

Scheme of Delegated Authority

Adopted by resolution of the Board 15th November 2016
Last Reviewed and Revised 24th February 2021, Version 8

Section 1 – Terms of Reference

1. INTRODUCTION

- 1.1 Transforming Lives Educational Trust (the “**Trust**”) is governed by a Board of Trustees (the “**Trustees**”) who are accountable to the Department for Education and have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust.
- 1.2 The following academies are currently operated by the Trust:
- **Ashlawn School**
 - **Henry Hinde Infant School**
 - **Henry Hinde Junior School**
 - **Houlton School (Secondary Free School – opening Sept 2021)**
- 1.3 The Trust also operates the Innovation and Leadership Teaching School Alliance at Ashlawn School.
- 1.4 In order to assist with the discharge of their responsibilities, the Trustees have established an Academy Improvement Management Board (“**AIM**”) for each of the Academies. The AIM Board shall be a formally recognised and approved sub-set of the Board of Trustees and established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “**Articles**”).
- 1.5 The Trustees may review these terms of reference at any time but shall review them at least annually.
- 1.6 These terms of reference may only be amended by the Board of Trustees.

2. CONSTITUTION OF THE AIMs

- 2.1 Members of the AIM shall be known as “partners”.
- 2.2 The Trustees have the right to appoint such persons to the AIM as they shall determine from time to time
- 2.3 Subject to clause 2.2, the composition of the Academy Improvement Management boards for the Academies **shall** be as follows:
 - 2.3.1 the Principal of the Academy (or the CEO if no such person is appointed);
 - 2.3.2 up to 25% staff partners;
 - 2.3.3 up to 25% parent partners; and
 - 2.3.4 up to 50% co-opted partners (half of which must be foundation partners for church academies).
- 2.4 Although the above does not stipulate a maximum size for the AIM, the Trust recommends an AIM of no more than 9 partners in total. Should the size exceed this, the number of partners should remain an odd number and not exceed 11 in total.
- 2.5 The procedure for the appointment and the removal of partners is as set out in Annex 1.

3. PROCEEDINGS OF THE AIM

The proceedings for meetings of the AIM shall be as set out in Annex 2.

4. RELATIONSHIP BETWEEN THE BOARD AND AIM

- 4.1 The AIM shall in carrying out its role:
 - 4.1.1 promote high standards and aim to ensure that students and pupils are attending a successful academy which provides them with a good education and supports their well-being;
 - 4.1.2 be responsible to the Trustees for its actions and follow the expectations of partners as laid down by the Trustees;
 - 4.1.3 aim to establish that it is competent, accountable, independent and diverse that promotes best practice in governance;
 - 4.1.4 aim to ensure that its partners promote and uphold high standards of conduct, probity and ethics;
 - 4.1.5 uphold, support and promote the vision and values of the Trust, and of the Diocese in the case of church academies.

- 4.2 The Trustees shall support the work of the AIM by:
- 4.2.1 setting a clear strategic vision to allow the AIM to set and achieve its own aims and objectives within such vision;
 - 4.2.2 ensuring that systems are put in place to allow the partners to be presented with timely and good data to allow the AIM to analyse Academy performance in order to support and challenge the Principal and the senior leadership team of the Academy;
 - 4.2.3 ensuring that the partners have access to high quality training 'or professional development informed by a skills audit and general contribution';
 - 4.2.4 providing each AIM with a 'Link Trustee' for which separate terms of reference exist.
- 4.3 Without prejudice to the Trustees' other rights to remove any partner and the Trustee's rights to amend these terms of reference at any time, where the Trustees have concerns about the performance of an AIM they may amongst other actions:
- 4.3.1 require the relevant AIM to adopt and comply with a governance action plan in such form as determined by the Trustees;
 - 4.3.2 suspend or remove any or all of the matters delegated to the AIM;
 - 4.3.3 suspend or remove any or all of the partners of the relevant AIM, and in agreement with the Diocesan Board of Education (DBE) in the case of Foundation Partners.
- 4.4 The Trustees may require a governance action where:
- 4.4.1 the Academy has a deficit budget (both revenue and capital)
 - 4.4.2 pupil results fall below national expected attainment levels
 - 4.4.3 the Academy has been rated by Ofsted and/or SIAMS as 'Requiring Improvement' or 'Inadequate'
 - 4.4.4 there has been a serious breach of Trust policies.
- 4.5 The Trustees may vary the matters delegated where:
- 4.5.1 the AIM act outside its delegated powers and limitations;
 - 4.5.2 the AIM are in breach of these terms of reference;
 - 4.5.3 there has been a serious breach of Trust policies.

- 4.6 The Trustees may remove/replace partners where:
- 4.6.1 the Academy is in material breach of its funding arrangements;
 - 4.6.2 the AIM is in material breach of its delegated level of financial authority
 - 4.6.3 the AIM is in material breach of these terms of reference or has persistently breached these terms of reference;
 - 4.6.4 An individual Partner has failed to meet the standards of honesty, integrity and objectivity required of their office.
- 4.7 The circumstances listed in paragraphs 4.4, 4.5 and 4.6 are illustrative only and shall not limit the rights of the Trustees to suspend or remove any or all of the matters delegated to the AIM. In the case of Foundation Partners, their removal from an AIM will be done so in consultation with the DBE.

5. DELEGATED POWERS

General principles

- 5.1 In the exercise of its delegated powers and functions, the partners of the AIM shall:
- 5.1.1 ensure that the Academy is conducted in accordance with the objects of the Trust, the terms of any trust or lease governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
 - 5.1.2 promptly implement and comply with any policies or procedures communicated to the AIM by the Trustees;
 - 5.1.3 review its local policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;
 - 5.1.4 work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
 - 5.1.5 be open about decisions and be prepared to justify those decisions;
 - 5.1.6 keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust;

- 5.1.7 adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them;
- 5.1.8 hold the Principal to account for the educational performance of the academy and its pupils, and the performance management of staff.
- 5.2 Each partner shall be required to take part in regular self-review and is accountable for meeting his or her own training and development needs. It is a partner's responsibility to consider if, and raise any concerns where, he or she feels that appropriate training and development is not being provided – particularly with regard to safeguarding training.
- 5.3 Partners shall be expected to report to the Trust against KPIs, which have been set for the Academy and provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require.
- 5.4 The powers retained by the Trust and delegated from the Trustees to the AIMs shall be as set out in Annex 3 that sets out the powers retained by the Trust, the powers delegated to the CEO, the AIM and the Principal of the Academy.
- 5.5 For the avoidance of doubt, where a power is not expressly delegated to the CEO, AIM or Principal of the Academy it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 3.
- 5.6 Annex 3 may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the AIM.
- 5.7 Notwithstanding the application of any provision of these terms of reference, if the Chair/Vice Chair of the AIM is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Academy, any pupil or their parent or a person who works at the Academy, then they may exercise any function of the AIM which can be delegated to an individual or any function relating to the exclusion of pupils after consultation with the CEO and at least one Trustee.
- 5.8 The AIM shall conduct an annual self-review of their performance and to report their findings to the Trustees. As a minimum the self-review will be in line with the National Governance Association (NGA) guidelines.
- 5.9 The Clerk to the Partners shall maintain a record of Partners' attendance at meetings and shall report on such attendance annually.

ANNEX 1 – Appointment and Removal of Partners

1 Staff partners

- 1.1 The AIM shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy and, where there are any contested posts, shall hold an election by a secret ballot.
- 1.2 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees. The Trustees may delegate the running of the election to the AIM.
- 1.3 The AIM will report the outcome of the election, including the number of votes cast, to the Trustees, who will then appoint the required number of Staff Partners.

2 Parent partners

- 2.1 Parents of registered pupils at the Academy shall elect parent partners of the AIM. He or she must be from the care-giving body of pupils at the Academy at the time when he or she is elected. Care-givers include parents, legal guardians, grandparents or adult siblings.
- 2.2 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be agreed in advance by the Trustees. The Trustees will delegate the running of the election to the AIM.
- 2.3 Where a vacancy for a parent partner is required to be filled by election, the AIM shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 2.4 Any election of persons who are to be the parent partners which is contested shall be held by secret ballot. The arrangements made for the election of the parent partners shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he prefers, by having his ballot paper returned to the Academy by a registered pupil at the Academy.

2.5 The AIM will report the outcome of the election, including the number of votes cast, to the Trustees, who may then proceed to appoint the required number of parent Partners.

2.6 Where the number of parents standing for election is less than the number of vacancies, the Trustees may appoint a person who is the parent of a registered pupil at the Academy or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another Academy run by the Trust.

3 Co-opted partners

3.1 Providing a vacancy has been notified to the Trustees, the AIM can through proper and transparent advertising recruit Co-opted partners. The Trustees appoint co-opted partners. He or she must be:

- a) a person who lives or works in the community served by the Academy; or
- b) a person who, in the opinion of the Trustees, has the necessary skills set and is committed to the governance and success of the Academy; or
- c) in the case of church academies, a practicing Christian whose name is on the electoral roll of a place of worship.

3.2 Employees of the Trust are not permitted to be Co-opted partner.

4 Term of office

4.1 The term of office for any partner shall be 4 years, save for the Principal of the Academy (as applicable) who shall remain a partner until he or she ceases to work at the Academy.

4.2 Subject to remaining eligible to be a particular type of partner, any person may be re-appointed or re-elected to the AIM.

5 Resignation and removal

5.1 A person serving on the AIM shall cease to hold office if:

- a) their term of office expires
- b) he resigns his office by giving notice in writing to the clerk of the AIM;
- c) the Principal or a staff partner ceases to work at the Academy;
- d) the Trustees terminate the appointment of a partner whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of

the Trust or the Academy.

5.2 For the avoidance of doubt, a parent partner shall not automatically cease to hold office solely by reason of their child ceasing to be a pupil at the Academy.

5.3 It shall be the responsibility of the Chair of the AIM to inform the Trustees when a vacancy becomes available on the AIM.

6 Disqualification of partners of the AIM

6.1 A person shall be disqualified from serving on the AIM if he or she would not be able to serve as a Trustee in accordance with Articles 68-80 of the Articles.

7 Appointment and removal of Chair and Vice Chair

7.1 The Chair and Vice Chair of the AIM shall be appointed by the Trustees and may be removed from office by the Trustees at any time.

7.2 The term of office of the Chair and Vice Chair shall be 2 years. Subject to remaining eligible to be a partner, any partner may be re-appointed as Chair or Vice Chair of the AIM.

7.3 Subject to re-election, the maximum term of continuous office for the Chair and Vice- Chair shall be 4 years.

7.4 The Chair and Vice Chair may at any time resign his office by giving notice in writing to the Trustees. The Chair or Vice Chair shall cease to hold office if:

- a) he/she ceases to serve on the AIM;
- b) he/she is employed by the Trust whether or not at the Academy; or
- c) in the case of the Vice Chair, he/she is appointed to fill a vacancy in the office of the Chair.

7.5 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the partners of the AIM shall elect one of their number to act as chair for the purposes of that meeting.

8 Committees

- 8.1 Subject to the prior agreement of the Trustees, the AIM may establish subcommittees who may include individuals who are not members of the AIM, provided that such individuals are in a minority.
- 8.2 The AIM may delegate to a subcommittee or any person serving on the AIM, subcommittee, the Principal or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Trustees or the AIM may impose and may be revoked or altered. The person or subcommittee shall report to the AIM in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the AIM immediately following the taking of the action or the making of the decision.
- 8.3 The establishment, terms of reference, constitution and membership of any committee of the Partners shall be reviewed at least once in every twelve months with Trustees being advised of the outcome of the review.

ANNEX 2 – Proceedings of the AIM

1. Meetings

- 1.1 The AIM shall meet at least once in every term and shall hold such other meetings as may be necessary.
- 1.2 The clerk shall convene meetings of the AIM, who shall send the partners and the Clerk to the Trustees written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in his absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he thinks fit.
- 1.3 Any partner shall be able to participate in meetings of the partners by telephone or video conference provided that he has given reasonable notice to the clerk of the AIM and that the partners have access to the appropriate equipment.
- 1.4 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or nomination of any person serving on the AIM.
- 1.5 Any three Partners may, by notice in writing given to the Clerk, call a meeting of the AIM and it shall be the duty of the Clerk to convene such a meeting as soon as is reasonably practicable.

2. Quorum

- 2.1 The quorum for a meeting of the AIM, and any vote on any matter at such a meeting, shall be 51% of the AIM partners.
- 2.2 The quorum for a meeting of a subcommittee of the AIM, and any vote on any matter at such a meeting, shall be any three of the Partners of the AIM at the date of the meeting.

3. Voting

- 3.1 Every matter to be decided at a meeting of the AIM shall be determined by a majority of the votes of the partners present and entitled to vote on the matter. Every partner shall have one

vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A partner may not vote by proxy.

- 3.2 Any partner who is also an employee of the Trust shall withdraw from that part of any meeting of the AIM at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.3 A resolution in writing, signed by all the partners shall be valid and effective as if it had been passed at a meeting of the partners duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the partners.

4 Conflicts of Interest

- 4.1 Any partner who has or may have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest (as defined below)) which conflicts or may conflict with his or her duties as a partner of the AIM shall disclose that fact to the AIM as soon as he or she becomes aware of it. A person must absent him or herself from any discussions of the AIM in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 4.2 A partner of the AIM has a Personal Financial Interest if he or she, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the partner or any person living with the partner as his or her partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the Academy.

5 Minutes of meetings

- 5.1 Within 7 working days of the AIM meeting the Clerk to the AIM must ensure the minutes are issued to the partners.
- 5.2 At every meeting of the AIM the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.
- 5.3 The clerk to the AIM shall ensure that a copy of the minutes of every AIM meeting is reasonably practicable, made available to the Clerk of the Trustees within 7 working days of the meeting
- 5.4 The Clerk to the AIM shall ensure that a central record, available for inspection, of all meeting agendas, minutes and supporting papers is maintained and kept up to date at the Academy.

Section 2 - Scheme of Delegated Authority

STRATEGY & LEADERSHIP	Trustees	CEO	AIM	Principal
1. Set strategic objectives and KPIs of the Trust	Review, challenge and approve	Draft and develop		
2. Set strategic objectives of the Academies	Review, and approve	Review, Challenge and Approve Consolidate Academy plans and present to the Trustees	Review, Challenge and Approve	Draft and develop individual Academy Objectives line with Trust strategy and KPIs
3. Deliver strategic objectives of the Trust and monitor performance against KPIs	Review and monitor performance	Deliver & Report to Trustees		
4. Deliver strategic objectives of the Academies	Review	Review and monitor performance Report progress to Trustees	Review and monitor performance	Deliver/achieve objectives Report progress to AIM & CEO
5. Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	Monitor Trust-wide compliance	Monitor and report to Trustees Take action to mitigate non-compliance Deliver compliance with policies	Monitor individual academy compliance	Deliver & Report to AIM & CEO Deliver compliance with policies
6. Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Monitor Trust-wide compliance	Monitor and report to Trustees Take action to mitigate non-compliance Deliver compliance with policies	Monitor individual academy compliance	Deliver & Report to AIM & CEO Deliver compliance with policies

STRATEGY & LEADERSHIP	Trustees	CEO	AIM	Principal
<p>7. Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds</p>	<p>Review and approve Trust policies and controls to ensure compliance</p>	<p>Develop policies, checks & balances to ensure proper financial oversight</p> <p>Deliver compliance with policies</p>	<p>Monitor individual academy compliance</p>	<p>Deliver & Report to AIM & CEO</p> <p>Deliver compliance with policies and controls</p>
<p>8. Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions</p>	<p>Review and approve Trust policies and processes to ensure compliance</p> <p>Record Trustees conflicts of interest and connected party transactions</p> <p>Review annually conflicts of interest and connected party transactions of each AIM</p>	<p>Develop policies and processes</p> <p>Deliver compliance with policies</p>	<p>Monitor individual academy compliance</p> <p>Report annually conflicts of interest and connected party transactions to the Trustees</p>	<p>Deliver & Report to AIM & CEO</p> <p>Deliver compliance with policies</p>
<p>9. Appointments of Trustees– ensuring processes in place for appointment of trustees (including ensuring that the Trustees have the skills to run the Trust</p>	<p>Appoint in accordance with Articles of Association</p> <p>Review Trustees performance against competency framework</p>	<p>Develop processes in accordance with Articles of Association</p>		

STRATEGY & LEADERSHIP	Trustees	CEO	AIM	Principal
10. Appointments of Partners – ensuring processes in place for appointment of Partners (including ensuring that the Partners have the skills to run the Academies)	Appoint co-opted and partnership partners		Appoint Staff and Parent Partners as per Annex 1 Recommend Co-opted partners to Trustees Review Partner competency and performance and report to Trustees	
11. Appointment of the Internal Auditors and Audit Committee	Appoint	Monitor performance		
12. Appointment of Clerk – Board and AIMS	Appoint the Clerk to the Board & AIMS		Recommend to the Trustee the appointment of the AIM clerk	
13. Policies – review, approve and monitoring of Trust Wide Policies (including curriculum, admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Review & Approve Trust wide policies	Develop Trust wide polices for Board approval Deliver compliance with policies Report material non-compliance to the Board	Review all policies approved by the Board and monitor compliance Review and approve academy specific policies	Develop academy specific polices for AIM approval Deliver compliance with Trust and academy policies Report non-compliance to the AIM and the CEO
14. Prepare terms of reference for Trust Committees	Approve & Deliver	Develop		
15. Prepare TofR for AIM’s and Sub-Committees		Develop	Comply and Deliver	
16. Training programme for trustees and partners	Approve & Comply	Develop	Comply	

EDUCATION & CURRICULUM	Trustees	CEO	AIM	Principal
1. Academy Development Plan (Strategic Impact Plan)- for each Academy in line with strategic aims of the Trust	Review, challenge and approve the Strategic Impact Plans	Review and challenge the Strategic Impact Plan(s) Present plan(s) to Trustees	Review, Challenge and Recommend Strategic Impact Plan to CEO	Work with the CEO in producing the academy's Strategic Impact Plan Review – the Strategic Impact Plan
2. Key Performance Indicators – setting and reviewing performance of the Trust & the Academies	Set Trust-wide KPIs Review performance against KPIs	Delivering against the KPIs Report performance against KPIs to Trustees	Monitoring & challenging progress against KPIs	Delivering against the KPIs Reporting progress against KPIs to AIM & CEO
3. Set admissions policy	Approve	Review	Develop in consultation with Principal	
4. Admission decisions			Review and monitor	Advise, recommend and report to AIM
5. Collective worship arrangements			Review	Deliver
6. Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review, challenge and approve policy	Developing policy and ensuring compliance Report compliance to Trustees	Monitor compliance with Trust wide policy	Manage Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)

EDUCATION & CURRICULUM	Trustees	CEO	AIM	Principal
7. Academy Hours – setting the opening and closing times for the Academies	Determine in consultation with AIMS		Consult with the Trustees and CEO	Comply
8. Term Dates and length of academy day	Determine in consultation with AIMS		Consult with the Trustees and CEO	Comply
9. Academy lunch – ensure provided to appropriate nutritional standards		Monitor	Review	Deliver
10. Provision of free school meals to those meeting criteria		Monitor	Review	Deliver
11. Educational Policies (other) – e.g. <ul style="list-style-type: none"> - SEND, management of medicines etc. - Monitoring educational performance and student progress Setting targets for pupil achievement - Pupil and Sports premium - Changes to structure of academy day 	Review and approve	Review	Recommend to Trustees and CEO	Determine in consultation with AIM
12. Curriculum Design (Intent, Implementation and Impact) - in accordance with the academy’s designation	Approve	Review	Recommend	Determine

SAFEGUARDING	Trustees	CEO	AIM	Principal
<p>1. Safeguarding Policies (Trust wide and Local), including but not limited to:</p> <ul style="list-style-type: none"> - Safeguarding and Child Protection - Safer Recruitment - Public Interest Disclosure (Whistleblowing) - Attendance and Punctuality - Behaviour (Pupil/Student) - Staff Code of Conduct - Allegations Against Staff - Exclusions 	Review & Approve Trust wide policies	<p>Develop Trust wide polices for Board approval</p> <p>Deliver compliance with policies</p> <p>Report material non-compliance to the Board</p>	<p>Recommend academy specific policies to Trustees and CEO.</p> <p>Review and monitor compliance of academy specific and Trust-wide policies.</p> <p>Report non-compliance of Trust-wide policies to CEO.</p>	<p>Develop academy specific polices for AIM approval</p> <p>Deliver compliance with Trust and academy policies</p> <p>Report non-compliance to the AIM and the CEO</p>
<p>2. Single Central Register</p>	Approve Trust-wide standardised SCR reporting.	Develop Trust-wide standardised SCR reporting.	<p>Monitor SCR completion and compliance</p> <p>Report to Trustees via KPI reporting and safeguarding audits</p>	Operate and comply with SCR reporting.
<p>3. Curriculum (intent, implementation and impact of the safeguarding curriculum).</p>	Review AIM monitoring and recommend improvements identified in KPI reporting and audits.		Review, approve, monitor and report to Trustees via KPI reporting and safeguarding audits	Determine, deliver and report impact and feedback from stakeholders to AIM

<p>4. Assessment of Risk and Record Keeping (of children at risk)</p>		<p>Review and challenge effectiveness of assessments and recording</p> <p>Report findings to OSC</p>	<p>Review, approve, monitor and report to Trustees via KPI reporting and safeguarding audits</p>	<p>Determine, report impact to AIM</p>
<p>5. Continuing Professional Development (ensure that all staff, volunteers and visitors are appropriately and sufficiently trained to fulfil their safeguarding responsibilities).</p>	<p>Review AIM monitoring and recommend improvements identified in KPI reporting and audits.</p>		<p>Review, monitor and report via KPI reporting and safeguarding audits</p>	<p>Determine, report impact and feedback from stakeholders to AIM</p>
<p>6. Induction</p>	<p>Review AIM/CEO monitoring</p>	<p>Review Trust-wide induction processes</p>	<p>Monitor and report via KPI reporting and safeguarding audits</p>	<p>Determine – with reference to Safer Recruitment Policy</p>
<p>7. Monitoring, including but not limited to these themes:</p> <ul style="list-style-type: none"> - Policy and procedures - Recognising and responding to risk - Staff understanding and awareness - Children’s safety, education and awareness - Behaviour management - School environment 	<p>Conduct monitoring of:</p> <ul style="list-style-type: none"> - Safer Recruitment - Staff Voice (inc. Quality & impact of training; well-being) - Allegations against staff - Exclusions <p>Review monitoring from AIM Boards</p>	<p>Conduct monitoring of:</p> <ul style="list-style-type: none"> - Trust-wide policies <p>Report findings to OSC</p>	<p>Conduct monitoring of:</p> <ul style="list-style-type: none"> - SCR - Behaviour Log (inc. use of physical intervention) - Bullying, racism & discrimination - Attendance, Punctuality & Exclusions <p>Report AIM and Principal</p>	<p>Conduct monitoring of:</p> <ul style="list-style-type: none"> - Safeguarding induction and refresher - Curriculum inc. PREVENT, protective behaviours, healthy relationships, signposting, SRE - Pupil Voice (inc. curriculum; safety)

	Feedback to AIM via annual review		monitoring to OSC via Annual Review	- School environment Report to AIM
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FINANCIAL *SEE SECTION 3	Trustees	CEO	AIM	Principal
1. Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Review and approve	Recommend funding model to the Trustees for approval	Comply with the overall financial plan for the Academy	Comply with the overall financial plan for the Academy
2. Trust Annual Budget – formulating and setting the Trust wide budget	Review, challenge and approve	CEO & CFO prepare Trust budget CEO and/or CFO presents budget to the Trustees for approval Review submission of Trust budget to the ESFA		
3. Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Review, challenge and approve	Manage the development of Academy budgets in consultation with the AIMs and present to the Trustees for approval	Review, Challenge and recommend to Trustees	Develop academy budget with CFO/CEO
4. Expenditure and ensuring delivery of Annual Budgets and Financial Reporting	Review and challenge Trust-wide financial reporting	Review and challenge Academy financial reporting CEO with support from the CFO prepares Trust wide financial	Review and challenge Academy financial reporting	Deliver against agreed budget Prepare financial monitoring reports for AIM & CEO

		monitoring reports for trustees		
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FINANCIAL	Trustees	CEO	AIM	Principal
5. Financial Policies (including procurement) – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	Review and approve Trust-wide policies	Develop with the support of the CFO Trust wide polices for Board approval Deliver compliance with policies Report material non-compliance to the Board	Review the implementation of all policies approved by the Trustees and monitor compliance Review and approve academy specific policies	Develop academy specific polices for AIM approval Deliver compliance with Trust and academy policies Report non-compliance to the AIM and the CEO
6. Approving annual accounts	Review and approve Annual Accounts	Ensure the preparation of the annual financial statements Arrange for auditing of annual report and accounts Ensure compliance with regulatory filing requirements Keep proper records in respect of the Trust	Ensure proper records are maintained in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts	Keep proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts
7. Corporate Risk Register	Review, challenge and approve	Ensure corporate risk register is maintained	Review and monitor Academy risk register	Ensure Academy risk register is maintained

	Monitor compliance	Report compliance to the Trustees		Report compliance to AIM
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HR & OPERATIONS	Trustees	CEO	AIM	Principal
1. Appointing the CEO	Appoint			
2. Appointing the CFO & other Exec. Board roles	Appoint	Recommend appointment to the Trustees Sit on appointment panel along with two Trustees		
3. Appointing the Principal at each Academy	Approve and appoint in consultation with the CEO/ AIMS	Recommend appointment to the Trustees Sit on appointment panel along with two Partners	Nominate two partners to sit on the appointment panel with the CEO	
4. Appointing of cross-Trust Staff (in line with recruitment policy)		Appoint in line with Trust Policy and Budget		
5. Appointing Academy Staff				Appoint in line with Trust Policy and Budget
6. Reducing/Restructuring Academy Staff	Approve	Review and recommend	Review	Develop with CEO and AIM
7. Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance, absence and performance management policies) in accordance with all appropriate regulations	Review and approve Trust-wide policies	Develop Trust wide polices for Trustee approval Deliver compliance with policies Report material non-compliance to the Trustees	Ensure implementation of all policies approved by the Trustees Monitor compliance Review and approve academy specific policies	Develop academy specific polices for AIM approval Deliver compliance with Trust and academy policies Report non-compliance to the AIM and the CEO

HR & OPERATIONS	Trustees	CEO	AIM	Principal
<p>8. Performance Management together with pay reviews (in line with the Trust's pay policy and all statutory regulations)</p>	<p>Conduct CEO PDR</p> <p>Receive reports in respect of appraisal arrangements and outcomes for the Executive and Principals</p> <p>Review appeals in respect of Principals and Executive</p> <p>Determine and approve pay for Principals and CEO</p> <p>Ratify pay for Executive</p>	<p>Conduct the Executive and Principal PDRs in accordance with policy</p> <p>Review appeals in respect of SLT and report to the Trustees</p> <p>Recommend pay for Executive to Trustees</p>	<p>Review any appeals in respect of non SLT staff</p>	<p>Conduct SLT PDRs in line with Trust Policy and report to CEO any recommendation to the CEO</p> <p>Ensure SLT conduct PDRs in accordance with policy for all other staff</p>
<p>9. Setting Terms and Conditions of Employment and Staff Handbook</p>	<p>Review, challenge and approve</p>	<p>Develop and present Terms and Conditions of Employment and Staff Handbook to Trustees</p> <p>Ensure T&Cs and Employment Handbook are maintained and current</p> <p>Deliver and Comply</p>	<p>Monitor compliance of Academy</p>	<p>Deliver & Comply</p>
<p>10. Dismissing Trust staff (in accordance with the Trust disciplinary and capability policies or for reason of redundancy)</p>	<p>Dismiss in respect of the CEO</p>	<p>Recommend SLT dismissal to Trustees</p>	<p>Monitor Academy staff dismissals</p>	<p>Dismiss, in accordance with employment law in respect of all other staff</p>

	Review SLT dismissal	Dismiss, in respect SLT		Report all other staff dismissals to AIM & CEO
	Monitor all other staff dismissals	Review in respect all other staff		

HR & OPERATIONS	Trustees	CEO	AIM	Principal
12. Determining and allocating central services provided to the Trust to the Academies	Review, challenge and approve	Recommend scope and operation of central services, be that central shared services or a distributed services model Deliver	Comply	Comply
13. Overseeing the effectiveness of services provided centrally by the Trust	Review and monitor	Deliver and report to the Trustee		
14. Asset and Premises Maintenance Strategy – determining use of Academies’ premises and ensuring premises are adequately maintained	Review, challenge and approve Monitor compliance	Recommend strategy Ensure strategy is implemented and provide annual report annual report to the Trustees	Implement strategy	Comply with strategy
15. Acquiring and disposing of Trust land and changing use of Assets	Review, challenge and approve	Recommend		
16. Arranging insurance for the Trust	Review, challenge and approve	Deliver		
17. Media and PR - overseeing public relations activities to protect the activities of the Trust and the Academies to the wider community	Determine Trust-wide approach and/or policy	Deliver and comply	Comply	Comply
18. Academy Prospectus		Review & approve	Review & approve	Prepare and Recommend
19. Trust Prospectus and website	Review & approve	Prepare Recommend		

Section 3 - Financial Scheme of Delegation

Decision Level 1:	TLET Board of Trustees (BOT)
Decision Level 2:	TLET Finance and Resources Sub-Committee (FRSC)
Decision Level 3:	Chief Executive Officer (CEO)
Decision Level 4:	Chief Finance Officer (CFO)
Decision Level 5:	Academy Improvement Management Board (AIM)
Decision Level 6:	Principal (Pr)

* Items may be delegated to staff within the academy unless otherwise indicated. Schemes of financial delegation should exist within each academy

			Decision Level					
Key Function	No	Tasks	BOT 1	FRSC 2	CEO 3	CFO 4	AIM 5	Pr 6
Purchasing and Procurement <i>(subject to budgetary constraints)</i>	F.1	Placing orders for goods and services <i>(3 quotes required for items over £5,000)</i>	To authorise spend over £25,000 Formal tendering process [i]		To authorise spend up to £25,000 at Central MAT and academies		To approve Principal's recommendation to spend up to £10,000 in line with the budget To recommend spend over £10,000 to the CEO for approval	To recommend spend up to £10,000 to the Academy Improvement Management Board for approval
	F.2	Tendering Process	To authorise tenders for orders over £25,000 Formal tendering process [i]	To monitor tenders for transactions over £25,000	To undertake tenders over the value of £25,000 on behalf of the MAT Board			
	F.3	Register of Business Interests and Related Party Transactions	To complete an annual declaration of business interest To seek prior approval from ESFA for any related party transaction for contracts or supply of goods in excess of £20,000 (collectively or individually).		To ensure all central staff with financial responsibility and/or significant spending powers and all Trustees complete an annual declaration of business interest and the Register of Interest is published on the MAT website annually. To approve related party transaction (where appropriate) up to £19,999 via the ESFA's online system.		To ensure all partners complete an annual declaration of business interests and the Register of Interests for partners and staff is published on the academy website annually. To ensure correct tendering processes where related party transactions are being considered. To recommend related party transaction (where appropriate) up to £19,999 to the CEO.	To ensure all staff with financial responsibility and/or significant spending powers complete an annual declaration of business interest
	F.4	Authorising invoices <i>(Invoices should not be authorised by the person who placed the order and checks should be made that the correct tendering process has been followed)</i>	To authorise invoices/payments over £25,000		To authorise invoices/payments for Central MAT and academies up to £25,000	To authorise invoice/payments up to £10,000 for Central MAT		To authorise invoice/payments up to £10,000 for Academy

F.5	Making payments <i>(signing cheques, BACS payments and other bank transfers)</i>			To make payments for approved costs for the academies or Central MAT with one other approved bank signatory <i>(See F.13)</i> and within approved bank authorisation levels	To make payments for the academies or Central MAT with one other approved bank signatory <i>(See F.13)</i> and within approved bank authorisation levels		To make payments for the academy with one other approved bank signatory <i>(See F.13)</i> and within approved bank authorisation levels
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			Decision Level					
Key Function	No	Tasks	BOT 1	FRSC 2	CEO 3	CFO 4	AIM 5	Pr 6
Banking Authority & Cash Management	F.12	Approval to borrow money. <i>(This is not allowed under the funding agreement and must always be a board decision)</i>	To present a proposal to the Secretary of State	Not permitted	Not permitted	Not permitted	Not permitted	Not permitted
	F.13	Open a bank account <i>(Accounts must always be opened in the name of the Academy or Trust with the minimum of two signatories)</i>			To authorise the opening of any bank accounts for the Central MAT and academies	To recommend the opening of any bank accounts for the Central MAT and academies to the CEO		To recommend the opening of any bank accounts for the academy to the CFO.
	F.14	Approving bank signatory	To approve bank signatories for the Central MAT Accounts		To recommend the list of Central MAT approved bank signatories to MAT Board for approval	To approve academy bank signatories	To recommend the list of approved bank signatories to CFO for approval	To recommend other approved signatories to the Academy Improvement Management Board or appropriate committee from the following: Vice Principal, Member of SLT, Academy Business Manager or Finance Manager/Officer.
	F.15	Authorised credit / charge card user (if applicable)		To approve Central MAT credit card users and card limit		To approve academy credit card users and card limit To recommend list of approved credit card users for Central MAT to Finance & Resources Sub-Committee	To recommend the list of approved credit card users to CFO for approval	To recommend other approved credit card users to the appropriate Academy Improvement Management Board committee from the following: Vice Principal, Member of SLT, Academy Manager or Finance Manager/Officer.
	F.16	Authorised to administer petty cash		To monitor the administration of petty cash transactions		To administer petty cash transactions for Central MAT Account to the limit of £75 per transaction		To approve a named member of staff to administer petty cash transactions for the academy to the limit of £75 per transaction
	F.17	Authorised to collect income, open postal remittances, empty pay phone/vending machines in the presence of another person.				To approve a named member of staff to collect income, open postal remittances, empty payphone/vending machines in the presence of another person for the Central MAT		To approve a named member of staff to collect income, open postal remittances, empty payphone/vending machines in the presence of another person for the academy
	F.18	Authorised to invoice, receipt and bank income in the presence of another person				To approve a named member of staff to invoice, receipt and bank income in the presence of another person for the Central MAT		To approve a named member of staff to invoice, receipt and bank income in the presence of another person for the

			Decision Level					
Key Function	No	Tasks	BOT 1	FRSC 2	CEO 3	CFO 4	AIM 5	Pr 6
Statutory Reporting (including annual budget and consolidated annual accounts.)	F.19	Completing annual and periodic financial reports to the MAT Board , EFA and/or DfE	To approve annual and periodic financial reports prior to submission to the EFA and/or DfE	To review annual and periodic financial reports to MAT Board, EFA and/or DfE and present to MAT Board for approval	To review annual and periodic financial reports to MAT Board, EFA and/or DfE and present to Finance & Resources Sub-Committee for review	To prepare annual and periodic financial reports to the MAT Board, EFA and/or DfE. To submit approved reports		
	F.20	Authorised to complete VAT 126 claims				To review and submit VAT 126 claims for the Central MAT		To review and submit VAT 126 claims for the academy
Fixed Assets	F.21	Asset Register	To receive assets reports from the Finance & Resources Sub-Committee	To review and approve asset register for Central MAT and academies annually		To enter items over the capitalisation limit of £1,000 onto the register for Central MAT	To review the fixed assets register annually	To ensure items over the capitalisation limit of £1,000 are entered onto the register for the academy
	F.22	Security of Assets				To ensure there is adequate security for stores and equipment at Central MAT		To ensure there is adequate security for stores and equipment at Academy
	F.23	Disposal of Assets	To approve the disposal of assets. <i>(Disposal of land, buildings and heritage assets to be agreed with the ESFA.)</i>	To recommend the disposal of assets over net book value of £1,000 to the MAT Board	To recommend the sale or destruction of items over a net book value of £1,000 to Finance & Resources Sub-Committee	To authorise the sale or destruction of items up to net book value of £1,000.	To approve the disposal of items with a net book value below £500. To recommend disposal of assets to CFO for items over net book value of £500	To recommend the disposal of items with a net book value below £500 to the appropriate Academy Improvement Management Board committee
	F.24	Loan of Assets			To approve the loan of assets subject to loan register being signed and maintained for Central MAT or academies	To approve the loan of assets subject to loan register being signed and maintained for Central MAT		To approve loan of assets over the net book value of £250 subject to loan register being signed and maintained by Academy
Debts	F.25	Write off bad debts/losses	To approve the writing off bad debt/losses over the value of £1,000	To review and recommend writing off bad debts / losses over value or £1,000 to the MAT Board	To approve writing off bad debt/losses up to the value of £1,000 To recommend writing off bad debt/losses over £1,000 to the Finance & Resources Sub-Committee	To recommend writing off bad debt/losses up to £1,000 to the CEO	To approve writing off bad debt/losses to the value of £500. To recommend writing off bad debt/losses over £500 to the CFO	To recommend writing off bad debts /losses to the Academy Improvement Management Board to the value of £500 To notify the CFO of any bad debt/losses to be written off.

			Decision Level					
Key Function	No	Tasks	BOT 1	FRSC 2	CEO 3	CFO 4	AIM 5	Pr 6
Pay Roll	F.26	Payroll Administration			To instruct Head of HR to amend the employee files including salary amendments and allowances			To issue Payroll with authorised amendments to the employee files including salary amendments and allowances To inform Head of HR of any authorised amendments to the employee files at the time of change
	F.27	Payroll Payments				To reconcile the staff payments at the Central MAT, comparing figures to previous months gross salary, adjustments, appointments, resignations, pay amendments etc..		To monitor the reconciliation of academy staff payments at the academy monthly, comparing figures to previous months gross salary, adjustments, appointments, resignations, pay amendments etc..
Insurances	F.28	Insurance Premium Renewal			To approve insurance arrangements for Central MAT and academies	To review and propose sums insured, risk and claims handling at central MAT Office and academies		To manage insurance claims at the academy

[i] Purchases over and above the financial levels set below are subject to EU procurement rules:

£181,133 for good and services

£4,551,413 for works

Section 4 – Strategic Impact Support

INVESTMENT TRAINING	Partner Academy	Sponsored Academy
1. Senior leader core training, e.g. Self Evaluation Summary, Strategic Impact Plan, Data analysis (2 delegates)	3 sessions per annum	3 sessions per annum
2. Senior leader autonomous training (2 delegates)	2 sessions per annum	2 sessions per annum
3. INSET training	1 session per annum	1 session per annum

LEADERSHIP PARTNER	Partner Academy	Sponsored Academy
1. Leadership Partner academy visit (5 hour + 1 hour Note of Visit report)	3 sessions per annum	Up to 6 sessions per annum
2. 1-2-1 Academy Evaluation Summary writing *	N/A	1 session per annum
3. Moderated Team Review*	N/A	1 session at point of transfer
4. Provision Review, e.g. PPG, SEND, curriculum*	By joint negotiation	Based on needs analysis
5. Principal's Performance Review	1 session per annum	1 session per annum

* Additional charge to academy

TRUST EXECUTIVE SUPPORT	Partner Academy	Sponsored Academy
1. Chief Executive Officer	Monthly	Up to fortnightly
2. Chief Finance Officer	Monthly	Monthly
3. Operations Management*	Weekly	Weekly

* Additional charge to academy

TEACHING SCHOOL SUPPORT	Partner Academy	Sponsored Academy
1. Outreach teacher – subject specific	By joint negotiation	By joint negotiation
2. Trainee Teacher	By joint negotiation	By joint negotiation
3. Local Leader of Education	N/A	By joint negotiation*
4. Specialist Leader of Education	N/A	By joint negotiation*

* Additional charge to academy