feedback statement*)	Curriculum	DfE/ESFA	LGB	Annually	Sept
Attendance	Completion July 19	Curriculum	DfE/ESFA	LGB	Annually	Sept
Behaviour	Approved by Trust 2018	Standards	DfE/ESFA	LGB	Annually	May / June
Careers, Education, Information, Advice and Guidance	Completion July 19	Curriculum	DfE/ESFA	LGB	3 Yearly	May / June
CCTV	Completion July 19	Safeguarding	LSEAT	LGB	3 Yearly	Jan
Charging and Remission	Completion July 19	Finance	DfE/ESFA	LGB	3 Yearly	May / June
Collective Worship	Completion July 19	Curriculum	LSEAT	LGB	3 Yearly	May / June
Contractors and Visitors Policy	Completion July 19	H&S	HSE	H&S Committee	3 Yearly	May / June
Curriculum	Completion July 19	Curriculum	LSEAT	LGB	3 Yearly	Sept
Death of a Pupil (New) (alternatively: Bereavement)	Completion July 19	Safeguarding	LSEC	H&S	3 Yearly	Jan
Educational Visits Procedure	Completion July 19	Safeguarding	LSEAT	LGB	3 Yearly	Jan
E-Safety	Completion July 19	Safeguarding	LSEAT	LGB	Annually	May / June
Exams (includes Exam Evacuation; Exams Contingency; Non-Exam Assessments within it or as appendices)	Completion July 19	Curriculum	JCQ	LGB	Annually	Sept
Exclusion Policy (may be contained within the Behaviour Policy)	Further discussion needed to ascertain whether within Behaviour Statement / agreed ways of working.	Curriculum	LSEAT	LGB	3 Yearly if stand alone	May / June
Fair Access Protocol (not a Trust policy, belongs to LA)	N/A	Governance	DfE/ESFA	LA	3 Yearly	Jan

Fire Evacuation Procedures	Completion July 19	H&S	HSE	LGB	3 Yearly	Jan
Home/School Agreement	Completion July 19	Curriculum	DfE/ESFA	LGB	Annually	Sept
Lockdown, Evacuation and Bomb Threat Procedures	Completion July 19	H&S	LSEAT	LGB	3 Yearly	Jan
Lone Working Policy	Completion July 19	H&S	HSE	H&S Committee	3 Yearly	Jan
Marking and Feedback	*Completion July 19	Curriculum	LSEAT	LGB	Annually	Sept
Mental Health and Wellbeing Policy	Completion July 19	Safeguarding	LSEAT	LGB	3 Yearly	Jan
Performance Management/Appraisal	Completion July 19	HR	LSEAT	LGB	3 Yearly	Nov

NON-PRESCRIBED ACADEMY POLICIES (LOCAL ACADEMY POLICY APPLIES)

Policy	Current Position	Type	Required By	Approval Body	Review Frequency	Review Schedule
Positive Handling	Within Trust Behaviour Statement – completed 2018.	Safeguarding	DfE/ESFA	LGB	Annually	May / June
Prevent	Completion July 19	Safety	DfE/ESFA	LGB/LA	Annually	Sept
Provider Access Policy	Completion July 19	Curriculum	LSEAT	LGB	3 Yearly	Jan
Pupil Risk Assessment Policy	Completion July 19	Safety	LSEAT	LGB	Annually	Sept
Reduced Hours Policy	Completion July 19	Safeguarding	LSEAT	LGB	3 Yearly	Nov
Safeguarding (includes FGM / may include Sexual Violence which may otherwise be a separate policy)	Completion July 19	Safeguarding	DfE/ESFA	LGB	Annually	Sept
SEND	Completion July 19	Curriculum	LSEAT	LGB	3 Yearly	Jan
Sex and Relationships Education	Completion July 19	Curriculum	LSEAT	LGB	Annually	Nov
SMSC	Completion July 19	Curriculum	DfE/ESFA	LGB	Annually	Nov
Staff Code of Conduct / Staff Handbook	Completion July 19	HR	LSEAT	LGB	3 Yearly	May / June
Substance Misuse	Completion July 19	Safeguarding	LSEAT	LGB	3 Yearly	Jan
Supporting Pupils With Medical Conditions	Completion July 19	Safety	DfE/ESFA	LGB	3 Yearly	Sept
Teaching and Learning	Completion July 19	Curriculum	LSEAT	LGB	Annually	Sept
Work Experience	Completion July 19	Curriculum	LSEAT	LGB	3 Yearly	Jan

TRUST HR POLICIES

Absence Management	To be written for Trust schools (AS / JS) – Sept 19*	HR	LSEAT	Trust Board	3 Yearly	November
Capability	To be written for Trust schools (AS / JS) – Sept 19*	HR	LSEAT	Trust Board	3 Yearly	November
Disciplinary	To be written for Trust schools (AS / JS) – Sept 19*	HR	LSEAT	Trust Board	3 Yearly	November
Grievance / Fair Treatment	To be written for Trust schools (AS / JS) – Sept 19*	HR	LSEAT	Trust Board	3 Yearly	November
Pay	To be written for Trust schools (AS / JS) – Sept 19*	HR	LSEAT	Trust Board	Annually	March
Probation	To be written for Trust schools (AS / JS) – Sept 19*	HR	LSEAT	Trust Board	3 Yearly	November

*Bexley staff remain currently under Bexley HR policies – AS / JS reviewing current policies (date for completion: September / October 2019) to consult with staff and aim to move all staff to one set of HR policies during Autumn 2019 (transition date: January 2020) with the exception of Pay Policy (date for completion: December 2019) and consultation during March / April 2020 and move to new pay arrangements between April and September 2020.

Appendix 2 - Extract from the Financial Regulations of the Trust

Appendix A – Authority Limits

Delegated authorities are currently as follows:-

1. **Budget Variations**

Major Capital Projects

For major capital projects the Board will be required to approve any changes to the overall project budget. In urgent cases the Chairman of the Board and Chief Executive Officer, or Chief Financial Officer jointly have power to act on behalf of the Board. Such action will be reported to the Board at the earliest opportunity. In order to control the overall project spend, movements between individual budget lines to reflect changes to project costs may be authorised by the Chief Financial Officer.

Annual Re-Modelling, Other Building Works and IT Projects

For annual re-modelling, other minor building projects and IT projects, there may be a requirement to authorise extras, contract variations, or other necessary amendments to the approved projects. The Chief Financial Officer may authorise any resulting increase of up to £50k. In urgent cases requiring approval of the Board, the Chair of the Board and CEO, Deputy CEO, or Chief Financial Officer jointly have power to act on behalf of the Board. Such action will be reported to the Board at the earliest opportunity.

Income & Expenditure

Income and expenditure budget variations (virements) must not reduce the budget operating surplus. The Chief Financial Officer in consultation with the relevant Headteacher may approve virements between budget heads of up to 10% of the Academy's overall budgeted expenditure. Virements above 10% require Board approval.

2. **Authorisation of Contracts, Orders, and Leases**

When applying the limits referred to below, the "value" for those orders/contracts, which relate to the continuous supply of goods or services over several years, will be the total value over the period of supply. The limits specified below do not relate to petty cash payments which must not exceed £20.

The limits referred to below relate to operating leases only. If you are unsure whether the lease is an operating lease or a finance lease, the Chief Financial Officer or Director of Finance should be consulted. When applying the limits referred to below, the "equivalent purchase price" will be the total value of the lease/hire purchase payments over the period of the agreement (or until the first break clause for property leases).

Sponsored Academies	
Value	Authorisation
Up to £5,000	Head of School Deputy Headteacher Other authorised signatory as approved by the CFO
Up to £15,000	Business Manager or equivalent, Management Accountant, Head of Finance, or nominee
Up to £50,000	Group Director of Finance Executive Headteacher, or equivalent Deputy CEO
Up to £500,000	Chief Executive Officer Chief Financial Officer
Over £500,000	Board *

* Following authorisation of the transaction or project by the Board, signing contracts and orders is delegated to the CEO, Deputy CEO, Chief Financial Officer, or relevant Executive Headteacher.

Non-Sponsored Academies	
Value	Authorisation
Up to £5,000	Head of School Deputy Headteacher Other authorised signatory as approved by the CFO
Up to £15,000	Business Manager or equivalent, Management Accountant, Head of Finance, or nominee
Up to £50,000	Group Director of Finance Executive Headteacher, or equivalent Deputy CEO
Up to £500,000	Chief Executive Officer Chief Financial Officer
Over £500,000	Board *

* Following authorisation of the transaction or project by the Board, signing contracts and orders is delegated to the CEO, Deputy CEO, Chief Financial Officer, or relevant Executive Headteacher.

3. Disposal of Assets

Value of Disposal / NBV	Authorisation
Up to £350	Head of Finance, or Head of Management Accounts or nominee
Up to £1,000	Head of School Deputy Headteacher Business Manager, or equivalent
Up to £5,000	Executive Headteacher, or equivalent
Up to £12,500	Group Director of Finance Deputy CEO
Up to £50,000	Chief Executive Officer Chief Financial Officer
Over £50,000	Board *

Authority shall not be required for disposal of each computer which is replaced as part of the annual renewal programme.

* Following authorisation of the transaction or project by the Board, signing contracts and orders is delegated to the Chief Executive Officer, Deputy CEO, Chief Financial Officer, or relevant Executive Headteacher.

4. Contracts for the Supply of Goods or Services by the Academy/Trust

Contract Value per annum	Authorisation
Up to £5,000	Head of School Deputy Headteacher
Up to £15,000	Business Manager or equivalent, Management Accountant, Head of Finance, or nominee
Up to £50,000	Executive Headteacher, or equivalent Group Director of Finance Deputy CEO
Up to £500,000	Chief Executive Officer Chief Financial Officer
Over £500,000	Board *

* Following authorisation of the transaction or project by the Board, signing contracts and orders is delegated to the CEO, Deputy CEO, Chief Financial Officer, or relevant Executive Headteacher.

Appendix B - Authorised Cheque Signatories and Authorisation of Electronic Payments

Arrangements for bank payments will be as follows:

(i) Bank Signatories

All bank payments must be authorised by two bank signatories.
The posts permitted to be on the bank mandate for the purpose of authorising cheque payments are as follows:-

- a) Chief Executive Officer
- b) Deputy Chief Executive Officer
- b) Chief Financial Officer
- c) Group Director of Finance
- d) Head of Finance
- e) Management Accountant, or nominee
- f) Executive Headteacher or equivalent
- g) Payroll Manager or equivalent
- h) Business Manager or equivalent

(ii) Electronic Payments (BACS)

The proposed payment run is prepared by a member of the finance service team and reviewed by the Head of Finance Shared Services Processing, or Management Accountant, or nominee. The review includes checking proposed payments above £5k to invoices. The proposed payment run is then passed to a Member, the Group Director of Finance, or Head of Finance, or Management Accountant, or nominee, for final checking and authorisation as appropriate.

(iii) Electronic Payments (CHAPS/Faster Payments)

These are urgent payments which are processed outside of the normal creditor payment run. Every effort should be made to ensure that the volume of such payments are kept to a minimum. All such payments must be authorised two bank signatories identified in above.

(iv) Electronic Payroll Payments

These include Net Pay, PAYE, National Insurance and Pension contributions. All such payments must be authorised by the Payroll Service Manager (or nominee in their absence) and the Chief Financial Officer, Deputy CEO, Group Director of Finance, Head of the Finance or Management Accountant or nominee.

Arrangements for the use of electronic banking systems including the allocation of Smart Cards will be determined by the Group Director of Finance.